



***ST Board of Directors
Meeting Minutes
Tuesday, September 10, 2024, 8:00 PM
Location: Zoom***

Call to order at 8:02 p.m.

Board Members Present:

BJ Allenstein, Lorna Anaya, Anne Bennett, Mary Evelyn Bowling, Aaron Gordon, Libby Gunn, Jennie Lou Leeder, Fynn Minus, Marcy Parshall

Board Members Absent:

John Dalton, Chase Thomas & Mike Worley

Interim Staff Present:

Jessica Evans, Angie Fain, Erin Meise, Monica Thomason

Others Present:

Julie Bachman, Sean Barry, John Bradley, Tim Byerly, Annette Duvall, Heather Freeman, Clark Hammond, Patrick Hunter, Mike Koleber, Trey Prinz, Jason Schmeltzer, John Tucker

A quorum is verified, and Mary Evelyn reads the mission statement.

To empower all athletes to succeed by providing resources, equal opportunity, and organizational excellence.

Culture of Excellence

- Jenny Lou is proud of the coaches who attended the ASCA clinic and shared ideas to improve South Texas swimming.
- Mary Evelyn acknowledges the hard work of the interim treasurer, Erin Meise, and thanks her for her dedication.

Financial Report:

- Treasurer's Report Approved

<https://drive.google.com/file/d/1s42BvYVOIz0W9UrSkTFQRgDJlC1-hJxH/view?usp=sharing>

Board and Committee Chair Reports: approved as submitted

- General Chair
- Finance Vice Chair
- Governance Chair
- Officials
- STaR
- Coaches Chair

Action Items

- Conduct an email vote to approve the proposed policy and procedure updates.
- DEI and Governance Committee will review existing and proposed outreach language and policies.
- The Finance Committee will present the proposed 2025 budget to the House of Delegates for approval.

Approval of Minutes and Financial Reports

- Mary Evelyn confirms the approval of the minutes from August 13, 2024, with no further comments or questions.
- Financial reports are discussed, with no questions raised from the board members.
- Mary Evelyn confirms the approval of the financial reports for filing for audit.
- Board reports are reviewed, with specific reports from the chair, senior chair, governance, general chair, finance vice chair, and coaches chair.

Discussion on Bank Changes

- Mary Evelyn discusses the need to change banks from PNC to Chase due to higher fees and better service.
- Erin provides an update on the research and approval process for the bank change.
- The board approves the move to Chase with a unanimous vote.
- Jessica raises a concern about the timing of the bank transfer and the impact on the merchant account.
- Speaker Mary Evelyn agrees to ensure the merchant account remains open during the transition to Chase.

Reimagined's Report and Strategic Planning

- Julie from Reimagined presented her report, highlighting the challenges faced by the LSC (the report is attached below).
- Julie discusses the importance of aligning the mission statement with coaches, clubs, and officials.
- The need for a strategic shift towards coach and club support is emphasized.
- Julie suggests bringing in expertise for project management and resource allocation.
- The importance of trust and collaboration among board members and committees is stressed.

Budget Discussion and Approval

- Anne presented the 2025 budget, highlighting a significant increase in implementing strategic planning initiatives.
- The budget includes membership dues, splash fees, athlete national reimbursements, and championship meet expenses.
- Specific initiatives like coaches clinics, athlete clinics, and college scholarships are discussed.
- The budget is approved with a unanimous vote, with a focus on implementing the strategic plan.

Policy and Procedure Updates

- Trey presents updates to the policies and procedures, highlighting reorganization and changes. The updates include descriptions of the LSC committees, and outreach athlete membership.
- The need for separate documents for fines and fees and championship meet details is discussed.
- The updates are tabled due to lack of a quorum.

DEI Committee and Outreach Policy Concerns

- Heather from the DEI Committee discusses concerns over the outreach policy document distributed to coaches, expressing that the board has yet to approve the document and it is inconsistent with the current policy.
- The following steps include reviewing the document and getting it approved by the Governance Committee.
- The meeting concludes with a motion to adjourn, and the board members agree.



General Chair Report
Submitted by Mary Evelyn Bowling, General Chair
Meeting Date: September 10, 2024

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- **Monthly Highlights**
 - New Interim Staff on board
 - **Meeting or Event Presented**
 - Leadership meeting (08/13/2024)
 - BOD meeting (08/13/2024)
 - Leadership meeting (08/20/2024)
 - HOD planning meeting (08/27/2024)
 - Leadership meeting (09/03/2024)
 - **Meetings or Events Attended**
 - ST Governance calls/meetings:
 - Reimagine Sports meetings:
 - Duel in the Pool meetings:
 - **Previous Months Accomplishments**
 - Assist with Treasurer transition
 - Assist FVC with budget development
 - ABM plans
 - HOD delegates
 - **Current Months Action Plans**
 - Attend ABM
 - Continue work on HOD
 - **Other / Discussion Items**



Finance Vice Chair Report
Submitted by Anne Bennett, Finance Vice Chair

Meeting Date: Sep 10, 2024

1. Monthly Highlight

- a. Budget budget budget

2. Meeting or Event Attended

- a. August BoD meeting
- b. All Leadership meetings (typically every other Tuesday at noon)
- c. Meeting with Julie Bachman regarding coach clinic plans and other items for 2025 budget

3. Meetings or Events Presented

- a. Finance Committee meeting 3rd Tuesday of month

4. Previous Months Accomplishments

- a. Finance Committee gave recommendation to Treasurer to begin process of moving banks.
- b. Finished preparing budget and submitted to Finance Committee for final review and recommendation to BoD.

5. Current Months Action Plans

- a. Continue to refine budget for HoD based on BoD recommendations
- b. Prepare for HoD meeting
- c. Meet with Annette to stand in as backup when necessary for me at HoD, since I must be remote.
- d. Begin new banking relationship with Chase: signers GC (Mary Evelyn Bowling) and Treasurer (Erin Meise) - recommended by Finance Committee

6. Other / Discussion Items

- a.



Senior Vice Chair Report
Submitted by BJ Allenstein, Senior Vice Chair

Meeting Date: September 2024

A. Meetings or Events Attended

- a. Committee meetings
- b. Duel in the pools meetings and calls
- c. individual calls about champs meets

B. Meetings or Events Presented

- a. Championship meet committee
- b. Standing meeting third Thursday of the month.

C. Previous Month's Accomplishments

- a. conversations and talks about meets in South Texas

D. Current Month's Action Plan

- a. Continue discussion about champs meets

E. Other/Discussion Items



Governance Committee Chair Report
Submitted by Trey Prinz, Governance Committee Chair

Meeting Date: Sep 10, 2024

1. Monthly Highlight

- a. N/A

2. Meeting or Event Attended

- a. Governance Committee meeting (08/28/2024)
- b. Leadership meeting (08/13/2024)
- c. BOD meeting (08/13/2024)
- d. Leadership meeting (08/20/2024)
- e. HOD planning meeting (08/27/2024)
- f. Leadership meeting (09/03/2024)

3. Meetings or Events Presented

- a. N/A

4. Previous Months Accomplishments

- a. Worked with our Athlete Representative and Officials Chair election representatives (John Dalton, Mary Parshall, and Mike Koleber) to open the Athlete Representative and Officials Chair elections, which will stay open until 9/16.
- b. Compiled an update to the Policies & Procedures based on input from Mary Ellen and others.

5. Current Months Action Plans

- a. We have 2 informational sessions scheduled for the board nominees:
Thursday, 9/5, and Monday 9/9.
- b. The next committee meeting is scheduled for Wed, September 25 at 8:00pm.
If you would like to attend, please reach out to the [Governance Committee Chair](#).

6. Other / Discussion Items

7. Governance Committee Meeting Minutes

Date: Wednesday, 08/28/2024

Members Present:

Ben Skinner
Chris Kjeldsen
Jessica Evans
Mike Worley
Annette Duvall
Monica Thomason
Trey Prinz

Discussion:

- Provided an update regarding the Athlete Representative and Officials Chair elections.
- Provided an update regarding the informational sessions for board nominees.
- Reviewed and updated the draft of the Policies & Procedures in preparation for the upcoming board meeting.



STaR Committee Chair Report
Submitted by Jessica Evans, Acting STaR Committee Chair

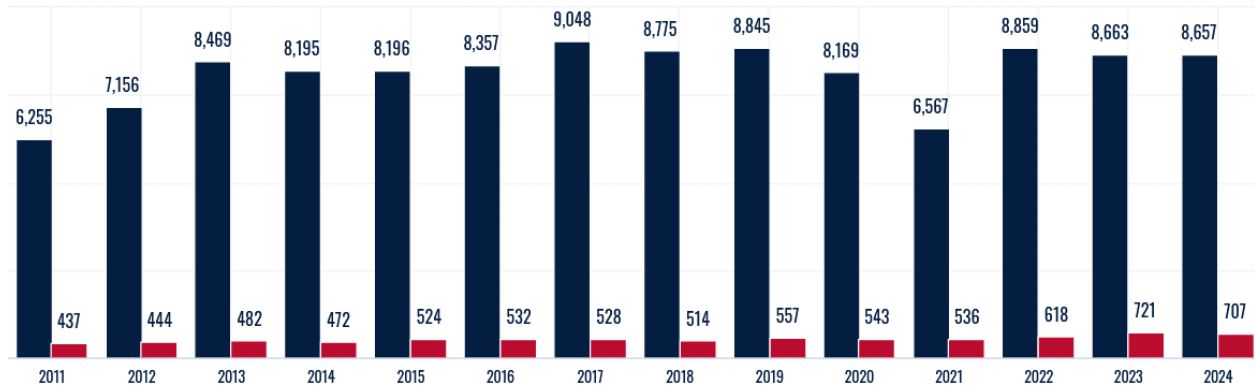
Meeting Date: Sep 10, 2024

1. Meeting or Event Attended

- a. USA Swimming times/registration training
 - i. Teams will not need to generate new registration links. The 2024 season was automatically canceled on August 31, and the club's links automatically started registering for September 1.
 - ii. LSCs are asked to remind about Scholastic All-America applications due on September 6. Asked Monica to send a reminder via social media.
 - iii. USAS numbers are up a bit from last year.
- b. South Texas Swimming meetings
 - i. Governance Committee
 - ii. Officials Committee
 - iii. Finance Committee
 - iv. Leadership meeting

2. Current STX Registration Statistics

- a. Membership trends over time (since 2009) as of 9/6/24 for total number of Athlete and Non-Athlete members:



b. LSC registration transaction summary and revenue for **August 2024** (note: canceled transactions were for members registering for the wrong season):

Season	Category	Registration Type	Transaction Type	LSC Fee		USA Swimming Fee	
2024 (9/1/2023 - 8/31/2024)	Member Registration	Administrator	New	1	\$0.00	1	\$30.00
		Coach	New	4	\$60.00	4	\$280.00
		Flex Athlete	Cancel	-7	(\$70.00)	-7	(\$140.00)
			New	28	\$280.00	28	\$560.00
			Renew	5	\$50.00	5	\$100.00
		Official	Cancel	-1	(\$15.00)	-1	(\$70.00)
			New	2	\$30.00	2	\$140.00
		Other	New	3	\$30.00	3	\$140.00
			Renew	1	\$15.00	1	\$70.00
		Premium Athlete	Cancel	-23	(\$460.00)	-23	(\$1,610.00)
			New	104	\$2,080.00	104	\$7,280.00
			Renew	25	\$500.00	25	\$1,680.00
		Premium Athlete-2024 Outreach Athlete	Cancel	-1	(\$2.00)	-1	(\$5.00)
			New	7	\$14.00	7	\$35.00
		Provisional Coach	New	2	\$30.00	2	\$70.00
		Season 1 Athlete	Cancel	-2	(\$40.00)	-2	(\$80.00)
			New	1	\$20.00	1	\$40.00
Total				149	\$2,522.00	149	\$8,520.00

c. 2024 season registrations(ending 8/31/24):

Season	Category	Registration Type	Transaction Type	LSC Fee		USA Swimming Fee	
2024 (9/1/2023 - 8/31/2024)	Club Registration	Year-Round Club	New	3	\$0.00	3	\$210.00
			Renew	39	\$0.00	39	\$2,730.00
	Member Registration	Administrator	New	11	\$0.00	11	\$330.00
			Renew	36	\$0.00	36	\$1,080.00
		Coach	Cancel	-5	(\$60.00)	-5	(\$210.00)
			New	37	\$525.00	37	\$2,310.00
			Renew	294	\$4,155.00	294	\$18,970.00
			Upgrade	4	\$0.00	4	\$0.00
		Flex Athlete	Cancel	-11	(\$110.00)	-11	(\$220.00)
			New	536	\$5,360.00	536	\$10,720.00
			Renew	196	\$1,960.00	196	\$3,920.00
		Junior Coach	New	1	\$15.00	1	\$0.00
			Renew	7	\$105.00	7	\$210.00
		Official	Cancel	-2	(\$30.00)	-2	(\$70.00)
			New	31	\$435.00	31	\$2,030.00
			Renew	205	\$2,850.00	205	\$13,160.00
			Upgrade	1	\$15.00	1	\$40.00
		Other	Cancel	-14	(\$195.00)	-14	(\$910.00)
			New	39	\$570.00	39	\$2,590.00
			Renew	53	\$615.00	53	\$2,800.00
		Premium Athlete	Cancel	-45	(\$792.00)	-45	(\$2,760.00)
			New	2,064	\$41,280.00	2,064	\$144,270.00
			Renew	5,613	\$112,260.00	5,613	\$391,930.00
			Upgrade	107	\$1,070.00	106	\$5,300.00
		Premium Athlete- 2024 Outreach Athlete	Cancel	-5	(\$10.00)	-5	(\$25.00)
			New	132	\$264.00	132	\$660.00
			Renew	101	\$202.00	101	\$505.00
		Provisional Coach	New	8	\$120.00	8	\$490.00
			Renew	4	\$60.00	4	\$280.00
		Season 1 Athlete	Cancel	-5	(\$100.00)	-5	(\$200.00)
			New	17	\$340.00	17	\$680.00
			Renew	8	\$160.00	8	\$320.00
Total				9,460	\$171,064.00	9,459	\$601,140.00

- d. 2024 season membership (ending 8/31/24) in STX by age group and type:

Member Type by Age Group

Category	Detail	Members					Grand Total
		10 & Unde...	11-12	13-14	15-18	19 & Over...	
Athlete	Flex Athlete	418	152	56			626
	Outreach Athlete	60	57	52	62	13	244
	Premium Athlete	1,942	1,932	1,716	1,931	282	7,803
	Seasonal Athlete	8	2	4	9	2	25
Athlete Total		2,428	2,143	1,828	2,002	297	8,698
Non-Athlete	Administrators					46	46
	Coach				5	351	356
	Junior Coach				4		4
	Official				1	253	254
	Other					99	99
	Provisional Coach					12	12
Non-Athlete Total					10	761	771
Grand Total		2,428	2,143	1,828	2,012	1,058	9,469

- e. **August 2024** meet statistics for meets conducted in STX: There were no sanctioned meets held in STX in August.

3. Previous Month's Accomplishments

- Checked each club's 2025 registration options to make sure they were set prior to September 1. Contacted three clubs prior to August 31 that had not set their club's 2025 registration options to include coach and/or athlete members so they could correct prior to registering their teams.
- Filed Help requests for members and clubs to assist with registration refunds and cancellations for members registered prior to September 1.
- Sanctioned 12 meets and loaded to ST website, SWIMS, and OTS.
- Loaded 8 STX Observed meets to SWIMS.
- Assisted with 553 member and club requests via email. This includes assistance with registration, renewal, APT issues, certification updates for coaches, sanction questions and requests, SWIMS login issues, club portal

issues, and updates in SWIMS for name, date of birth, club affiliation, contact information updates, and general assistance.

- f. Updated the online officials roster weekly to update certification dates as officials complete them and to update registration renewals and club affiliations for 2025. Notified the Officials Chair of new registrations and assisted with new Official registration questions.
- g. Provided billing and payment reports to the Treasurer and posted EFT and check payments to team accounts. Working with the new Treasurer as needed as part of the transition. Verified the membership status of athletes and coaches who have requested financial assistance.

4. Current Month's Action Plans

- a. Contacting all nonathlete members individually when they register to alert them to the membership requirements, with links to complete and instructions for submitting certifications that are not updated automatically. Submitting requests for refunds/cancellations when memberships are made in error.
- b. Ongoing reminders to clubs with overdue Financial Summary reports for swim meets (must be submitted within 45 days of the meet date).
- c. Ongoing contact with STX coaches and other non-athlete members (club board members, team administrators, dryland coaches, and other "Other" members) via MailChimp with expired and/or missing certifications to alert them of their membership requirements, along with step-by-step instructions to bring their memberships current, to ensure that all STX non-athlete members are in good standing.
- d. Ongoing contact with clubs with athlete members turning 18 years old (and becoming "Adult Athletes") via MailChimp, along with step-by-step instructions for completing the APT, to clubs so they know that these athletes must take the APT on their own USAS login account, prior to turning 18 years of age, so these athletes can continue swimming with the club and entering meets.

- e. Ongoing updates to ST records. USA Swimming has not updated our archived records yet so we are still managing records manually. Records for September were posted and sent to clubs.
- f. Ongoing updates to the South Texas Swimming [Registration](#) page, which includes FAQs for commonly asked registration and SWIMS-related questions; membership types, descriptions, and fees; and links to required tests for the different membership types. Added links to third-party vendor support resources.
- g. Ongoing updates to South Texas Swimming [Coaches](#) page to include resources for American Red Cross courses and certificates, registration help, and updated resources for racing starts.
- h. Outreach Athlete Assistance survey sent to all clubs to ask about participation in this program, methods used for eligibility, and what assistance the club provides.

- i. Newsletters sent to teams in August to prepare for the 2025 registration season:
 - i. Bulk renewal description and assistance
 - ii. Renewal reminders and setting the club's membership options for 2025
 - iii. SWIMS updates and 2025 registration reminder
 - iv. Outreach Athlete reminder
 - v. LSC records update
 - vi. Instructions for renewing clubs for 2025
5. Other
- a. LSC membership type options and fees for 2025 were programmed into SWIMS. The new "Junior Official" membership type may be added at a later date by the Officials Committee.
 - b. Provided the Treasurer with the required data to validate applications for national meet financial assistance.
 - c. Provided feedback to the Finance Vice Chair about estimated membership and sanction fees for 2025 along with supporting data based on previous years' data.
 - d. Provided feedback to the Governance Committee Chair about document retention strategies for the LSC.
 - e. Provided feedback to the General Chair and Monica Thomason about data collection for HOD delegates.
 - f. Updated the Safe Sport banners on the [Clubs](#) page of the ST website to show "not recognized" for clubs with expired Safe Sport certifications and updated dates for clubs when they earn their renewal.
 - g. Contacted four head coaches with memberships not in good standing to inform them that the club is also not in good standing. One head coach has not responded and the others are back in good standing.
 - h. Contacting nonathlete members (coach, junior coach, provisional coach, other, official, administrators) directly as they register or renew to provide

assistance and support with completing the membership requirements for their membership type.

- i. Ongoing support to two new clubs being formed in Boerne and Round Rock. Both clubs' applications have been submitted to USA Swimming for review. The Boerne Elite Aquatics club (BEAQ) has been approved by USAS and I added it to our Team Unify system and to the Clubs page. The prospective new club in Round Rock is still pending review. The prospective new club in Lakeway submitted its application on September 10.
- j. Assistance to clubs with athletes registering for the 2024 season with refunds and cancellations.
- k. Assisted the SRG team with invitations for foreign athletes to participate in their September swim meet.
- l. Solicited nominations for the Lifetime Achievement Award and for the Memorial Recognition at the USAS Annual Business Meeting. The information for three individuals was submitted to Denise Thomas for memorial recognition.



Coach's Committee Chair Report
Submitted by Jennie Lou Leeder, Coach's Committee Chair

Meeting Date: September 10, 2024

Coach Committee Meeting September 3, 2024

1. Meetings or Events Attended

Monthly BOD meeting. Hosted Coach Social on Friday of the STAGS Meet at Chicken & Pickle in San Antonio.

2. Meetings or Events Presented

Discussed how to hold the clinics and present our plan at the HOD if needed. We still are in agreement to hold 3 in person and 4 webinar trainings. Discussion of talking with Angie Fain to see if they Camps & Clinics would like to partner with us to create a weekend clinic. One day would be for coaches and the other for athletes. Different options were discussed for the locations of the clinics, Opt 1, Austin/SA and Valley. Opt 2, 3 different locations on different weekends. Locations, dates and presenters have yet to be determined. We discussed charging coaches \$25 for the clinic. Thinking this might discourage sign ups that do not show up.

After getting the Championship Meet schedule from BJ, we will determine, date and location of the spring clinics. Julie Bachman believes we should budget \$10K per clinic. Marcy and Jennie Lou agree that we should try to do these for \$5K which is what we had budgeted.

I read the email that I received from a coach with concerns about the Championship Meet Committee proposal for a change in the meets going forward. We discussed the different meets and how they are held now vs. the different proposals. Park and Jennie Lou are not in favor of adding a Championship Meet in Dec for 15+. Marcy had sat in on the end of the Championship Meet Committee meeting and shared what she knew about the changes. These will not go into effect until 2025.

3. Previous Month's Accomplishments

We took the month of July off. Then we had to delay our August Meeting by one week which pushed it into September.

4. Current Month's Action Plan

Plan the zoom coach training with topics, presenters, dates and times.

Jennie Lou is to talk with Angie Fain about joining us with a dual purpose clinic one day coach one day swimmer. Also, with BJ Allenstein about the meet proposals and dates to determine dates for the clinic.

We do not want to plan a clinic on a meet date. Send out COTY google document to the Coach Committee for review then publish.

Members not able to attend the meeting:

Alison Brohl

Abi Pruit-Campbell

Allie Dunn

Derek Horworth

Members attending the meeting:

Abi Pruitt-Campbell

Jennie Lou Leeder

Parker Mandicina

Marcy Parshall

Guest:

Julie Bachman



Reimagine Sports Report: Strategic Review and Recommendations for South Texas Swimming

Prepared by: Julie Bachman, Reimagine Sports

Date: 9/10/2024

For: South Texas Swimming LSC

Executive Summary

This report presents a strategic review of South Texas Swimming's current operations, highlighting key areas for improvement. It offers actionable recommendations to enhance customer focus, execute the organization's strategic plan, and foster growth in programming, staffing, and governance structures. The ultimate objective is to drive consistent growth, improve member retention, and secure long-term success for the organization, its affiliated swim clubs, coaches, volunteers, and athletes.

Recent months have exposed critical challenges for the organization, leading to stress and confusion among board members, staff, and members of the LSC. The way leadership, staff, and LSC members responded to these challenges has revealed important insights into the organization's culture.

Two teams have requested to transfer to another LSC, signaling dissatisfaction. Specifically, smaller teams and those geographically distant from the center of the LSC expressed concerns about limited access to resources. Furthermore, it was discovered that the organization's bylaws and policies & procedures were misaligned, resulting in voting practices that were inconsistent with its governing documents. Additionally, a long-serving staff member resigned, compounding the internal pressures. These challenges unfolded within a short timeframe, exacerbating the situation. Attempts to work through these challenges were fraught with division.

Despite these difficulties, South Texas Swimming benefits from a highly engaged volunteer base, as well as teams, coaches, officials, and athletes who are passionate about the sport. However, for the organization to make real progress, all stakeholders need to unite, collaborate, and rebuild trust. Identifying and addressing internal divisions should be a top priority. The organization already possesses the talent necessary to achieve these goals—what is needed now is for members to empower one another and work together to create a path forward.

1. Setting the Table: Mission Statement Evaluation

Current Mission Statement

The current mission statement emphasizes three key elements:

- Empowering Athletes: The focus on athlete success is paramount and aligns with the organization's broader goals.
- Providing Resources and Opportunities: This indicates a commitment to equality and inclusivity, ensuring all athletes have access to what they need to succeed. ●
- Organizational Excellence: This suggests that the organization strives to maintain high standards in its operations.

Observations

- Athlete-Centric Focus: While empowering athletes is essential, the mission statement overlooks the critical role that coaches and clubs play in the athletes' journey to success. ●
- Lack of Stakeholder Inclusion: Coaches and clubs, who are fundamental to athlete development, are not explicitly acknowledged, potentially leading to a misalignment of priorities and resource allocation.
- Broad and Ambiguous: The terms used, such as "resources" and "organizational excellence," are broad and may be interpreted in various ways, diluting the focus.

Strategic Shift: Refocusing on Coaches, Clubs, and Competitive Opportunities for Athletes

To realign the organization's mission with its stakeholders, a shift in focus is proposed. Coaches and Swim Clubs are the foundation upon which athletes build their skills, discipline, and sportsmanship. By focusing support here, the organization can ensure athletes receive the guidance and opportunities they need to thrive. *This aligns with the strategic plan initiatives discussed and created in April 2024.*

- Prioritize Coach and Club Programming: Many ideas were discussed at April's strategic planning meeting. Coach education focused on best practices in athlete development both in and out of the pool, mental health support, mental resilience training, and swim business resources for clubs, were the highlights.
- Competitive Opportunities: Enhance competitive opportunities, including end-of-season championship opportunities for all levels and the continuation of LSC Select Team opportunities.

2. Implementation of the Strategic Plan

April's Strategic Plan features new programming aimed at enhancing the skills and knowledge of coaches, athletes, volunteers, and parents.

Key Initiatives

- **Coach Education:** Regular clinics designed to update coaches on the latest techniques, rules, and best practices in the sport. (in person and online)
- **Athlete Camps and Clinics:** Camps and clinics aimed at improving the skills and performance of athletes across various age groups and ability levels.
- **Ongoing Educational Programming for all Stakeholders:** Scheduled educational sessions for athletes, volunteers, and parents, to keep them informed and engaged.

Recommendations

- **Project Management:** Appoint a dedicated project manager or hire an executive director to oversee the implementation of these programs. This person would be responsible for ensuring that all elements of the strategic plan are executed on time and within budget.
- **Resource Allocation:** Ensure that adequate resources (both financial and human) are allocated to these initiatives to guarantee their success. Volunteer engagement in these activities should be a priority- but the buck stops with the staff- staff is responsible to “get it done”.

3. The Business of the LSC: Enhancing Customer-Centricity

South Texas Swimming (STX Swimming) has built a strong foundation in supporting swim clubs and coaches. However, there is a significant opportunity to enhance the organization's customer-centered approach. The current model emphasizes administrative efficiency and compliance but lacks focus on the specific needs and expectations of member swim clubs and coaches.

Key Issues

- **Implications of Growth and Retention Challenges at the Club Level:** The LSC's income is membership dependent. If clubs aren't thriving- neither is the LSC.
- **LSC's Focus is Misdirected:** The LSC should shape itself and evolve to serve its clubs not the other way around.

Recommendations

- **Customer-Centric Strategy:** Shift the organizational focus toward understanding and meeting the needs of swim clubs and coaches. This could include conducting regular

surveys, focus groups, and feedback sessions to gather insights directly from members. An addition of an executive director would provide a “permanent” face of the LSC- and ensure consistency and efficiency in the organization. Again- where does the “buck stop”?

- **Review and Enhance Support Services:** A review of all STX Swimming Policy and Procedures with a focus on bringing simplicity, efficiency, and effectiveness to all LSC products, services, and procedures. For example: is the sanctioning process easy for STX club customers? Has the LSC added burden on the process that is not specifically in the USA Swimming Rule Book? Are there other STX Swimming policies, rules, fines, or procedures that have been enacted but are not supported by the USA Swimming Rule Book? If so- why? Force the analysis- there is added complexity in areas of the organization that can be simplified. Make it a priority to support your customers!

4. Staffing

The successful implementation of the strategic plan and customer-centered initiatives will require additional staffing. Currently, the organization operates with a lean team, limiting its ability to expand and enhance services.

Key Needs

- **Program Coordinator/Executive Director:** To manage and execute new and ongoing programs. Provide strategic advice. Support the Board of Directors. Ensure sustainability and succession planning.
- **Customer Support Team:** To provide timely and effective support to the membership.

Recommendations

- **Hiring Plan:** Develop a hiring plan that aligns with the strategic goals, prioritizing roles that directly impact program implementation and customer satisfaction. This initiative should be led by the STX Personnel Committee- with a recommendation brought to the STX BOD for final approval. (if the budget to hire this position was passed by the HOD)
- **Empowerment:** Ensure that new hires are empowered to take ownership of their roles and responsibilities. Let them do the job without interference.
- **Culture Building:** Foster a collaborative and supportive organizational culture that encourages innovation and accountability.
- **Staff Titles:** Think outside the box. For example, the use of “LSC Registrar” is outdated consider a title focused on service ie: “Director of Customer Service.” There is an opportunity here for creativity and innovation.

5. Governance

STX Swimming has a robust governance structure in place, but there is room for improvement in terms of trust-building, accountability, and empowering board members to effectively perform their roles.

Key Issues

- **Lack of Trust:** Some board members feel insufficiently supported in their roles, leading to inefficiencies and frustration. There is no better example than the situation with regard to HOD voting this past year.
- **Governance Training:** There is a need for more focused training on governance fundamentals to ensure that all board members are equipped to fulfill their responsibilities effectively.
- **Succession planning:** The transition from one Board to the next is crucial for the long term viability of the organization. How do we hold on to the knowledge and hard work and pass to the next group of volunteers who have accepted the responsibility of the duty of care of the organization?

Recommendations

- **Monthly Training Sessions:** Implement monthly training sessions for board members starting in 2025, focusing on governance best practices, roles, and responsibilities.
- **Trust-Building Initiatives:** Foster an environment of trust by clearly defining roles, setting expectations, and encouraging open communication. Recognize and respect the expertise and work of each board and committee member. Make TRUST the priority initiative of the BOD's ongoing development.
- **Performance Reviews via Self-Evaluation:** Introduce annual performance reviews for board and committee members to ensure they are meeting their objectives. Utilize a self-evaluation process where board and committee members assess their own performance, contributions, and effectiveness- and report back to the group. This can be done during a BOD retreat or strategic planning session. In essence, the self-evaluation process is a tool for fostering self-awareness, accountability, and professional growth, contributing to both individual and organizational success.

6. The Commitment- Investing in Progress

The successful implementation of the strategic plan and customer-centered initiatives will require an investment of the LSC's reserve funds, and/or an adjustment to splash fees, and/or tradeoffs

with existing programming and services. Investing in your strategic plan and building a sound structure of governance and staff will open up opportunities for your LSC's clubs, athletes, coaches, officials, and volunteers you haven't even thought of yet. These are exciting times for the South Texas LSC!