

CONNECTICUT SWIMMING, INC.

Board of Directors

Thursday, December 3, 2015

7:30 pm Teleconference

Vision Statement: Connecticut Swimming...better life through swimming.

Mission Statement: Connecticut Swimming promotes the pursuit of excellence in swimming and in life through competition and education.

AGENDA

Call to Order/Roll Call

Approval of Agenda/Additions to Agenda

Announcements

Adoption of Minutes September 19, 2015 meeting

Old Business

New Business

Athlete travel assistance for olympic trials – randy erlenbach
Club membership fees and House of Delegates attendance – Kaeley Steinnagel
LSC Bylaw proposed change regarding unattached memberships – Rick Lewis
LSC Development LEAP 2 – Rick Lewis
LSC Development quadrennial planning – Rick Lewis
Nominations to the Nominating Committee – Rick Lewis
CSI Financials – Sue Lecza

Reports of Officers

General Chair Report – Rick Lewis
Administrative Vice-Chair – Todd Gordon
Treasurer – Susan Lecza
Finance Vice-Chair – Ellen Johnston
Age Group Committee Chair – Mark Sedlak
Senior Committee Chair – Randy Erlenbach
Program Development Vice-Chair – Kaeley Steinnagel
Program Operations Co-Vice-Chairs – Jim Robison/Suzannah Rogers
Technical Planning Committee Chair – Henk Jansen
Coach Representatives – John Scaldini/Erin Ritz
Athlete Representatives –Katie Cunningham/Rica Generoso/Brooke Hendee/Lindsey Gordon/Clayton Morikawa
Coach-at-Large – Chuck Clark
Officials Committee Chair – Nancy Wargo
Safety Committee Chair – Heather Flaherty
Registration/Membership Coordinator – Rick LaFrenierre

Location: Required LSC Bylaws – 602.1 Members

602.1 MEMBERS - The membership of XXSI shall consist of the following:

The LSC may add additional criteria for membership, but in the case of Club and Seasonal Club Members, Athlete, Coach and Active Individual Members, any additional criteria must be approved by the USA Swimming Rules and Regulations Committee as being reasonable and in the interest of swimming.

.1 [no changes]

LSC functions, duties and powers which are to be assigned to neither an officer nor a committee that has at least two members shall be assigned to a “Coordinator” rather than continuing the fictional term “Committee”. For example, in most LSCs the Membership and Registration functions have over time gone from two true committees to one person performing both functions. For those LSCs, the correct reference in the Bylaws would be to a Membership/Registration Coordinator. The choice presented is between a combined Membership/Registration or separate Membership and Registration functions (although only the Membership function is relevant here) must be consistent throughout the Bylaws.

A.-C. [no changes]

LSCs without seasonal members may omit this paragraph.

.2 INDIVIDUAL MEMBERS - Individual Members are individuals involved in the sport of swimming in the Territory who have, upon registration, been granted membership in USA Swimming and XXSI and paid the dues established by USA Swimming and XXSI pursuant to Article 603 hereof. *Except for Life members, an individual who wishes to register as an unattached member of XXSI and is not affiliated with any Club Member of XXSI must reside within the geographical territory of XXSI.* An individual may be denied membership by the ~~Membership/Registration~~ *Chair or Coordinator* or by the Board of Directors for failure to satisfy the criteria for membership or for any reason for which an Individual Membership could be terminated. Any denial of membership may be appealed to the Board of Review. An individual’s status as an Individual Member is subject to the Individual Member’s continued satisfaction of the criteria for membership and compliance with the individual’s responsibilities under these Bylaws, the USA Swimming Rules and Regulations, the rules, regulations, policies, procedures and codes of conduct and ethics of XXSI and USA Swimming and may be terminated by a decision of the Board of Review or the National Board of Review. *Except for Affiliated Individual Members and Life Members, Individual Members in good standing shall be entitled to participate in the program of swimming conducted by XXSI, and competitions sanctioned or approved by USA Swimming, in accordance with Section 609.1.*

Optional: If approved by the BOD, this would then go to the HOD for



[no further changes]

3. Members should refer to the USA Swimming website – Rules and Regulations page for the complete package of rules adopted by the House of Delegates at this meeting.

Jay Thomas
Chair, USA Swimming Rules & Regulations Committee

LSC Evaluation and Achievement Program – Level 2

BUSINESS AND ORGANIZATIONAL SUCCESS – Level 2							
Level	Area	Measure Title	Measure Description	Min	Max	Category	Type
2	Business and Organizational Success	LSC Website	Communication is critical in the administration of a geographically dispersed organization (such as an LSC). A well-maintained website is an important communications tool. Award one point if the LSC maintains a website. Award an additional point if the LSC administers a written policy regarding the Children's Online Privacy Protection Act, (COPPA). Upload a copy of your COPPA policy. For more information: COPPA	1	2	Required	Document
2	Business and Organizational Success	Board of Director Job Descriptions Done	LSC Board Members will have a greater probability of meeting the organization's expectations if they are given written job descriptions. Upload the written job descriptions for board positions. For more information: Job Descriptions.	1	1	Required	Document
2	Business and Organizational Success	USA-S LSC Leadership School Names needed.	USA Swimming offers a seminar at the USAS Convention and by request for individual LSCs. These seminars are aimed at improving the leadership skill of LSC leaders. In the text box, list the names of those LSC members that have attended LSC Leadership School within one year of LEAP submission. After entering your information, click on the Save button below.	1	1	Required	Textbox
2	Business and Organizational Success	Diversity Liaison Done	Each LSC must provide a liaison or contact person for interaction between the LSC and the National Diversity Committee. Enter the name of your LSC Diversity Liaison in the text box and award one point. Award an additional point if the Diversity Liaison is a member of the LSC Board of Directors. After entering your information, click on the Save button below.	1	2	Required	Textbox
2	Business and Organizational Success	Crisis Management Plan	The LSC has a written plan outlining the steps to be taken and the personnel to assume responsibility in any kind of a crisis which confronts the LSC and which requires action, reaction and potential public comment. Plan must include crisis communication team members and phone number for each team member. Upload a current (within one year of LEAP submission), dated copy of your Crisis Management Plan. Crisis Management Plans	1	1	Required	Document

Level	Area	Measure Title	Measure Description	Min	Max	Category	Type
2	Business and Organizational Success	Quadrennial Budget	Strategic planning requires a budget extending several years into the future. Many LSCs plan around the Olympic Quadrennial. Upload a copy of your current quadrennial (or long-term) budget.	1	1	Required	Document
2	Business and Organizational Success	Internal Audit	An internal audit provides assurance that the LSC is operating efficiently, that assets are safeguarded and the LSC is compliant with prescribed laws and policies. An internal audit is performed by individuals associated with the LSC and concentrates on internal controls and procedures. In the textbox below, provide the name(s) of the person(s) who performed the internal audit and the date on which the report was submitted to the Board (within 1 year of LEAP submission).	1	1	Required	Textbox
2	Business and Organizational Success	External review Done	An external review is performed by an independent CPA who takes financial information provided by the LSC and generates a report that attests as to whether the financial statements are in compliance with GAAP (Generally Accepted Accounting Procedures). A review is less in-depth than an audit. In the text box below, provide the name of the CPA and the date of the review (within 1 year of LEAP submission).	1	1	Required	Textbox
2	Business and Organizational Success	Electronic Meet Entry Done	Electronic meet entry greatly reduces the clerical burden on meet operations personnel. In the text box describe the meet entry process for meets in your LSC. Award one point if electronic team entries (e.g. Hy-tek Team Manager) are accepted. Award an additional point if Online Meet Entry is offered. After entering your information, click on the Save button below.	1	2	Additional	Textbox
2	Business and Organizational Success	Safe Sport Promotion	The importance of including parents and athletes in our Safe Sport education cannot be over-stated. Award one point (up to a maximum of 2 points) for every LSC Championship meet where the heat sheet includes an ad for the parent APT or the athlete APT (within 1 year of LEAP submission). Upload a copy of one of the heat sheets or the advertisement.	1	2	Additional	Document

Level	Area	Measure Title	Measure Description	Min	Max	Category	Type
2	Business and Organizational Success	Service and Facility Contracts Done	Good business practice requires that all business agreements be made in the context of a written contract. If your LSC runs meets, there should be written contracts for competition pools used for the meets. Click on the "Save" if your LSC has written contracts for facility use.	1	1	Additional	Checkbox
2	Business and Organizational Success	Pool Certification	USA Swimming maintains a list of certified pools. Pools must be measured and certified for records and times to be officially recognized. The LSC should provide a link to the list of certified pools on the USA Swimming website. Click the save button below if this information can be found on your LSCs website. More information about pool certification.	1	1	Additional	Checkbox
2	Business and Organizational Success	Annual Review of Employees	All paid staff should have an annual performance review. If your LSC employs paid staff, upload your LSCs performance review policy with a blank copy of the performance review document.	1	1	Additional	Document
2	Business and Organizational Success	Disability Chair Done	LSCs are encouraged to provide a Disability Chair to oversee disability swimming in the LSC and to provide a liaison for interaction between the LSC and the National Disability Committee. Enter the name of your LSC Disability Chair in the text box and award one point. Award an additional point of the Disability Chair is a member of the LSC Board of Directors. After entering your information, click on the Save box below.	1	2	Additional	Textbox
2	Business and Organization Success	Diversity Committee members	In addition to a Diversity Liaison or Diversity Chair, the LSC should encourage the development of a Diversity Committee. If your LSC has a Diversity Committee, list the names of the current committee members in the text box below.	1	1	Additional	Textbox

VOLUNTEER DEVELOPMENT – Level 2

Level	Area	Measure Title	Measure Description	Min	Max	Category	Type
2	Volunteer Development	Structure of the LSC Communicated Done	The LSC is the administrative arm of USA Swimming. Each LSC should provide basic general information such as boundaries, zone affiliation, membership information and governance structure. In the textbox below explain how and where this information is communicated. If it is on the website, give the specific location.	1	1	Required	Textbox
2	Volunteer Development	Importance of Volunteer Involvement Communicated	LSCs cannot operate without volunteers to act as officials, BOD members, HOD members and committee members. In the text box below, explain how the importance of volunteerism is communicated in your LSC and how potential volunteers can seek out opportunities. After entering your information, click on the Save button below. More information: working with volunteers.	1	1	Required	Textbox
2	Volunteer Development	Communication with Volunteer Membership	It is important that the LSC leadership have a means of communicating with the non-athlete membership. In the text box below explain how the LSC communicates with the non-athlete membership. (i.e. website, blast emails, newsletter, handbook, etc.) After entering your information, click on the Save button below.	1	1	Required	Textbox
2	Volunteer Development	BOD Orientation Done	Board orientation introduces new board members to BOD operations and function. New board members should receive a Board Orientation notebook containing items such as copies of budgets, minutes, committees, bylaws, job descriptions and LSC structure. Upload the table of contents or an outline of your board orientation material. Sample BOD Manual and Additional Information	1	1	Required	Document

Level	Area	Measure Title	Measure Description	Min	Max	Category	Type
2	Volunteer Development	Meet Operations and Meet Directors' Seminars	LSC provides meet operation and meet director training opportunities including meet manager software and/or computer operation seminars. In the text box below explain the training procedure and give dates of training seminars within the past 12 months. Give one point for meet operations seminar and one point for Meet Directors' seminar for a maximum of 2 points. After entering your information, click on the Save button below. Sample Meet Director's Handbook	1	2	Required	Textbox
2	Volunteer Development	Officials' Training for National Certification Done	The LSC provides an opportunity for officials to obtain National Certification. This could be accomplished within the LSC or in partnership with a neighboring LSC. Click on the 'Save' button below if the LSC provides the opportunity for National Certification. For more information: National Certification	1	1	Required	Checkbox
2	Volunteer Development	Advanced Volunteer Training Done	USA Swimming provides numerous opportunities for volunteers to participate in workshops such as General Chairs, Age Group Chairs, Registration, Senior Chairs, Safety and Board of Review. In the text box list the workshops attended by LSC volunteers (including location and approximate date) in the last three years and give one point for each workshop up to a maximum of three points. After entering your information, click on the Save button below.	1	3	Required	Textbox
2	Volunteer Development	Club Leadership and Business Management School Done 2011.	CLBMS is oriented toward coaches and club volunteer leaders. Upload a document that provides the date and location of a recent (within one year of LEAP submission) LSC-sponsored CLBMS. Award 1 point if at least 10 people attended the session. Award an additional point if at least 50% of the clubs had multiple attendees.	1	2	Required	Document

Level	Area	Measure Title	Measure Description	Min	Max	Category	Type
2	Volunteer Development	Swimposium/LSC Workshop Done	LSC offers a Swimposium or LSC Workshop at least once every three years. In the text box give the date(s) and location(s) of Swimposium or LSC Workshops. This could be accomplished within the LSC or in partnership with a neighboring LSC. Give 1 point for 1 Swimposium/Workshop, 2 points for 2 Swimposium/Workshops or 3 points for 3 Swimposium/Workshops. After entering your information, click on the Save button below. More information: Swimposium	1	3	Required	Textbox
2	Volunteer Development	Education and Representation at USAS Convention Done	Each LSC has six votes at the USAS House of Delegates annual meeting. Award one point for every two voting delegates in attendance at the most recent (within one year of LEAP submission) USAS Convention. (Maximum of 3 points.) In the text box, list their names and positions in the LSC. After entering your information, click on the Save button below. More information about the USAS Convention	1	3	Required	Textbox
2	Volunteer Development	Number of Officials	Having a cadre of trained officials beyond the bare minimum to run meets helps to ensure quality swim meets without repeatedly calling on the same volunteer corps. Number of officials is expressed as a % of registered athlete membership. LSC will receive 1 point for 2% and an additional point for each additional 2 percent, up to a maximum of 3 points.	1	3	Required	Query
2	Volunteer Development	Volunteer Recruitment	Recruitment of volunteers to fill the many positions in the LSC is important to growth and continuity. If the LSC has a recruitment plan, explain the plan in the text box. After entering your information, click on the Save button below.	1	1	Additional	Textbox
2	Volunteer Development	Board Orientation Session	In addition to providing written orientation materials, it is beneficial to hold a planned orientation session for board members. Upload a document (invitation, meeting agenda) for the most recent (within one year of LEAP submission) board orientation session.	1	1	Additional	Document

Level	Area	Measure Title	Measure Description	Min	Max	Category	Type
2	Volunteer Development	Representative to Diversity Summit	USA Swimming hosts a Diversity Summit (by zone or nationally) every two years. In the text box below list the name or names of the delegates who represented your LSC at the most recent Diversity Summit (within two years of LEAP submission.)	1	1	Additional	Textbox
2	Volunteer Development	Service Award Recognition Done	LSC selects a Conoco Phillips Outstanding Service Award recipient annually. Name the latest recipient in the text box below. After entering your information, click on the Save button below.	1	1	Additional	Textbox
2	Volunteer Development	Officials at Zone or Sectional Level Meets	Officials from the LSC have served on deck at zone or sectional level meets in the last three years. Give 1 point if three or fewer distinct officials have participated; give 2 points if more than three distinct officials have participated. In the textbox list the names of the officials	1	2	Additional	Textbox

CLUB AND COACH DEVELOPMENT – Level 2							
Level	Area	Measure Title	Measure Description	Min	Max	Category	Type
2	Club and Coach Development	Safety Certification for Coaches	It is important that coaches have adequate opportunity to gain or renew their safety certifications. LSCs should ensure that Safety Certification training opportunities are available two or more times per year. Upload a document that shows local providers or LSC sponsored opportunities. Award one point if the LSC provides a listing of local providers, award two points if the LSC sponsors at least one training opportunity per calendar year.	1	2	Required	Document
2	Club and Coach Development	Committee Participation: Coaches	Coaches are important members of LSC Committees. In the text box, list the committees on which coach members actively serve. List the names of the active coaches. Award 1 point if one, two or three committees have active coach members. Award 2 points if four or more committees have coach members who actively participate in committee business or functions. After entering your information, click on the Save button below.	1	2	Required	Textbox

Level	Area	Measure Title	Measure Description	Min	Max	Category	Type
2	Club and Coach Development	Registration Seminars/Workshops for Clubs	Club registrars must be familiar with LSC registration policies and procedures. Upload a document that describes the registration seminars or workshops that are offered to clubs. Give 1 point for each offering (within one year of LEAP submission) up to a maximum of three points.	1	3	Required	Document
2	Club and Coach Development	Team Scores Done	It is important to recognize excellence by keeping team scores at championship meets and acknowledging the top teams in appropriate manners. Give 1 point if team scores are kept and awarded at a Senior Championship meet. Give 1 point if team scores are kept and awarded at an Age Group Championship meet. In the text box describe the award and list the winners in the previous season championships. After entering your information, click on the Save button below.	1	2	Required	Textbox
2	Club and Coach Development	Coach of the Year Awards Done	Appreciation and recognition of success within the LSC is a important. One area that is sometimes overlooked is yearly success on the part of a coach. Award 1 point for each Coach of the Year award given (such as Age Group Coach of the Year, Senior Coach of the Year, Developmental Coach of the Year.) Maximum 2 points. List the names of the most recent season's award winners in the text box. After entering your information, click on the Save button below.	1	2	Additional	Textbox
2	Club and Coach Development	Coach Recognition Done	Appreciation of success can take many forms. Click "Save" if Coach of the Year Awards are presented at an awards banquet or similar occasion.	1	1	Additional	Checkbox
2	Club and Coach Development	LSC Zone/All Star Team Staff Coaches	It is important to bring new coaches into the LSC Zone Team or All-Star team experience. In the text box, list the staff coach(es) serving for the first time in last season's (within one year of LEAP submission) Zone or All-Star competition. After entering your information, click on the Save button below.	1	1	Additional	Textbox

Level	Area	Measure Title	Measure Description	Min	Max	Category	Type
2	Club and Coach Development	Certification Training: CPR	Earn 1 point if the LSC offers a CPR certification training opportunity for coaches at least one time per year. In the text box, list the date and location of the latest CPR Training course. After entering your information, click on the Save button below.	1	1	Additional	Textbox
2	Club and Coach Development	Certification Training: Safety Training for Swim Coaches	Earn 1 point if the LSC offers a Safety Training for Swim Coaches certification training opportunity for coaches at least one time per year. In the text box, list the date and location of the latest Safety Training for Swim Coaches course. After entering your information, click on the Save button below.	1	1	Additional	Textbox
2	Club and Coach Development	Financial Assistance to Clinics Done	Excellent coach education opportunities can take place at the local or regional level. For example, USA Swimming hosts multiple regional coaches clinics and there are various other local opportunities. Upload a document that describes the LSC policy or criteria for financial assistance to coaches who attend a local, regional or national clinic.	1	1	Additional	Document
2	Club and Coach Development	Financial Assistance to USAS Convention Done	The LSC Coach Representative should attend the USAS Convention. Upload a document that describes the LSC policy or criteria for financial assistance for the Coach Representative to attend the USAS Convention.	1	1	Additional	Document
2	Club and Coach Development	Club Recognition Program	USA Swimming encourages all clubs to participate in the Club Recognition program. Similar to LEAP, CRP is geared toward club self-evaluation and assessment. The LSC can encourage all registered clubs to participate. The LSC will receive 1 point if 15% of clubs have completed at least Level 1 of CRP and an additional point for each additional 6% up to a maximum of 3 points. Information about CRP (Club Recognition Program) .	1	3	Additional	Query

Level	Area	Measure Title	Measure Description	Min	Max	Category	Type
2	Club and Coach Development	Coach and Club Support of LSC Competitions Done	LSC programs need the support of LSC clubs and coaches. Give 1 point if at least 80% of eligible clubs participate in LSC Championship events such as Age Group Championship meets or Senior Championship meets.	1	1	Additional	Checkbox
2	Club and Coach Development	Club Portal	Each member Club has a Club Port which allows coaches/administrators to access informative reports, such as athlete rosters, coach credentials status, membership trends, IMX and Virtual Club scores, etc. Upload a document showing the information on accessing the portal that the Reg/Mem Chair provides to member clubs and award one pont.	1	1	Additional	Document

ATHLETE DEVELOPMENT – Level 2							
Level	Area	Measure Title	Measure Description	Min	Max	Category	Type
2	Athlete Development	Athletes with Disabilities Done	LSCs are encouraged to provide opportunities for athletes with disabilities. Upload a document that shows your LSC policy of inclusion or upload meet information which explains the inclusion plan. Award one point. Give an additional point if athletes with disabilities competed in at least one LSC meet.	1	2	Required	Document
2	Athlete Development	Outreach Memberships Done	Outreach athlete membership information must be available to athletes, clubs and coaches and reduced price Outreach memberships must be offered. Award 1 point if the LSC has a written “outreach” policy. Upload the policy. Award an additional point if the policy or an application form is readily available on your website.	1	2	Required	Document
2	Athlete Development	Outreach membership in Multiple Clubs Done	Outreach memberships must be provided to needy athletes throughout the LSC. In the textbox list the names of at least two clubs with Outreach members.	1	1	Additional	Textbox

Level	Area	Measure Title	Measure Description	Min	Max	Category	Type
2	Athlete Development	Open Water Swimming Done	LSCs are encouraged to provide opportunities for Open Water Swimming. Upload a document which lists open water opportunities (date and location) for athletes in your LSC. These opportunities may be offered by your LSC or combined with another LSC. Give one point if you offer Open Water competition in your LSC (or with a neighboring LSC). Award an additional point if athletes from your LSC participated the most recent Zone Open Water events (within one year of LEAP submission.)	1	2	Additional	Document
2	Athlete Development	Financial Assistance for Travel Done	Many LSCs provide financial assistance for travel to All-Star, Zone, Sectional or National level meets. Upload a document that describes the LSC policy or criteria for financial assistance for attending All-Star, Zone, Sectional or National level meets. Give 1 point for financial assistance for travel to National level meets. Award an additional point if the LSC supports travel to both National and Sectional/Zone/All-Star level meets.	1	2	Additional	Document
2	Athlete Development	All-Star Team	Does your LSC select an All-Star Team? Upload a document that explains the selection procedure. The All-Star Team may be an actual competitive team or an honorary team that does not actually attend a competition. Give one point for 1 All-Star Team selected and two points for 2 or more All-Star Teams selected. (For example, an age group All-Star Team and a Senior All-Star Team.)	1	2	Additional	Document
2	Athlete Development	Athlete Representation at the USAS Convention Done	Exposure to USA Swimming governance is a great opportunity for athletes. Provide the name(s) of your current LSC athlete representatives and the name(s) of your athletes in attendance at the most recent USAS convention. Award 1 point for having 1 athlete at convention; award an additional point if 2 or more athletes attended the most recent USAS Convention. After entering your information, click on the Save button below.	1	2	Additional	Textbox

Level	Area	Measure Title	Measure Description	Min	Max	Category	Type
2	Athlete Development	Camps and Clinics	Camps provide educational, motivational, and social opportunities for athletes. In the text box, describe the most recent LSC sponsored camp. Give the date and location, along with the level of the athletes who attended and the number of athletes and coaches who participated. This camp could be sponsored by your LSC or in conjunction with another LSC. Give 1 point for one camp held in the last season (within one year of LEAP submission). Award an additional point if the LSC co-sponsored two or more camps. After entering your information, click on the Save button below. More information: Camps and Clinics	1	2	Additional	Textbox
2	Athlete Development	Top Times Recognition Done	Recognition of achievement is a valuable tool for athlete retention; publicizing those achievements on a regular basis can visits to the LSC website. Each LSC has the ability to generate a Top Times list from SWIMS at any time. Award one point if an LSC Top Times list for each season (Long and Short Course) can be found on the LSC website. Award an additional point if these lists are updated more than once during a season.	1	2	Additional	Document
2	Athlete Development	Athlete Recognition Awards	Athlete recognition is an important way of keeping athletes in the sport and encouraging competition and improvement. Upload a document showing a list of athlete awards given by the LSC along with the names of the recipients from the previous season (within one year of LEAP submission). Give 1 point for one or two awards. Give an additional point for three or more awards given each season.	1	2	Additional	Document
2	Athlete Development	IMX Participation	The USA Swimming IMX program encourages overall development of the individual swimmer. The LSC will receive 1 point of at least 7% of the swimmers in the LSC have an IMX score. The LSC will receive an additional point for each additional 2% who have an IMX score up to a maximum of 3 points. Information about IMX (IM Xtreme Challenge)	1	3	Additional	Query
2	Athlete Development	Meet Participation	LSC's provide meets in order for swimmers to experience competition. Outstanding LSC's have high levels of participation. The LSC will be awarded 1 point if 43% of the registered athletes participate in at least four meets. An additional point will be awarded for each additional 5% up to a maximum of 3 points.	1	3	Additional	Query

END OF LEVEL TWO

LSC Evaluation and Achievement Program – Level 3

BUSINESS AND ORGANIZATIONAL SUCCESS – Level 3							
Level	Area	Measure Title	Measure Description	Min	Max	Category	Type
3	Business and Organizational Success	Permanent Office	Successful organizations have a consistent, professional and permanent point of contact. Many LSCs have created permanent offices to serve their constituents. Describe your permanent office and its operation. Award one point if the LSC has a permanent office. Award an additional point if the permanent office is in a commercial (rather than residential) setting. After entering your information, click on the Save button below.	1	2	Required	Textbox
3	Business and Organizational Success	Support Staff Job Descriptions	Support staff (whether volunteer or paid) will have a greater probability of meeting the organization's expectations if they are given written job descriptions. Upload the written job descriptions for staff positions. Sample Job Descriptions	1	1	Required	Document
3	Business and Organizational Success	LSC Leadership Seminar	USA Swimming offers Leadership and Planning seminars to LSCs. These seminars are facilitated workshops that focus on LSC mission, goals and objectives. Outside facilitators are also available from other sources. If your LSC has held a facilitated leadership seminar list the date and location of your session (within four years of LEAP submission) and receive two points. After entering your information, click the Save button below.	2	2	Required	Textbox
3	Business and Organizational Success	Strategic Objectives	Successful organizations are able to achieve their goals by making strategic decisions based on a shared vision of the future. Upload the document describing your LSCs strategic objectives for the current quadrennium.	1	1	Required	Checkbox

Level	Area	Measure Title	Measure Description	Min	Max	Category	Type
3	Business and Organizational Success	Quadrennial Review	Successful organizations periodically review their strategic plans. Some LSCs review these plans on a quadrennial basis. Describe your LSC's strategic planning process and provide the date, number of attendees and number of clubs at your LSC's last strategic planning review. Award one point. Award one additional point if more than ten individuals participated in the review. Award an additional point if more than five clubs were represented. Award an additional point if more than 5 coach members participated. After entering your information, click on the Save button below.	1	4	Required	Textbox
3	Business and Organizational Success	Internal Audit	An internal audit provides assurance that the LSC is operating efficiently, that assets are safeguarded and the LSC is compliant with prescribed laws and policies. An internal audit is performed by individuals associated with the LSC and concentrates on internal controls and procedures. In the textbox below, provide the name(s) of the person(s) who performed the internal audit and the date on which the report was submitted to the Board (within 1 year of LEAP submission).	1	1	Required	Textbox
3	Business and Organizational Success	External audit	An external audit is conducted by an independent CPA who performs verification and substantiation procedures. An audit of the financial statements results in the auditor issuing an opinion on whether or not the financial statements are fairly presented. In the text box below, provide the name of the CPA and the date of the review (within 1 year of LEAP submission).	1	1	Required	Textbox

Level	Area	Measure Title	Measure Description	Min	Max	Category	Type
3	Business and Organizational Success	Financial Reserves	Financial security is an important factor in successful strategic planning. Award one point if average financial cash reserves exceed 6-month operating expenses. Award an additional point if written strategic objectives and quadrennial review include measurable values and objectives for financial reserves.	1	2	Additional	Checkbox - points
3	Business and Organizational Success	Tax Obligation Review	Organizations that employ paid staff may be required to pay taxes (in spite of the LSCs status as a 501(c)(3) non-profit organization). It is important that LSCs conduct an annual tax obligation review. Provide a dated document describing the results of last year's tax obligation review.	1	1	Additional	Document
3	Business and Organizational Success	Business Insurance Review	Organizations that employ paid staff may be required to obtain additional insurance (above and beyond that coverage provided by USA Swimming). It is important that LSCs conduct an annual business insurance review. Provide a dated document describing the results of last year's business insurance review.	1	1	Additional	Document
3	Business and Organizational Success	Employee Benefits	Employee satisfaction and continuity are important to any successful organization. Employee benefits are a key part of any employee's compensation package. Describe the employee benefits offered to paid staff. After entering your information, click on the Save button below.	1	1	Additional	Textbox
3	Business and Organizational Success	Financial Assistance	Some LSCs have the financial resources to remove participation barriers for some of its members. Some examples include financial subsidies for "special" meets or events, travel assistance for volunteers, etc. Upload a document that explains an-LSC sponsored financial assistance policy. (Exclude travel assistance provided to athletes and coaches attending national-level meets).	1	1	Additional	Document

Level	Area	Measure Title	Measure Description	Min	Max	Category	Type
3	Business and Organizational Success	Fundraising	Describe any fund-raising activities that your LSC uses to augment its operating funds. (Exclude meet fees and registration surcharges). After entering your information, click on the Save button below.	1	1	Additional	Checkbox
3	Business and Organizational Success	Leadership Recruitment	Leadership continuity is important in the successful implementation of strategic plans. Identifying and recruiting new leaders is critical to the long-term health of the organization. Describe your LSC's process for identifying and recruiting new members for its Board of Directors. After entering your information, click on the Save button below.	1	1	Additional	Checkbox
3	Business and Organizational Success	Commitment to Diversity	LSCs can encourage diversity and inclusion in many ways. An LSC may have a budget line item or funding for diversity programming, events, travel, etc. Upload a document that shows commitment to diversity. This may be your budget showing the line item, an LSC policy document or other description.	1	1	Additional	Document
3	Business and Organizational Success	Community Service	LSCs have the opportunity to impact their communities in positive and powerful ways. Describe any community service programs that your LSC sponsors. After entering your information, click on the Save button below.	1	1	Additional	Textbox
3	Business and Organizational Success	Handbook	A position-specific handbook with job descriptions and written expectations is an important training tool for volunteers/committee members (non board position). Upload a copy of your handbook.	1	1	Additional	Document
3	Business and Organizational Success	Publicity	Describe any promotion or publicity programs that your LSC sponsors to promote USA Swimming and your LSC to the community at large. After entering your information, click on the Save button below.	1	1	Additional	Textbox

Level	Area	Measure Title	Measure Description	Min	Max	Category	Type
3	Business and Organizational Success	Facilities	Describe any activities that your LSC sponsors that encourage or facilitate the construction or renovation of competitive swimming venues. After entering your information, click on the Save button below.	1	1	Additional	Textbox
3	Business and Organizational Success	Other Great Ideas!	Describe any project, program or service that your LSC administers that has not been included above. List only those projects, programs or services that you feel significantly improve the service your LSC provides to its members or community. List up to five and explain in depth in the uploaded document. Award one point for each. (The LSC Development Committee will surely want to learn more about any such programs so that your ideas can be shared with other LSCs.)	1	2	Additional	Document

VOLUNTEER DEVELOPMENT – Level 3

Level	Area	Measure Title	Measure Description	Min	Max	Category	Type
3	Volunteer Development	Education and Representation at USAS	More than the 6 voting delegates can attend the USAS Annual Convention to take advantage of educational and representational opportunities. Award 1 point if 1-2 additional delegates represented your LSC at the most recent USAS convention. Award 2 points if 3 or more additional delegates attended the most recent USAS convention. List their names and positions in the LSC in the text box below. After entering your information, click on the Save button below.	1	2	Required	Textbox
3	Volunteer Development	Financial Assistance to USAS	Financial assistance is provided to volunteers who attend USAS. Upload a document that explains the LSC policy toward financial assistance for delegates to USAS.	1	1	Required	Document

Level	Area	Measure Title	Measure Description	Min	Max	Category	Type
3	Volunteer Development	Life Membership Award	LSC has criteria developed to award life membership to volunteers within the LSC. Upload a document that explains the criteria.	1	1	Required	Document
3	Volunteer Development	Recognition	LSC has a volunteer recognition program beyond awarding the Conoco Phillips Award and lifetime memberships in USA Swimming. Upload a document that explains the recognition and awards given.	1	1	Required	Document
3	Volunteer Development	Certification Program for Meet Personnel	In addition to a workshop or seminar, the LSC has developed a certification program for Meet and/or Safety Directors or Meet Equipment Operators. They receive a hardcopy handbook or an electronic document detailing their duties and responsibilities. Upload a handbook or document that explains your program. Award 1 point for Meet Director and/or Safety Director and 1 point for computer or time system operators, up to a maximum of 2 points.	1	2	Required	Document
3	Volunteer Development	Volunteer Education	LSC provides access to educational material for volunteers. The LSC could maintain a lending library of materials, have educational materials or documents on its website or provide links to the USA Swimming educational materials. Suggested materials include parent education materials and officiating materials and videos. Click on the "Save" button below if access to educational materials is provided.	1	1	Required	Checkbox
3	Volunteer Development	Recognition	Recognition is key to retention. "Kudos" on the website or a "thank you" at a championship meet or awards' banquet are two ways to express appreciation for a job well done. Click the "Save" button if volunteers receive public recognition in the LSC.	1	1	Additional	Checkbox

Level	Area	Measure Title	Measure Description	Min	Max	Category	Type
3	Volunteer Development	Volunteer Involvement at the National Level	Volunteers are needed at the national level on committees and on the national Board of Directors. If your LSC has volunteers who have served as Zone Directors, National Board of Directors members, or national committee chairs or members in the last four years, list the names of the volunteers and their national positions. After entering your information, click on the Save button below.	1	1	Additional	Textbox
3	Volunteer Development	Meet Hosting Opportunities	Meet hosts are needed for USA Swimming or Zone awarded meets (Nationals, Junior Nationals, Olympic Trials, US Open, Grand Prix, Sectionals, Zone Championships, National Open Water.) An LSC can be a co-host with a neighboring LSC if facilities are an issue. List the awarded meets hosted in your LSC in the last three years. Give 1 point for 1 meet, 2 points for 2-4 meets and 3 points for 5 or more meets. After entering your information, click on the Save button below.	1	3	Additional	Textbox
3	Volunteer Development	Officials' National Participation	Officiating at national meets is highly prestigious. List the names of the officials from the LSC who officiated on deck at a National level meet in the past three years. (National level meet = Olympic Trials, National Championship, US Open, Junior National Championship, Open Water Championships, Disability Championships.) Give 1 point for 1 official, 2 points for 2 or more officials. After entering your information, click on the Save button below.	1	2	Additional	Textbox
3	Volunteer Development	Subsidies for Officials' Travel	The LSC has a policy that subsidizes the cost of officials' participation in Zone, Sectional or National meets. Upload a document that explains the policy.	1	1	Additional	Document

Level	Area	Measure Title	Measure Description	Min	Max	Category	Type
3	Volunteer Development	Recruitment and Retention of Alumni	Alumni swimmers are often an untapped reservoir of service and knowledge. Examples include presentations to athletes, clinics, board members, athlete representatives and officials. Explain your plan for recruiting and including alumni in the text box. After entering your information, click on the Save button below.	1	1	Additional	Textbox
3	Volunteer Development	Number of Officials	The LSC has an abundant number of officials to conduct fair competitions for athletes. Number of officials is expressed as a % of registered athlete membership. LSC will receive 1 point for a minimum of 4% and an additional point for each 2% up to a maximum of 3 points.	1	3	Additional	Query
3	Volunteer Development	Other Great Ideas!	Describe any project, program or service that your LSC administers that has not been included above. List only those projects, programs or services that you feel significantly improve the service your LSC provides to its members or community. List up to five and explain in depth in the uploaded document. Award one point for each. (The LSC Development Committee will surely want to learn more about any such programs so that your ideas can be shared with other LSCs.)	1	2	Additional	Document
CLUB AND COACH DEVELOPMENT – Level 3							
Level	Area	Measure Title	Measure Description	Min	Max	Category	Type
3	Club and Coach Development	Club Incentives	LSC has established an incentive system to reward clubs that participate and perform within the LSC. Upload a document that describes the incentive system and give 1 point. Give an additional point if at least 25% of clubs participate. Sample program from Maryland Swimming	1	2	Required	Document

Level	Area	Measure Title	Measure Description	Min	Max	Category	Type
3	Club and Coach Development	Performance Recognition	Performance Recognition of coaches who develop the top swimmers in the LSC serves as an incentive to those individuals. In the text box, explain the LSC program for recognition of coaches whose swimmers have achieved competitive success per LSC criteria. Give one point, up to a maximum of three points for each different recognition category for which the LSC has written criteria. (Example: top 10's, IMX, virtual club, Junior/Senior National, OT qualifiers). Do not include "coach of the year" recognition in this category. After entering your information, click on the Save button below.	1	3	Required	Textbox
3	Club and Coach Development	Financial Assistance to Regional Meets	Monetary support for coaches to attend upper level regional meets (Sectional or Grand Prix) is a significant contribution to continued program success. Upload a document that describes the LSC policy. (This does not include national level meets.)	1	1	Required	Document
3	Club and Coach Development	Financial Assistance to National Meets	Financial support for coaches with national level athletes plays a significant role in program success. Upload a document that describes the LSC financial assistance policy for coach support to national level meets.	1	1	Required	Document
3	Club and Coach Development	Financial Assistance to Clinics	National clinics provide continuing education possibilities for LSC coaches. Upload a document that describes the LSC financial assistance policy for coaches' attendance at a national clinic.	1	1	Required	Document
3	Club and Coach Development	Mentoring Opportunities	Structured mentoring opportunities for coaches and clubs (a chance to work with successful and established clubs and coaches within the LSC) provide an environment for networking and learning. Upload a document that describes the mentoring system and give 1 point. Give an additional point for every 5 coaches or clubs who participated in the last two years (from the date of LEAP submission). Maximum 3 points	1	3	Required	Document

Level	Area	Measure Title	Measure Description	Min	Max	Category	Type
3	Club and Coach Development	Governance Consultation to Clubs	The LSC offers consulting on governance issues to clubs within the LSC. Examples include working with club boards, conducting strategic planning sessions. Upload a document that describes the services available. Indicate who provides the services and how the services are accessed by clubs. Give one point for each different kind of service, up to a maximum of three points.	1	3	Required	Document
3	Club and Coach Development	Board Participation by Coaches	Coaches provide useful input and helpful service as members of an LSC Board of Directors. In the text box, list the board positions held by coaches – do not include the Coach Representative position(s). Award 1 point if coaches make up less than 25% of the current LSC Board (minimum requirement is one coach member of the BOD). Give 2 points if coaches hold more than 25% of the current BOD positions. Do not include the Coach Representative position(s) in these calculations.	1	2	Required	Textbox
3	Club and Coach Development	Committee Leadership: Coaches	The expertise that coaches bring to LSC committees is invaluable. In the text box, list each committee with a coach member currently serving as the chair. Award 1 point if coaches chair 1 or 2 committees. Award 2 points if more than 2 committees are chaired by coaches. Do not include the Coaches' Committee in these calculations.	1	2	Required	Textbox
3	Club and Coach Development	Recognition of ASCA Certification	The American Swim Coaches Association provides education for all phases of a coaching career. If the LSC acknowledges the value of continuing education by recognizing ASCA certified coaches in a published list, upload the list of ASCA certified coaches. More information: American Swimming Coaches Association (ASCA)	1	1	Additional	Document

Level	Area	Measure Title	Measure Description	Min	Max	Category	Type
3	Club and Coach Development	Recognition of Coaches' Associations	Providing recognition, information and publicity for the existence of regional and national coach associations is a valuable service. In the text box, describe the recognition methods. (For example, the LSC recognizes coaching associations with links on the website, publications available in the LSC office or mention of contact information in newsletters or mailings to coaches.) After entering your information, click on the Save button below.	1	1	Additional	Textbox
3	Club and Coach Development	LSC Employee Provides Service to Clubs	LSCs may employ an individual to work with clubs and coaches. Upload a job description describing services. This would not include the permanent office employee or the registration person unless the job description specifies services to coaches and clubs. Give one point for a part-time employee and two points for a full-time employee.	1	2	Additional	Document
3	Club and Coach Development	Virtual Club Championship	The Club Development division of USA Swimming provides a method of ranking performance of each club's top athletes through the Virtual Club Championship program. If the LSC recognizes top performing clubs in VCC with either financial or other awards describe the recognition methods in the text box. More information: Virtual Club Championships .	1	1	Additional	Textbox
3	Club and Coach Development	Professional Development of Coaches	Professional development opportunities are valuable for understanding new techniques, rules, technology and information. In addition to Swimposiums and CLBMS, yearly coaches' roundtables or clinics are valuable tools. Upload a document that describes the opportunity or clinics provided in your LSC in the past year (within one year of LEAP submission). (Do not include Safety Training.) Award one point for each opportunity, maximum of two points.	1	2	Additional	Document

Level	Area	Measure Title	Measure Description	Min	Max	Category	Type
3	Club and Coach Development	Recognition of Coach Tenure in LSC	Continuity is significant in the success of clubs within an LSC. Recognition of tenure within LSC can be made by giving years of service pins or similar awards. In the text box describe the LSC tenure recognition program. After entering your information, click the save button below.	1	1	Additional	Textbox
3	Club and Coach Development	Financial Assistance to USAS: Additional Coaches	Opportunities abound to network with other coaches from all parts of the country at the USAS convention. Upload a document that describes the LSC policy for financial assistance for coaches (in addition to the coach rep) attending the USAS convention.	1	1	Additional	Document
3	Club and Coach Development	Club Recognition Program	USA Swimming encourages all clubs to participate in the Club Recognition program. Similar to LEAP, CRP is geared toward club self-evaluation and assessment. The LSC can encourage all registered clubs to participate. The LSC will receive 1 point if 25% of clubs have completed at least Level 1 of CRP and an additional point for each additional 4% up to a maximum of 3 points. Information about CRP (Club Recognition Program) .	1	3	Additional	Query
3	Club and Coach Development	Other Great Ideas!	Describe any project, program or service that your LSC administers that has not been included above. List only those projects, programs or services that you feel significantly improve the service your LSC provides to its members or community. List up to five and explain in depth in the uploaded document. Award one point for each. (The LSC Development Committee will surely want to learn more about any such programs so that your ideas can be shared with other LSCs.)	1	2	Additional	Document

ATHLETE DEVELOPMENT – Level 3

Level	Area	Measure Title	Measure Description	Min	Max	Category	Type
3	Athlete Development	Athlete Committee	An active athlete committee helps in running an LSC and getting timely athlete feedback. In the textbox, give the dates (within one year of LEAP submission) of the last 2 athlete committee meetings, the name of the committee chair and the active members of the athlete committee. After entering your information, click on the Save button below.	1	1	Required	Textbox
3	Athlete Development	Athlete Newsletter	A regular newsletter is a valuable resource to athletes in your LSC to keep them informed. In the text box, explain how athletes receive information other than basic registration information. For example, is there a newsletter mailed to athletes? An email newsletter? An athlete's section on the website?	1	1	Required	Textbox
3	Athlete Development	Athlete Mentorship Program	Athlete mentors support LSC growth and athlete retention. Upload a document describes an athlete mentorship program in your LSC.	1	1	Additional	Document
3	Athlete Development	Swim Guide	A swim guide which includes directions and/or important information about the meet facilities in your LSC is a valuable resource for athletes and parents. Upload a copy of your swim guide or include a document that provides the location of your swim guide on your LSC website.	1	1	Additional	Document
3	Athlete Development	Diversity Events	To encourage diversity and inclusion, the LSC can host a variety of events such as Diversity meets, camps, coaches' clinics, parent workshops, a webpage, etc. Upload a document that describes your event(s) or include an announcement or invitation to an event. Award 1 point for one event and 2 points for two or more events.	1	2	Additional	Document

Level	Area	Measure Title	Measure Description	Min	Max	Category	Type
3	Athlete Development	Outreach Benefits	LSCs are required to offer reduced price (outreach) memberships. However, the cost of membership is just one expense in swimming. Does your LSC have a policy that gives additional benefits to Outreach members? Examples include scholarshiped meet fees, travel assistance, assistance with team fees. etc. Upload a document that outlines your LSC policy on Outreach benefits.	1	1	Additional	Document
3	Athlete Development	Meet Participation	LSC's provide meets in order for swimmers to experience competition. Outstanding LSC's have high levels of participation. The LSC will be awarded 1 point if 50% of the registered athletes participate in at least one meet. An additional point will be awarded for each additional 6% up to a maximum of 3 points.	1	3	Additional	Query
3	Athlete Development	IMX Participation	The USA Swimming IMX program encourages overall development of the individual swimmer. The LSC will receive 1 point if at least 10% of the swimmers in the LSC have an IMX score. The LSC will receive an additional point for each additional 2% who have an IMX score up to a maximum of 3 points. Information about IMX (IM Xtreme Challenge)	1	3	Additional	Query
3	Athlete Development	Other Great Ideas!	Describe any project, program or service that your LSC administers that has not been included above. List only those projects, programs or services that you feel significantly improve the service your LSC provides to its members or community. List up to five and explain in depth in the uploaded document. Award one point for each. (The LSC Development Committee will surely want to learn more about any such programs so that your ideas can be shared with other LSCs.)	1	2	Additional	Document

END OF LEVEL THREE