



INTELLISPORT SURVEY

USA Swimming Coaches, Leaders, and Volunteers,

I hope all is well during this busy time, as the new swimming season begins. We hope it is a successful start for you and your clubs.

Below is an overview of a report led by IntelliSport Analytics that examined the value that USA Swimming and LSCs deliver to coaches, LSC representatives, and officials. Following the overview is a link to the full report, which provides greater detail on how USA Swimming and LSCs deliver value and the opportunities for both to serve their constituents better.

You've asked for greater transparency in how USA Swimming and LSCs provide direct benefits and services. This report was a crucial step in helping us understand the perceptions of our stakeholders and how to better serve their needs at each level of the USA Swimming experience.

Five topics emerged as the most important issues currently facing clubs:

- **Membership Issues:** Nearly half of all responses mention membership growth and retention challenges, indicating that this is the most pressing concern for clubs.
- **Facilities Constraints:** More than a third of responses cite pool access and facilities issues, indicating significant infrastructure constraints.
- **Coaching Challenges:** 33% of responses mention coaching and staffing challenges, including recruitment, retention, and development of quality coaches.
- **Financial Pressures:** Financial sustainability appeared in nearly 25% of responses, reflecting widespread economic pressures on clubs and families.

- **Interconnected Challenges:** A high percentage of multi-theme responses (55%) suggests that clubs face complex, interrelated challenges rather than isolated issues.

USA Swimming has already begun to implement changes in support of clubs and LSCs in response to the report. We have returned to a service model with dedicated Team Services Advisors and a separate group of LSC Services Advisors. Previously, Team Services Advisors were responsible for both supporting clubs and assisting LSCs. Given the significant difference in need, we now have seven Team Services and three LSC Services providers, with an additional two team members supporting registration and other member service needs. We will also partner with the Zone Directors Council and the LSC Development Committee to begin to implement a plan with the LSCs on how to best utilize the information from the report's findings.

Key findings from the IntelliSport Analytics Report: Value of USA Swimming & LSCs

- **Members value many LSCs for their leadership and support of competitions and meet organization, especially in operating championship competitions.**
 - However, friction exists between coaches and LSC representatives regarding the organization, scheduling, and format of local swim meets. Coaches and LSC representatives disagree on LSCs' ability to develop the annual meet schedule.
- **Coaches primarily value LSCs for support and resources, including general assistance, tools, information, problem-solving help, guidance, and answers to questions. Teams,**

however, prioritize competition and meet organization, encompassing all aspects of planning, sanctioning, and executing swim meets and competitions.

- LSCs are generally rated lower in terms of their competence in supporting athletes and coach development compared to USA Swimming. Coaches rated support for athlete development significantly lower than LSC representatives and officials.

USA Swimming

- **Members highly value USA Swimming for coach education and development, as well as the support and resources it provides to its membership. However, USA Swimming can do more to support LSCs in delivering on this membership demand.**
- USA Swimming needs to improve its delivery of value to clubs.
- The optimal swimming ecosystem requires leveraging both LSCs' and USA Swimming's strengths while addressing their respective weaknesses. This means combining LSCs' local operational experience and accessibility with USA Swimming's educational and strategic resources to create a more effective, integrated support system for coaches, clubs, and athletes.

- **Coaches primarily value USA Swimming for coach development, education, and training resources. This includes access to clinics, workshops, certification programs, mentoring, and educational materials that enhance coaching expertise.**

- Perceptions of USA Swimming's value to coaches also varied significantly across different types of clubs:
 - ▶ Board-run clubs focus on the foundations of training resources, safety, and education.
 - ▶ Institutionally owned clubs emphasize performance, focusing on competition, standards, and progression.
 - ▶ Coach/Private-owned clubs prioritize support through organizational assistance, insurance, and career development.

- **LSCs present a more complex picture, revealing both a concerning lack of awareness about USA Swimming's value and a simultaneous reliance on support and resources from the National Governing Body. Some participants either remain unaware of USA Swimming's benefits or perceive limited value from the organization's offerings.**

Our sport has a rich history, a tradition of excellence, and incredible people. To ensure our future is brighter than our past, we must approach improvement with integrity, genuine collaboration, a commitment to serving our clubs, and a curiosity about new ideas. Please reach out if you would like to discuss the survey or connect on ideas for our improvement.

Sincerely,

Joel Shinofield

Managing Director, Sport Development

jshinofield@usaswimming.org

719-216-3045 (M)



August 2025



2025 USA SWIMMING SATISFACTION STUDY



EXECUTIVE SUMMARY

In **January of 2025**, in partnership with IntelliSport Analytics, USA Swimming, the National Governing Body (NGB) for the sport of swimming, launched the first of four annual studies to examine the experiences of key stakeholders within USA Swimming.

The purpose of this study was to understand how coaches, Local Swimming Committee (LSC) representatives and officials perceived the value of LSCs and USA Swimming. “Value” was defined as the usefulness and importance of the work the LSCs and USA Swimming delivers to its stakeholders. The data from this report will provide important transparency on the stakeholders’ perceptions of LSCs and USA Swimming, and offer important insights that can guide strategic decision-making.

The study examined LSCs and USA Swimming from the following stakeholder levels:

- Coaches
- Teams
- Athletes & Families
- Local Community of Teams (LSCs only)
- LSCs (USA Swimming only)

The research findings reveal a complex relationship between USA Swimming and LSCs, and the value they provide to membership. Despite the complexities, there are distinct areas of strength and opportunity for improvement at both levels. LSCs excel at competition management and local support, but struggle with athlete and coach development. Meanwhile, USA Swimming demonstrates strength in educational resources, but faces challenges in connecting effectively with LSCs and addressing clubs' fundamental needs. These insights should guide strategic decision-making as both organizations work to better serve their membership and ensure the sustainable growth of swimming in the United States.

LSCs Overview-

- LSCs are highly valued for their leadership and support of **Competition and Meet Organization**, especially **Operating Championship** competitions.
 - Competition and Meet Organization ranked as the highest value delivered by LSCs across all stakeholder groups (coaches 39%, teams 43%, athletes/families 40%).
 - LSCs achieved a 69% top-box rating (strongly agree, agree) they are competent when operating championship competitions.

- There is a misalignment between LSC reps and coaches on **Coach and Athlete Development**, as well as **Advancement Opportunities for Athletes**.
 - LSCs are generally rated lower for their competence in supporting athletes (41% top-box) and coach development (28% top-box).
- LSCs are considered the primary source by stakeholders to troubleshoot challenges (48% top-box) and are highly rated by how easy it is to receive help from LSC staff (58% top-box).
- The most important issues facing LSCs include - Competition & Meet Management (28%), Athlete Development and Retention (22%), Team Relations (14%), Financial Concerns (14%). When compared to the top themes on how USA Swimming delivers value to LSCs,, most participants were unaware of, or believe that USA Swimming provides no value to LSCs.

USA Swimming Overview-

- USA Swimming is highly valued for the **Coach Education & Development**, and **Support & Resources** it provides to membership. Problematically, stakeholders believe there is Limited or No Value provided to LSCs.
- USA Swimming is highly valued for its support of **Athlete and Coach Development**. More can be done to support LSCs deliver on this membership demand.
- USA Swimming should prioritize how it can best address clubs' most pressing challenges – LSCs may be poorly resourced or lack the necessary leadership to best support clubs.
 - The participants explained the top issues facing clubs include **Membership Growth and Retention (43%), Access to Pools and Facilities (35%), Recruiting and Retaining Coaches (29%),** and maintaining **Financial Stability (23%)**. As broad-based issues that clubs are experiencing across the entirety of USA Swimming, it is important for USA-S to provide practical solutions for clubs to address these challenges.
- Participants were hesitant to highly rate USA Swimming's support of club business development (top-box 33%). USA-S can dramatically impact coaches and clubs by directing resources and expertise to support club business development.

Opportunities to improve the value LSCs and USA Swimming deliver to stakeholders-

This study identified several areas where both USA Swimming and LSCs have opportunities to better align with stakeholder needs. Competition structure presents an opportunity for improvement, as coaches and LSC representatives have different perspectives on meet scheduling and formats. Many clubs across the country are navigating challenging business environments that impact their long-term viability. USA Swimming can strengthen stakeholder confidence by directly addressing the most pressing issues facing clubs. Interestingly, coaches at different career stages have varying priorities, with newer coaches placing higher value on community-building (among other themes) while more experienced coaches seek different types of support from both LSCs and USA Swimming. Addressing these opportunities, among others, would improve the swimming ecosystem for all participants.



TABLE OF CONTENTS

SECTION	PAGE
Introduction	<u>5</u>
Demographics	<u>6</u>
Concept Definitions	<u>9</u>
Part I - Local Swim Committees (LSCs)	<u>12</u>
LSC Value to Coaches	<u>13</u>
LSC Value to Teams	<u>17</u>
LSC Value to Athletes & Families	<u>21</u>
LSC Value to Local Community of Teams	<u>26</u>
The Most Important Topics Facing LSCs	<u>32</u>
Rating of LSCs - Quant Analysis	<u>34</u>
Part II - USA Swimming (USA-S)	<u>41</u>
USA Swimming Value to Coaches	<u>42</u>
USA Swimming Value to Teams	<u>49</u>
USA Swimming Value to Athletes & Families	<u>53</u>
USA Swimming Value to LSCs	<u>56</u>
The Most Important Topics Facing Clubs	<u>60</u>

SECTION	PAGE
Part III - Understanding the Value Proposition of USA-S and LSCs	<u>63</u>
USA-S & LSCs Value to Coaches	<u>64</u>
USA-S & LSCs Value to Teams	<u>65</u>
USA-S & LSCs Value to Athletes & Families	<u>66</u>
USA-S Value to LSCs & Most Important Topic Facing LSCs	<u>67</u>
LSC Value to Community of Teams & Most Important Topic Facing Clubs	<u>68</u>
Part IV: Insights and Recommendations	<u>69</u>
Appendix	<u>75</u>



INTRODUCTION

CONTEXT

In January of 2025, in partnership with IntelliSport Analytics, USA Swimming, the National Governing Body (NGB) for the sport of swimming, launched the first of four annual studies to examine the experiences of key stakeholders within USA Swimming.

The purpose of this study was to understand how coaches, local swimming committee (LSC) representatives and officials perceived the value of LSCs and USA Swimming. “Value” was defined as the usefulness and importance of the work the LSCs and USA Swimming delivers to its stakeholders. The data from this report will provide important transparency on the stakeholders’ perceptions of LSCs and USA Swimming, and offer important insights that can guide strategic decision-making.

METHODOLOGY

IntelliSport Analytics used a mixed methodological approach, applying quantitative (rating questions) and qualitative (open-ended responses) methods. The survey was built to examine the beliefs of each stakeholder and the findings were tested for statistical significance between the multiple stakeholder groups in study. The survey was available for completion from February 18th to March 4th, 2025. Stakeholders were invited to participate in the study via email by IntelliSport's survey platform.

n

The letter “n” refers to the number of people being referred to in the research. For example $n=832$, is the number of participants used for quantitative analysis in the study.

TOP BOX

In this survey, Top Box refers to the percentage of participants who gave unqualified high ratings on a question. In most cases, the question was asked on a 7-point scale (ie; “Strongly disagree” to “Strongly agree”). The Top Box is the percentage of participants who gave a rating of “Agree” (6) and “Strongly Agree” (7). As a general guide, a Top Box score of above 50% is good and above 70% is outstanding.

DEMOGRAPHICS

USA Swimming provided to IntelliSport, coach, LSC representatives, and officials demographic data to support the analysis of the questions in this study. Due to privacy requests, USA Swimming did not provide the age or race/ethnicity of the participants.

In total, 5,303 coaches, LSC representatives, and officials were invited to participate in this study. In total, there were 1,736 total participants, of which 832 completed the entire survey, and 904 partially completed the survey. In order to include as many participants as possible, IntelliSport Analytics delineated the data for analysis into two data sets. The first data set, used for all quantitative analysis of the rating questions, was fixed and only included participants who completed the entire survey ($n=832$). The second data set, used for all of the qualitative analysis of the open-ended responses, fluctuated based on the number of participants who answered each of these questions ($n=633-909$). Using two datasets ensured rigor was achieved for all quantitative data analysis and it maximized the number of participants who answered qualitative questions. Treating the data in this way leveraged each research methodology, and ensured the data from this study benefits USA Swimming, LSCs and its membership.

Participants Demographics:

	INVITED	PARTICIPANTS
	5,303	832 (16%) (Quant Data)
	5,303	~632-909 (12%-17%) (Qual Data)
ROLE*	SUBGROUP	PARTICIPANTS
COACH		
	Full-Time Coach	501 (60%)
	Part-Time Coach	257 (31%)
LSC		
	LSC Board Member	162 (19%)
	LSC Staff	42 (5%)
OFFICIAL		
	Official	161 (19%)

*Coach, LSC, and Official roles equate to more than the total participants used for quantitative analysis due to participants self-identifying as more than one role. Quantitative analysis only measured participants for one-role.

Coach Specific Demographic Information:

CATEGORY	SUBGROUP	PARTICIPANTS
GENDER		
	Male	499 (66%)
	Female	259 (34%)

TENURE		
	0 to 5 years	102 (13%)
	6 to 9 years	89 (12%)
	10 to 19 years	243 (32%)
	20 to 29 years	199 (26%)
	30 or more years	125 (16%)
CLUB EXCELLENCE MEDAL		
	Has Medal (Gold, Silver, Bronze)	146 (19%)
	No Medal	612 (81%)
CLUB TYPE		
	Board Run	414 (55%)
	Coach/Private-ly-Owned	158 (21%)
	Institutionally Owned	169 (23%)
	Not Applicable	10 (1%)
	Park and Rec	1 (0.1%)
	Unknown	6 (1%)
CLUB SIZE		
	0 to 99 athletes	301 (42%)
	100 to 199 athletes	161 (22%)

Concept Definitions:

Each section introduces key concepts that explain how participants described the value of USA Swimming and LSCs. These standardized concepts provide continuity throughout the report, with definitions drawn directly from participant explanations. They offer readers insight into members' experiences with USA Swimming and their respective LSCs.

Support & Resources

Refers to the general assistance, tools, and information that LSCs or USA Swimming provide to LSC/coaches/teams to help them perform their roles effectively. This includes problem-solving assistance, answering questions, providing guidance, and offering various support systems for needs.

Competition & Meet Organization

Encompasses all aspects of planning, sanctioning, and running swim meets and competitions. This includes meet scheduling, event management, competition frameworks, championships, and management of meet results in databases like SWIMS.

Coach Development & Education

Covers opportunities for professional growth through clinics, workshops, certification programs, and educational resources. This theme includes mentoring, formal training, continuing education, and access to learning materials that enhance coaching skills. This is delivered both by USA-S and LSCs.

Athlete Development

Focuses on programs, pathways, and resources specifically aimed at swimmer progression and talent development. Providing opportunities for technical skill development, physical training, and overall athlete progression.

Networking

Highlights the role LSCs/USA-S play in connecting coaches with peers, facilitating relationships between new and veteran coaches, and creating a sense of community within swimming. This includes social events, collaboration opportunities, and communication channels.

Administrative Support

Assisting with registration, membership management, record keeping, certifications and other administrative tasks; helping teams/LSCs navigate USA Swimming requirements.

Financial Support

Providing grants, scholarships, financial assistance, travel reimbursement, and funding opportunities for teams and athletes.

Communication

Role USA-S or LSC as an information hub between stakeholders; disseminating important updates, rules, and opportunities.

Officials

Recruiting, training, and coordinating officials for competitions; maintaining officiating standards across the USA-S & LSC.

Diversity & Inclusion

Promoting accessibility, equity, and participation for underrepresented groups

Community Building

Creating a sense of belonging, fostering social connections, and building a supportive community among swimmers, families, and teams.

Advancement Opportunities

Creating pathways for athletes to advance to higher levels of competition, leadership roles, and potential college opportunities.

Governance & Leadership

Establishing and enforcing policies, rules, and standards that govern the sport at the local level.

Safety & Standards

Implementing and maintaining safety protocols (including SafeSport), certification requirements, and quality standards to ensure athlete & coach wellbeing.

Leadership/Management

Providing direction, vision, management expertise, and administrative oversight to swimming programs

Economic Benefits

Contributing to local economies through events, tourism impact, facility development, and financial considerations

Training Resources

Refers to the practical tools that are offered to coaches & athletes, primarily to build a knowledge base of drills, techniques, programs, workout plans

Standards/Progression

Refers to the central role USA-S plays in establishing competition standards, qualification times, and advancement pathways.

Career Development

Comments related to professional opportunities, advancement, employment.

Insurance

Refers to the insurance coverage provided by USA-S, to provide liability coverage, and risk management.

College and Scholarships

Descriptions on how USA-S creates pathways to collegiate swimming and scholarship opportunities.

Recognition and Achievement

Refers to the awards, records, time standards, and accomplishment recognition that USA-S delivers to membership.

No Awareness/No Value

Respondents who shared they are unaware of, or perceive no value from USA Swimming.

National Representation

Explanations of how USA-S represents LSCs at the national level.

Pool Access & Facilities

Details on how issues related to pool availability, facilities quality, pool time, and physical infrastructure impact clubs.

Financial Sustainability

Comments related to the financial challenges facing stakeholders, including costs, fees, budgeting, and economic pressures on clubs and families.

Competition & Meet Management

Comments on the issues related to swim meets, competitions, and competitive structure.

Membership Growth & Retention

Refers to attracting and retaining swimmers; membership development and recruitment challenges.

Pool Access & Facilities

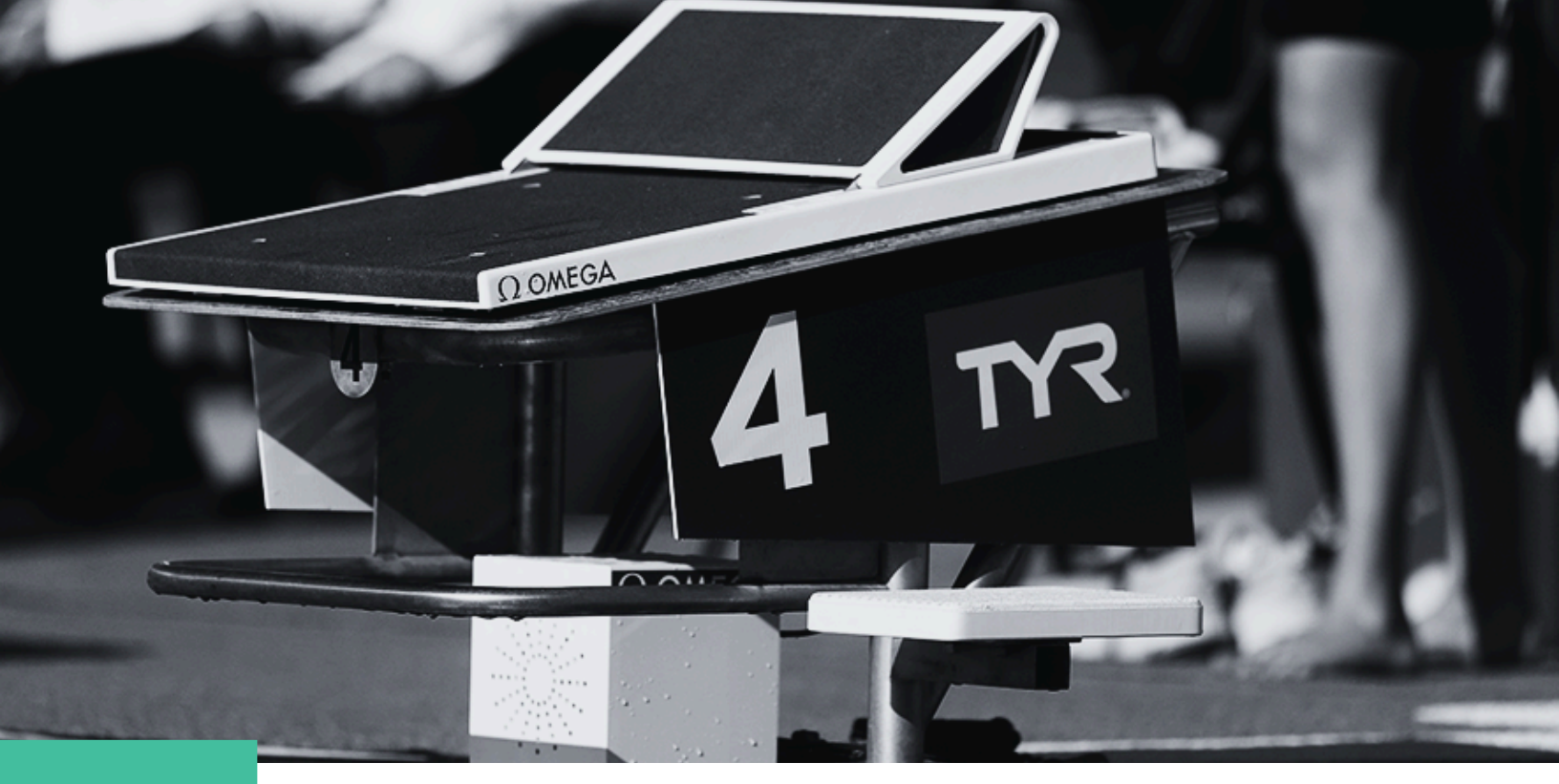
Details on how issues related to pool availability, facilities quality, pool time, and physical infrastructure impact clubs.

Coaching & Staffing

Explanation of difficulties related to recruiting, retaining, and developing quality coaches and staff; coach certification and compensation.

Team Relations

Relationships between teams of different sizes, ensuring equal voice and support for all member clubs



PART I – LOCAL SWIMMING COMMITTEES (LSCS)

Part I of this report examined the value of Local Swimming Committees (LSCs) for stakeholders within USA Swimming. LSCs are “separate and independent corporations to whom USA Swimming has delegated certain governing and supervisory responsibilities within the geographic boundaries designated by USA Swimming.” Each LSC has jurisdiction to implement and oversee USA Swimming’s rules and regulations. This includes the sanctioning, approving, observing, overseeing and conducting swimming competitions within the boundaries of their respective LSC. Each LSC is also responsible for providing its members (athletes, teams, coaches and volunteers) programming, service and support.

The study examined the “value” LSCs provide to stakeholders, defining “value” as the usefulness and importance of the work the LSC delivers to its stakeholders. The study asked the participants to explain the perceived value LSCs’ provide at each stakeholder level:

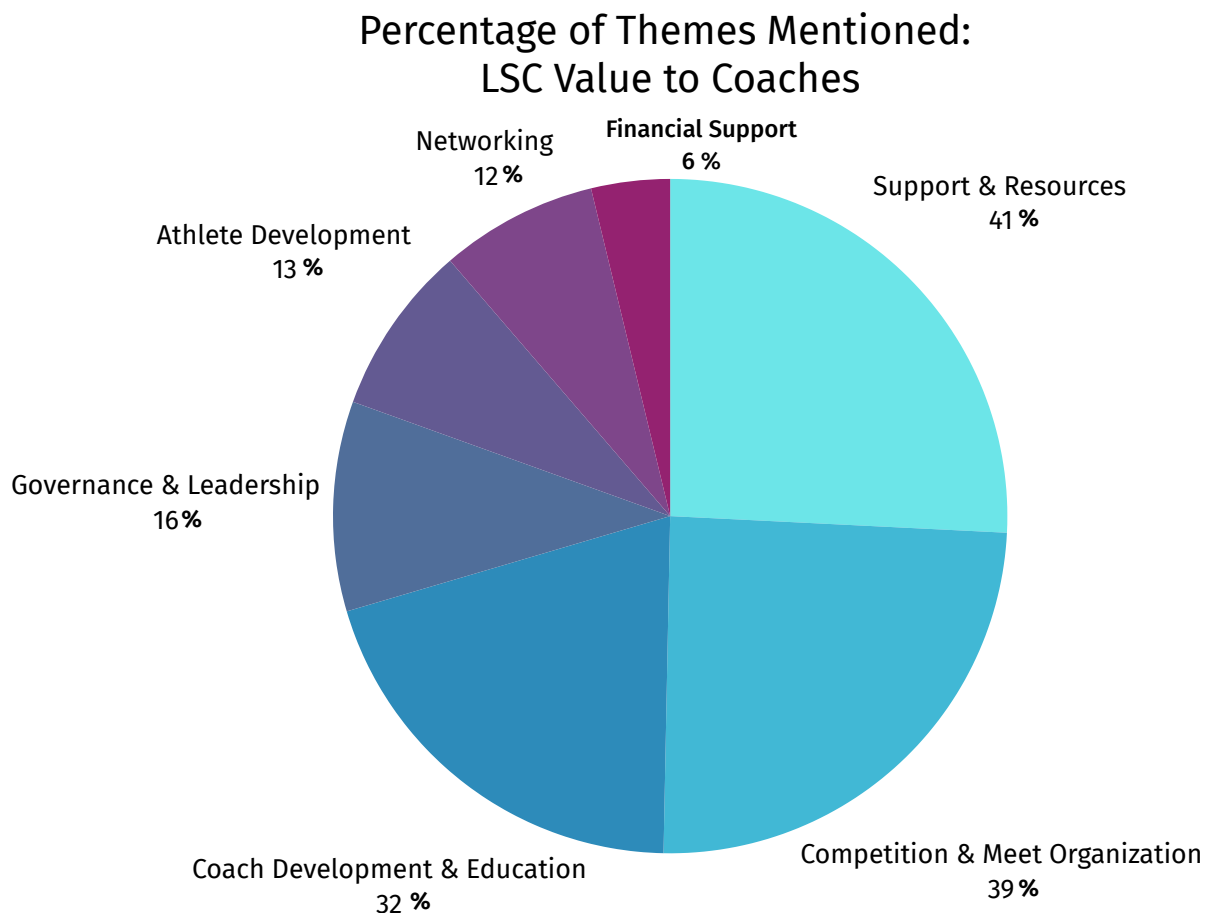
- Coaches
- Teams
- Athletes & Families
- Local Community of Teams

The following analysis explains where LSC value converges and diverges for each stakeholder group.

LSC VALUE TO COACHES

Participants offered similar views explaining how LSCs are most impactful on Coaches, but unique demographic identifiers detail how nuances impact individual perspectives. LSCs primarily deliver important logistic and professional growth opportunities for coaches. However, significant differences were found between several demographic identifiers, such as gender, coaching tenure, among others that explain the nuances of how the participants interpret the value of **LSCs to Coaches**.

» **KEY FINDINGS:** LSCs are most valuable to coaches for the **Support and Resources (41%)** they provide, including problem-solving assistance, answering questions, providing guidance, and offering various support systems for coaching needs. Coaches also heavily rely on LSCs for **Competition and Meet Organization (39%)**, including all aspects of planning, sanctioning, and running swim meets and competitions; and **Coach Development and Education (32%)**, which encompasses opportunities for professional growth through clinics, workshops, certification programs, and educational resources.



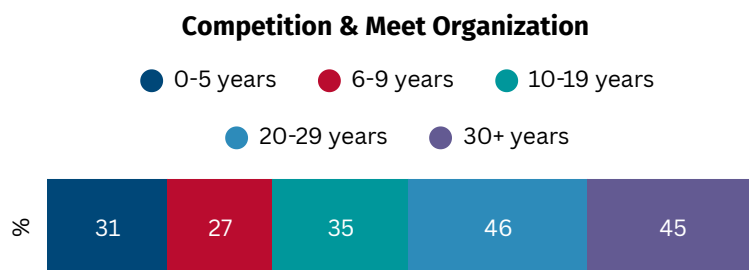
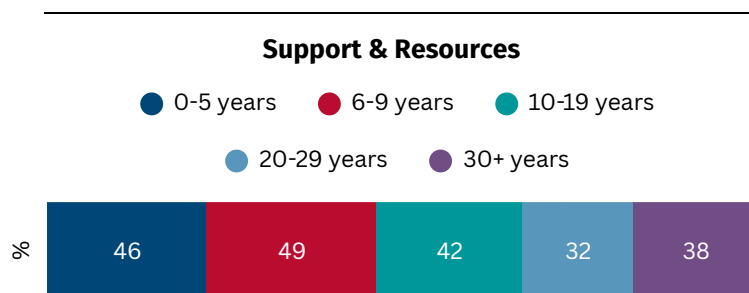
Demographic Analysis:

The following section highlights the themes and trends that explain how the participants understand the value of LSCs to Coaches. Refer to [theme](#) definitions for full explanation of concepts.

Coaching tenure impacts coaches' perceptions of LSCs value to coaches.

Coaches were segmented into five groups: early-career (0-5 years), developing (6-9 years), established (10-19 years), veteran (20-29 years), and long-term (30+ years) coaches. There were significant differences in how coaches perceived the value of support and resources, and competition and meet organization.

- There is a general downward trend as tenure increases for the value of Support & Resources (from 46% to 32%). This suggests that less experienced coaches place higher value on the support systems that LSCs provide.
- There is a clear upward trend as tenure increases for competition and meet organization (from 27% to 45%). This indicates that more experienced coaches increasingly value the competition frameworks LSCs provide.



% of demographic participants who mentioned the theme.

LSC Representatives and Coaches believe LSCs benefit coaches in different ways.

LSC representatives valued coach development and education, athlete development, and networking and community more than coaches. LSC representatives appear to significantly overvalue the importance of development programs (both coach and athlete) compared to coaches.

- LSC representatives (42%) mentioned coach development and educational opportunities significantly more often than coaches themselves (27%). This 15 percentage point difference represents the largest gap between the two groups.
- LSC representatives (19%) emphasized athlete development significantly more often than coaches (11%). This suggests LSC representatives may overestimate the importance coaches place on LSCs' role in athlete development programs.
- LSC representatives (18%) mentioned networking and community-building aspects significantly more frequently than coaches (10%). LSC representatives appear to value the community-building aspects of their work more highly than coaches do.

Coach Development & Education

● LSC Representatives ● Coaches



Athlete Development

● LSC Representatives ● Coaches



Networking

● LSC Representatives ● Coaches

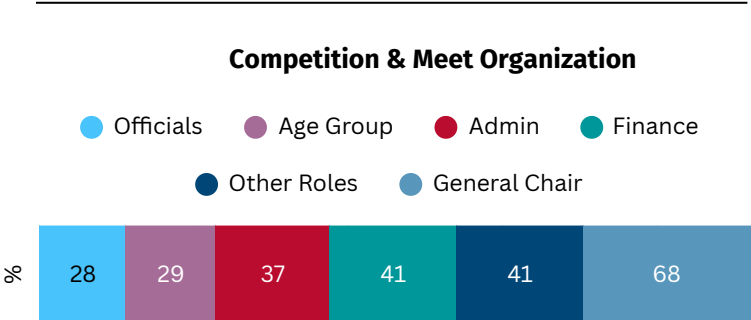
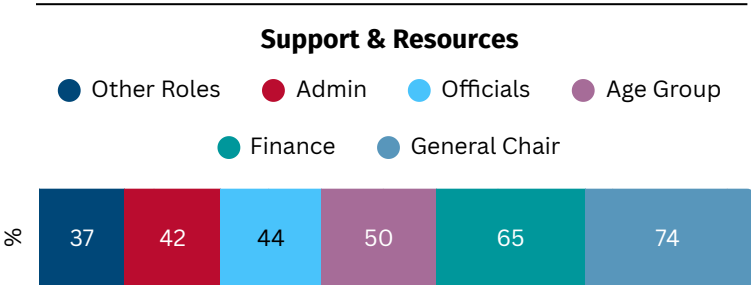


% of demographic participants who mentioned the theme.

LSC Leadership roles have distinct viewpoints on the value LSCs deliver to coaches.

Analysis of the data included examining the different roles within LSCs (ie; general chair, finance, officials, etc.) and how the different roles perceived the value that LSCs provide to coaches. Significant differences between LSC roles were found related to support and resources, and competition and meet organization.

- General chair roles (74%) and finance roles (65%) mentioned support and resources significantly more often than other roles. Admin (42%) and other roles (37%) roles mentioned this theme the least frequently. This 37 percentage point range represents the largest disparity between roles.
- General chair roles (68%) emphasized competition organization significantly more than other roles. Officials (28%) and Age Group roles (29%) mentioned this theme less than half as frequently. This suggests different priorities or perspectives on LSCs' competitive functions.

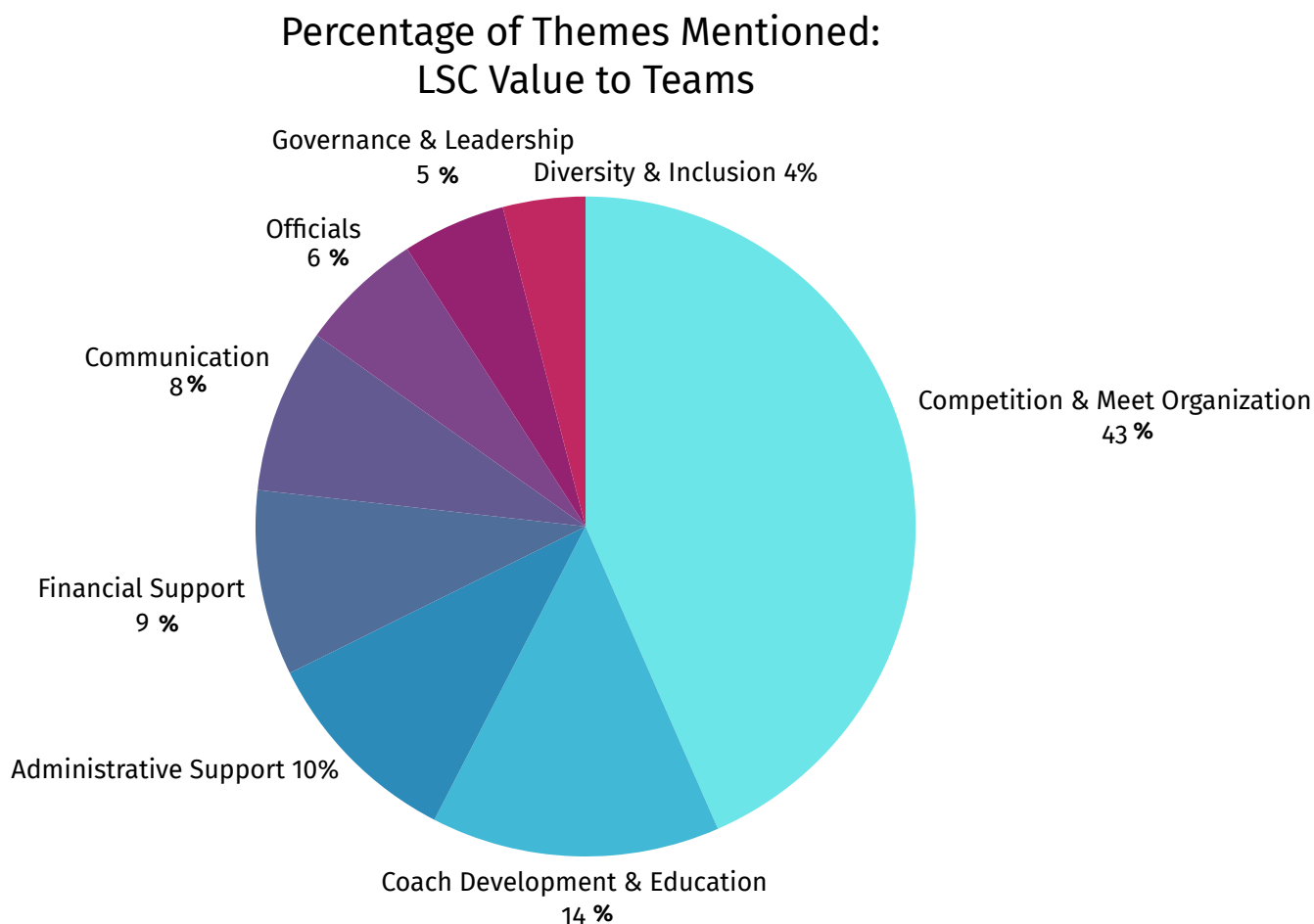


% of demographic participants who mentioned the theme.

LSC VALUE TO TEAMS

The participants in this study were asked to explain the value (its usefulness and importance) of the **LSC for Teams**. Overwhelmingly, participants pointed to the important role LSCs play in the organization of competitions.

» **KEY FINDINGS:** LSCs are most valuable to Teams for **Competition and Meet Organization (43%)** including the scheduling, sanctioning, and running championship meets and competitions – and providing meet opportunities for teams and athletes at various levels. Additional themes, while important, did not rise to the level of importance placed on organizing competition.



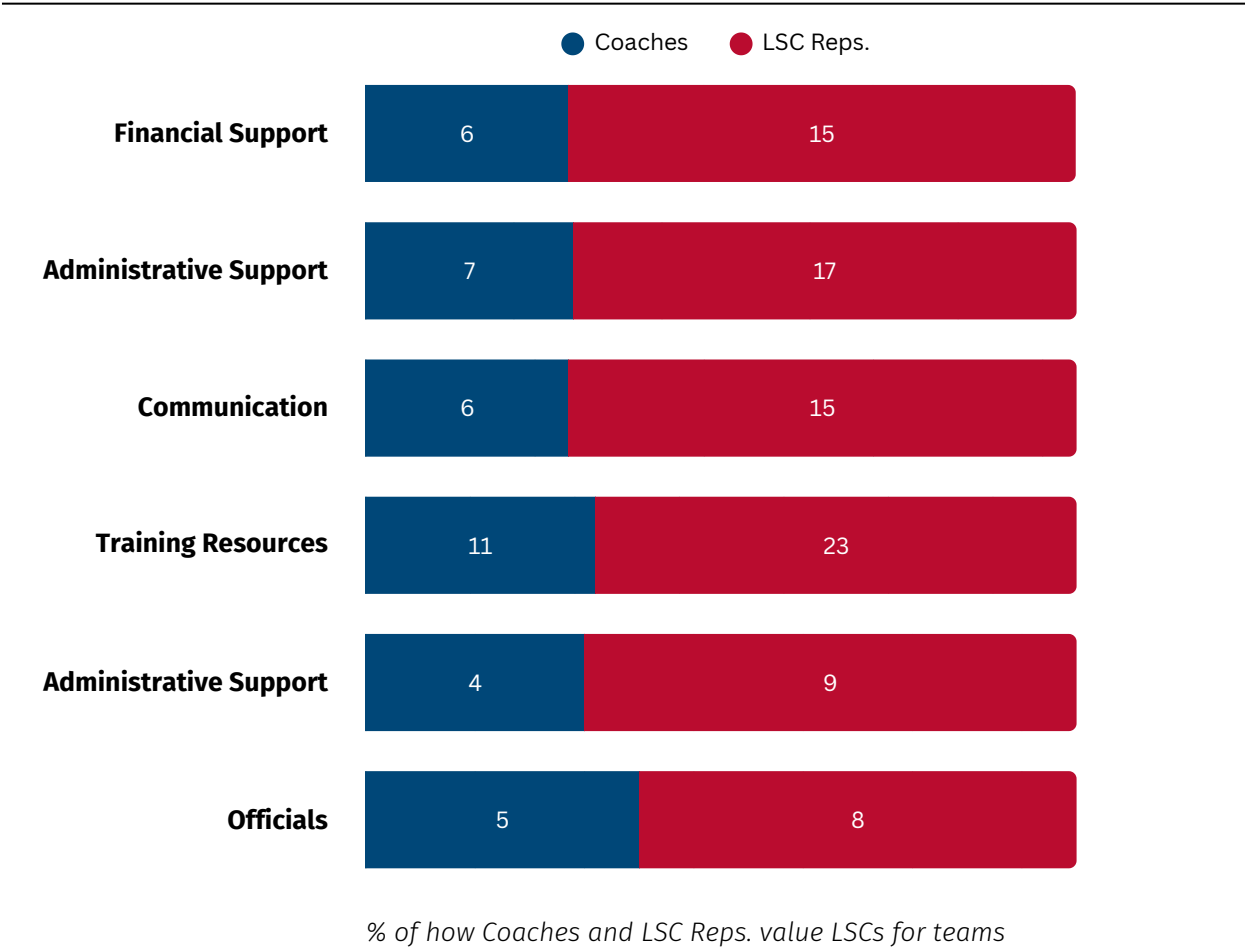
Demographic Analysis:

The following section highlights the themes and trends that explain how the participants understand the value of LSCs to Teams. Refer to [theme](#) definitions for full explanation of concepts.

LSC Representatives and Coaches weigh the value proposition of LSCs for teams differently.

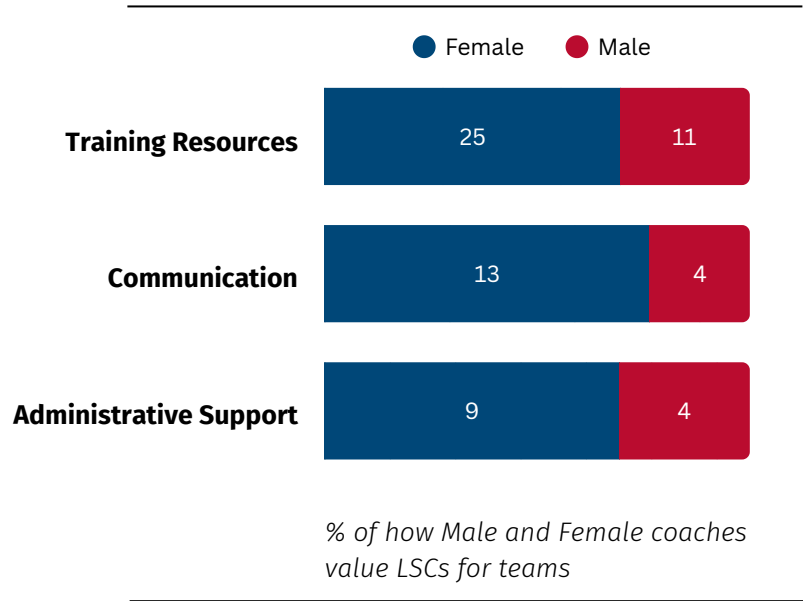
LSC representatives place significantly more emphasis on administrative functions, financial support, communication roles, and training resources than coaches do. This indicates a potential gap between the services LSC representatives believe they provide to teams and the services coaches recognize or prioritize.

The similar rates of positive sentiment (11% for both groups, 87% neutral) suggest that the differences observed are not due to varying levels of satisfaction but rather reflect different priorities and perspectives on the value provided by LSCs.



Female and Male Coaches differ on the support teams receive from LSCs.

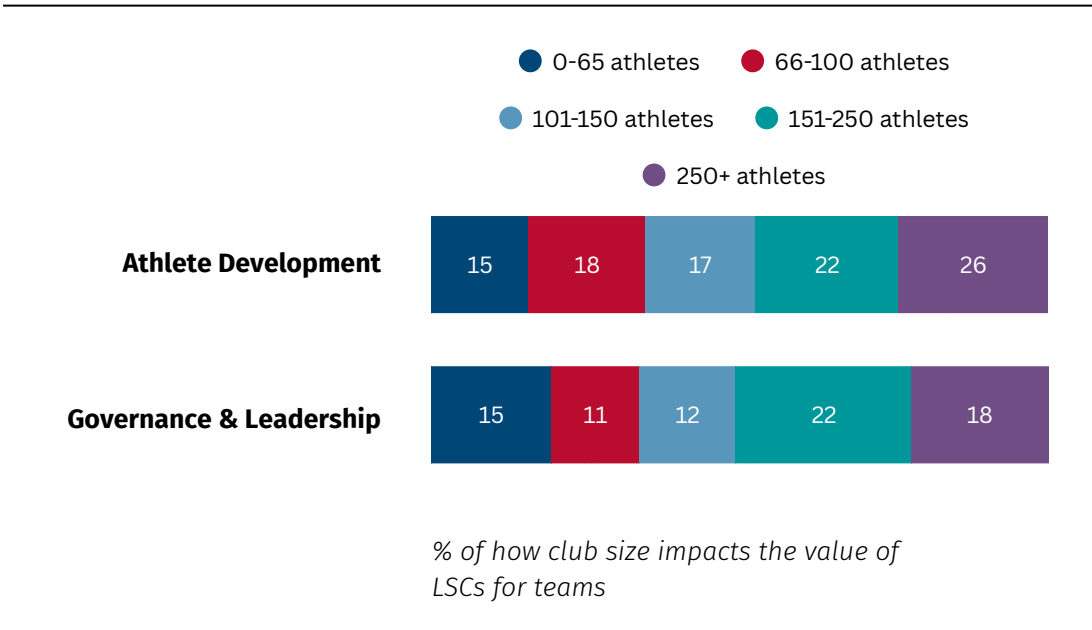
Female participants placed a significantly higher emphasis on training resources, communication functions, and administrative support compared to male respondents. The higher emphasis on communication, training, and administrative support among female respondents may reflect different priorities in how they perceive effective organizational support.



Notable trends were found related to Club Size and perceived value of LSCs on teams.

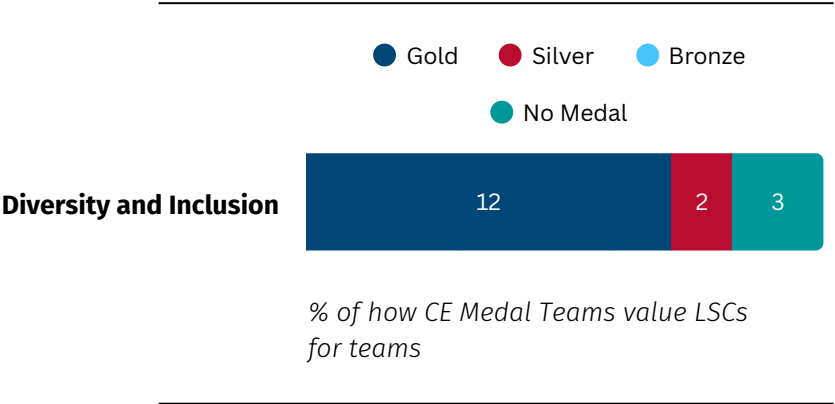
There were no statistically significant differences in themes found between club sizes, however there were notable trends that provide insights into how club size may impact perceived value of LSCs on teams.

- Coach & athlete development shows a consistent increase in perceived value as team size grows (16% → 19% → 24%).
- Governance & Leadership is notably higher for larger teams (200+) at 20% compared to 14% for smaller teams.



LSC efforts to provide Diversity and Inclusion programming is highly valued by Gold Medal Clubs.

Statistically significant differences between Club Excellence Medal statuses were found regarding Diversity and Inclusion programming. Gold Medal Club coaches rated the value of Diversity and Inclusion (12%), whereas no-medal (3%), Silver (2%), and Bronze (0%).



LSC Representatives believe LSCs provide value to teams through communication.

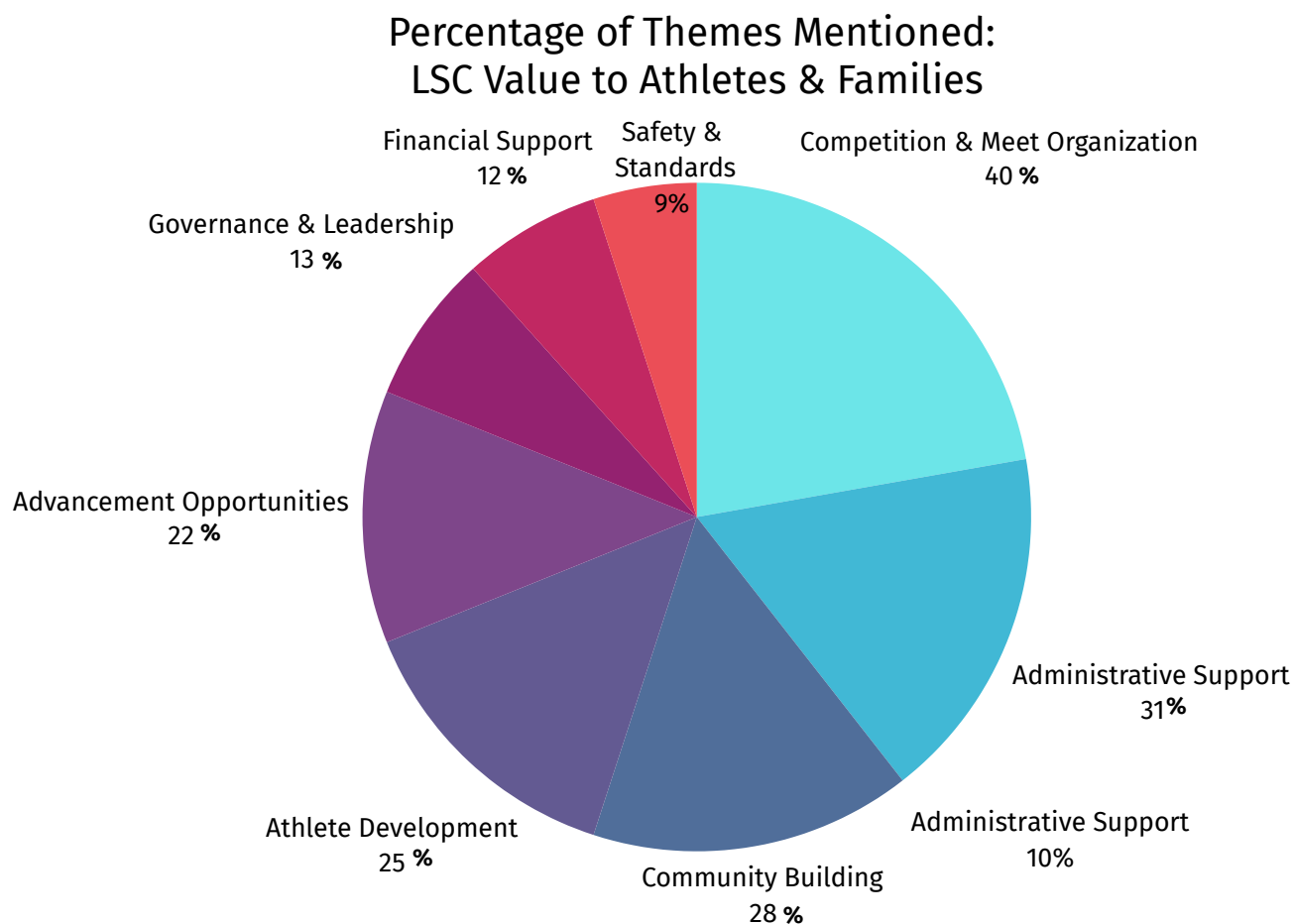
There were notable trends that provide insights into how different LSC roles may impact perceived value of LSCs on Teams.

- Support & Resources is the most mentioned theme across all role categories (average 53%).
- Notable patterns:
 - Chair positions placing stronger emphasis on development and diversity
 - Coach representatives focusing heavily on communication and financial aspects
 - Officials placing less emphasis on financial support
 - Administrative roles have a stronger focus on meet management
- Despite different roles, LSC Staff & Board members appear to have generally similar perceptions of the value LSCs provide to teams.

LSC VALUE TO ATHLETES & FAMILIES

The participants in this study were asked to explain the value (its usefulness and importance) of the LSC for Athletes and Families.

» **KEY FINDINGS:** Overwhelmingly, participants pointed to the important role LSCs play in **Competition and Meet Organization (40%)**, and **Administrative Support (31%)**. Athletes and families look to the LSC for effectively planning, sanctioning and running swimming competitions, and believe the LSC is the go-to for help with registration, membership questions, among other needs.



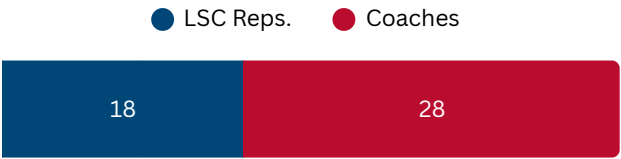
Demographic Analysis:

The following section highlights the themes and trends that explain how the participants understand the value of LSCs to Athletes and Families. Refer to theme definitions for full explanation of concepts.

Coaches value LSCs for athlete advancement opportunities greater than LSC Representatives.

Coaches (28%) were found to be significantly more likely to value Advancement Opportunities than LSC Representatives (18%). This might possibly reflect coaches' professional focus on athlete progression through competitive levels.

Advancement Opportunities



% of how Coaches and LSC Reps. value LSCs for athletes & families.

Coaches, LSC Reps and Officials from the top-10 LSCs significantly differ in how they value LSCs impact on athletes and families.

Notable LSC Patterns:

- Southern California (CA) coaches emphasized "Advancement Opportunities" (33%) and "Financial Support" (16%) more than most other LSCs.
- Ohio (OH) coaches showed the highest emphasis on "Competition & Meet Organization" (50%) but the lowest on "Governance & Leadership" (5%) and "Safety & Standards" (5%).
- Minnesota (MN) coaches emphasized "Administrative Support" (36%) more than other LSCs.
- Florida (FL) coaches had the lowest emphasis on "Athlete Development" (18%).
- Pacific (PC) coaches emphasized "Governance & Leadership" (17%) more than other LSCs.

See below for a full comparison of the top-10 LSCs.

LSC Value to Athletes & Families

Themes - LSCs	AVG %	CA	IL	MA	IN	FL	PC	NE	MN	OH	NJ
Competition & Meet Organization	40%	38%	44%	36%	40%	34%	30%	43%	47%	50%	38%
Community Building	28%	25%	30%	24%	32%	30%	29%	31%	23%	29%	22%
Athlete Development	24%	28%	30%	26%	25%	18%	28%	22%	39%	20%	19%
Administrative Support	31%	30%	36%	30%	34%	32%	33%	25%	36%	30%	24%
Governance & Leadership	12%	14%	11%	15%	15%	10%	17%	15%	12%	5%	8%
Financial Support	12%	16%	11%	15%	13%	11%	8%	10%	6%	9%	16%
Advancement Opportunities	21%	33%	19%	21%	25%	17%	19%	24%	23%	15%	14%
Safety & Standards	9%	11%	10%	11%	10%	8%	7%	6%	9%	5%	11%

LSC Zones: (CA)- Southern California; (IL)- Illinois; (MA)- Middle Atlantic; (IN)- Indiana; (FL)- Florida; (PC)- Pacific; (NE)- New England; (MN)- Minnesota; (OH)- Ohio; (NJ)- New Jersey

Coaching tenure is a contributing factor in how coaches value LSCs impact on athletes and families.

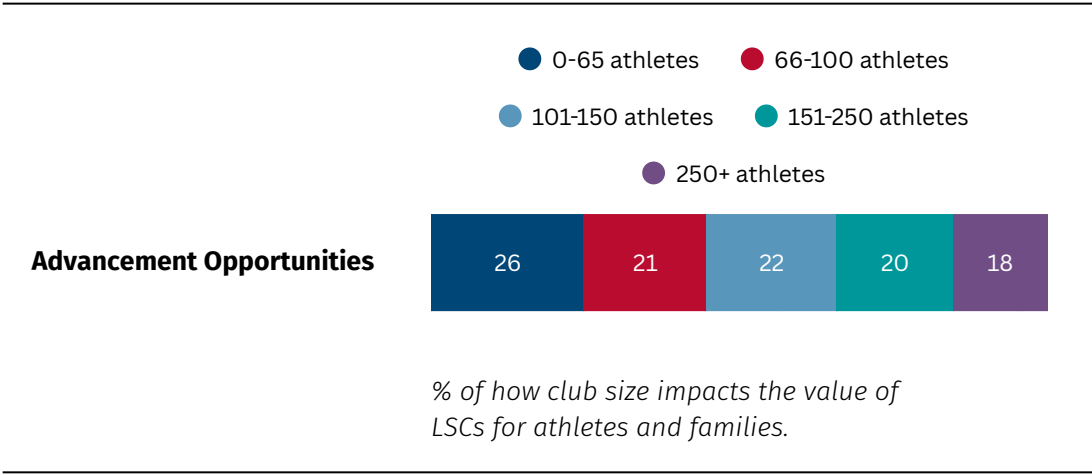
There was a strong negative correlation with tenure: Three themes showed strong negative correlations with increasing tenure. . These findings suggest LSCs should consider coach tenure when developing programs and communications:

- Advancement Opportunities: Decreases steadily from 25% (0-5 years) to 13% (30+ years)
- Governance & Leadership: Decreases from 15% (6-9 years) to 7% (30+ years)
- Community Building: Decreases from 35% (6-9 years) to 23% (30+ years)

Themes - Tenure	AVG %	0-5 years	6-9 years	10-19 years	20-29 years	30+ years
Competition & Meet Organization	40%	40%	37%	35%	49%	39%
Community Building	28%	25%	35%	28%	26%	23%
Athlete Development	24%	28%	24%	24%	25%	17%
Administrative Support	31%	31%	37%	29%	33%	23%
Governance & Leadership	12%	13%	15%	13%	10%	7%
Financial Support	12%	14%	14%	10%	8%	15%
Advancement Opportunities	20%	25%	24%	19%	20%	13%

Advancement Opportunities are most important to coaches from the smallest clubs.

The most notable finding is the consistent pattern where smaller teams emphasize developmental aspects (athlete development, advancement opportunities, safety standards) while larger teams focus more on competitive aspects. This suggests that LSCs may need to consider team size when addressing coach needs and tailoring their services and communications accordingly.

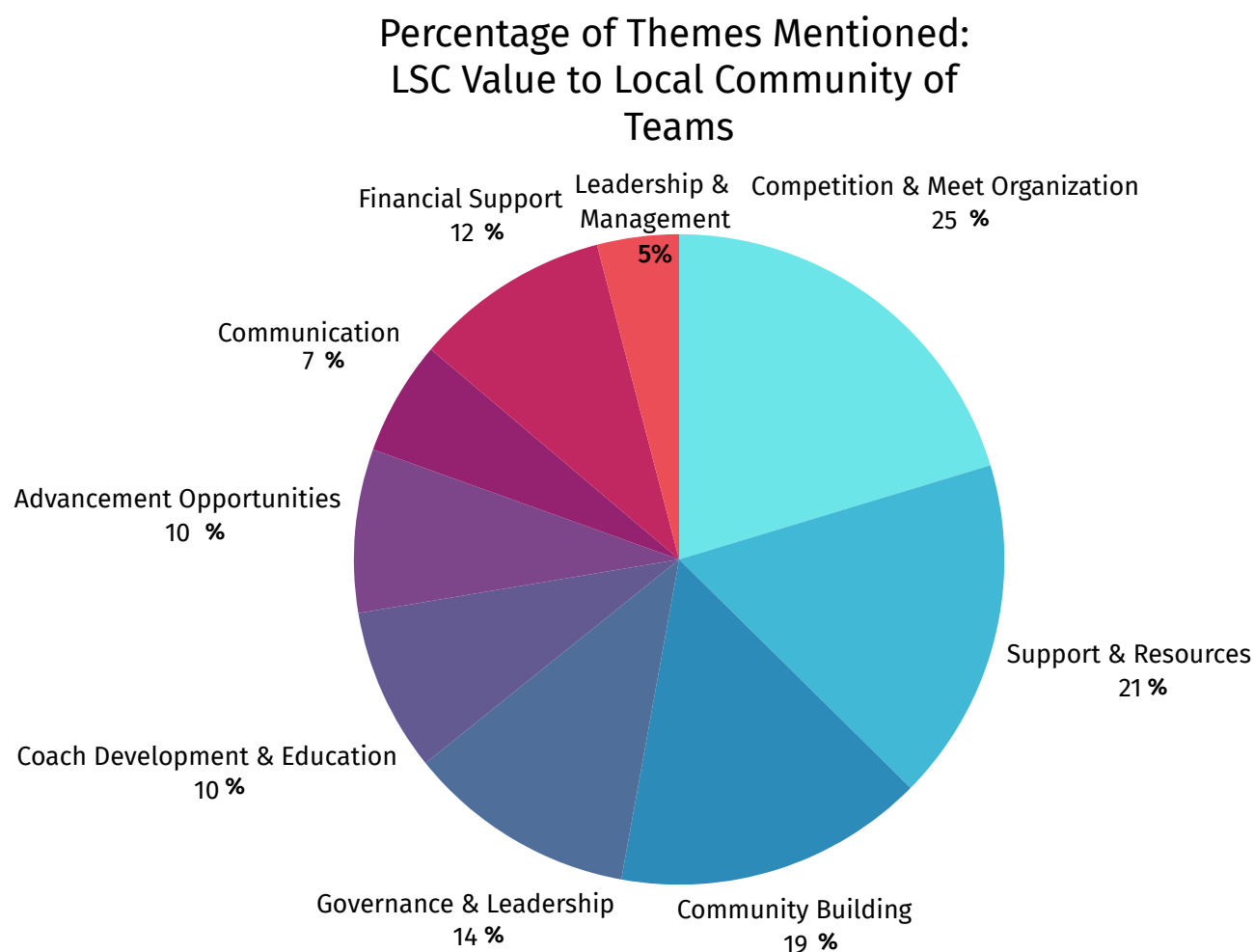


LSC VALUE TO LOCAL COMMUNITY OF TEAMS

The participants in this study were asked to explain the value (its usefulness and importance) of the **LSC for Local Community of Teams**. Coaches, LSC representatives and Officials all pointed to the important role LSCs play in building a strong community of clubs, primarily through supporting competitions and the resources that make clubs operate more effectively.



KEY FINDINGS: LSCs are most valued by the local community of teams for their role in organizing competitions and meets, providing support and resources, and building community among swimming teams. These three themes together represent over **65% of all theme** occurrences in the responses.

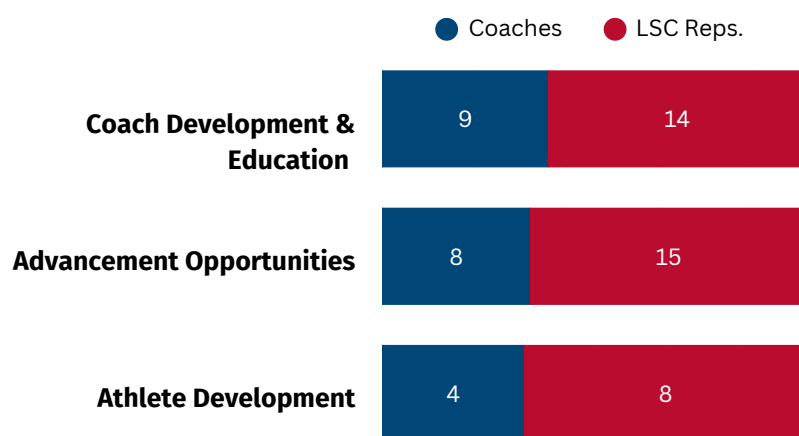


» Demographic Analysis:

The following section highlights the themes and trends that explain how the participants understand the value of LSCs to Local Community of Teams. Refer to [theme](#) definitions for full explanation of concepts.

LSC Representatives place a greater emphasis on the impact of LSCs on the community of teams than coaches.

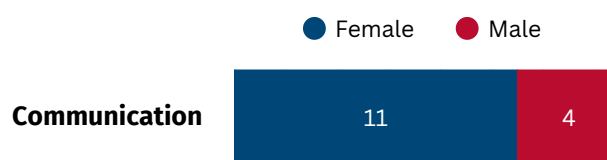
When compared to Coaches, LSC Representatives were significantly more likely to consider the importance of Advancement Opportunities (15%), Coach Development and Education (14%), and Athlete Development (8%) on the impact of the LSC on the Community of Teams. Additionally, for every thematic category, LSC members mentioned it at a higher percentage rate than coaches. This suggests LSC members generally perceive more value in the services LSCs provide across all categories. Additionally, the statistically significant differences all relate to development and growth aspects (opportunities, training/education, and development/growth), indicating LSC members may place more emphasis on the developmental role of LSCs than coaches do.



% of how Coaches and LSC Reps. value LSCs for community of teams.

Female coaches place greater value on communication from LSCs for the community of teams when compared to male coaches.

Both male and female coaches agree on the top three themes (Competition & Meet Organization, Support & Resources, and Community Building), suggesting a similar understanding of the primary value LSCs provide. Only one theme showed a statistically significant difference between men and women – Communication.



% of how Male & Female coaches value LSCs for community of teams.

Coaches demonstrate LSCs vary significantly in how they deliver value to the community of teams.

This table illustrates the significant regional differences in how coaches perceive LSC value, with variations that likely reflect different regional needs, priorities, and communication. These variations demonstrate that LSCs across the country have developed different priorities and service models, or are perceived differently by their coaches. This could be due to regional swimming cultures, different LSC leadership approaches, or varying community needs.

Themes - LSCs	AVG	IN	CA	FL	NE	MN	IL	MI	PC	MA	NC
Competition & Meet Organization	24%	16%	35%	19%	29%	8%	38%	22%	38%	26%	11%
Support & Resources	20%	25%	10%	15%	25%	13%	21%	17%	38%	11%	21%
Community Building	19%	13%	24%	22%	29%	8%	33%	4%	14%	26%	16%
Governance & Leadership	12%	9%	14%	22%	21%	8%	8%	9%	19%	5%	0%
Coach Development & Education	8%	0%	10%	15%	13%	0%	17%	0%	14%	0%	16%
Advancement Opportunities	8%	3%	14%	0%	13%	0%	17%	9%	10%	0%	11%
Communication	7%	3%	3%	22%	0%	4%	8%	9%	14%	0%	5%
Leadership/ Management	4%	0%	7%	7%	0%	0%	4%	0%	10%	11%	5%
Athlete Development	4%	13%	0%	4%	4%	0%	4%	0%	5%	5%	5%

LSC Zones: (IN)- Indiana; (CA)- Southern California; (FL)- Florida; (NE)- New England; (MN) Minnesota; (IL)- Illinois; (MI)- Michigan; (PC)- Pacific; (MA)- Middle Atlantic; (NC)- North Carolina

LSCs value to the community of teams continued:

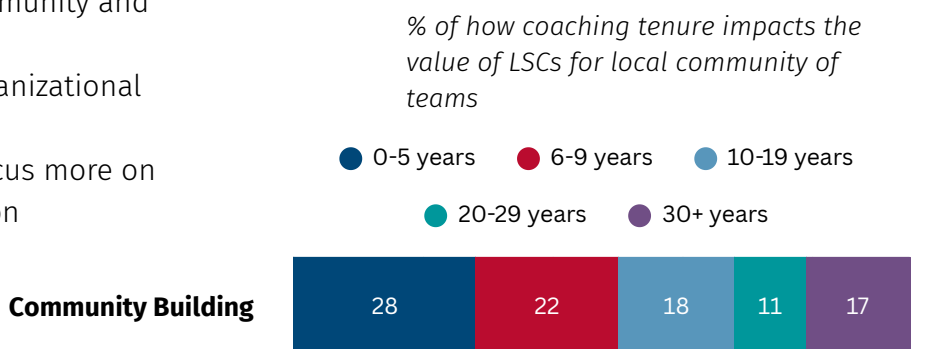
Themes - LSCs	AVG	IN	CA	FL	NE	MN	IL	MI	PC	MA	NC
Safety & Standards	2%	0%	3%	0%	0%	0%	4%	9%	0%	5%	0%
Economic Benefits	1%	3%	0%	0%	0%	0%	0%	0%	0%	5%	5%

LSC Zones: (IN)- Indiana; (CA)- Southern California; (FL)- Florida; (NE)- New England; (MN) Minnesota; (IL)- Illinois; (MI)- Michigan; (PC)- Pacific; (MA)- Middle Atlantic; (NC)- North Carolina

Coaches who are at the earliest stages of their career (0-5 years) highly value Community Building when compared to coaches with longer tenures (6-30+ years).

Community Building showed significant differences across tenure ranges – where newer coaches emphasized the importance of community building aspect significantly more than their more experienced counterparts. Additionally, there were uniquely different needs of coaches depending on their coaching tenure:

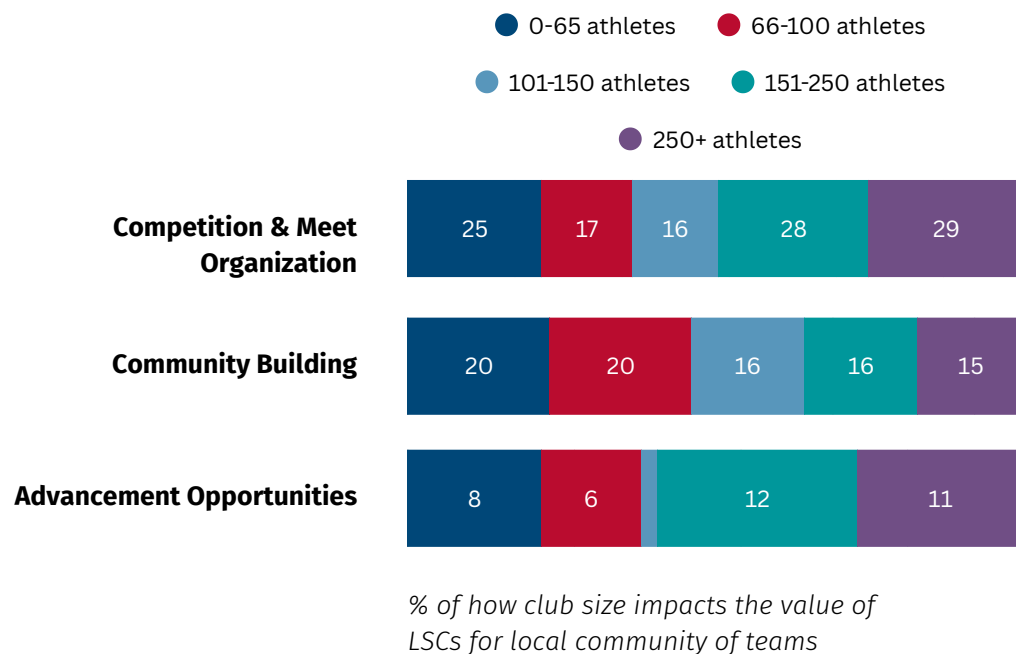
- Newer coaches prioritize community and educational support
- Mid-career coaches value organizational structure and resources
- Most experienced coaches focus more on leadership and communication



Coaches from varying club sizes valued the impact of LSCs on the Community of Teams the same.

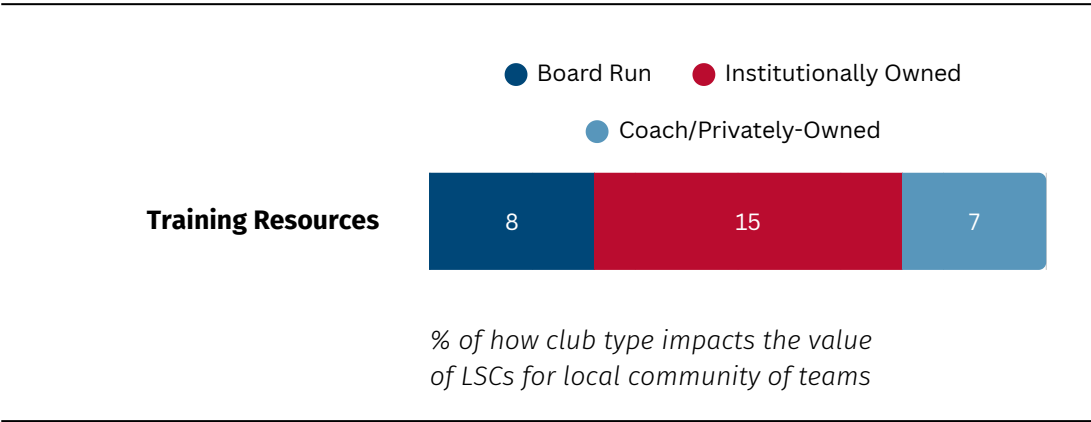
There are some noticeable patterns in how coaches from different team sizes perceive LSC value.

Focus on **Competition & Meet Organization** increases with Team Size. There is a clear upward trend from medium teams (16%) to large teams (29%), suggesting larger teams may be more competition-oriented. Additionally, **Community Building** decreases with team size, where there is a steady decline from small teams (20%) to large teams (15%), perhaps reflecting the different social dynamics of smaller vs. larger teams. Lastly, the mention of **Advancement Opportunities** increases with Team Size, and was the highest for larger teams (11-12%). This may reflect greater focus on competitive opportunities for larger programs.



Institutionally Owned clubs emphasized Training and Education at a significantly higher rate than other club types as impacting local teams.

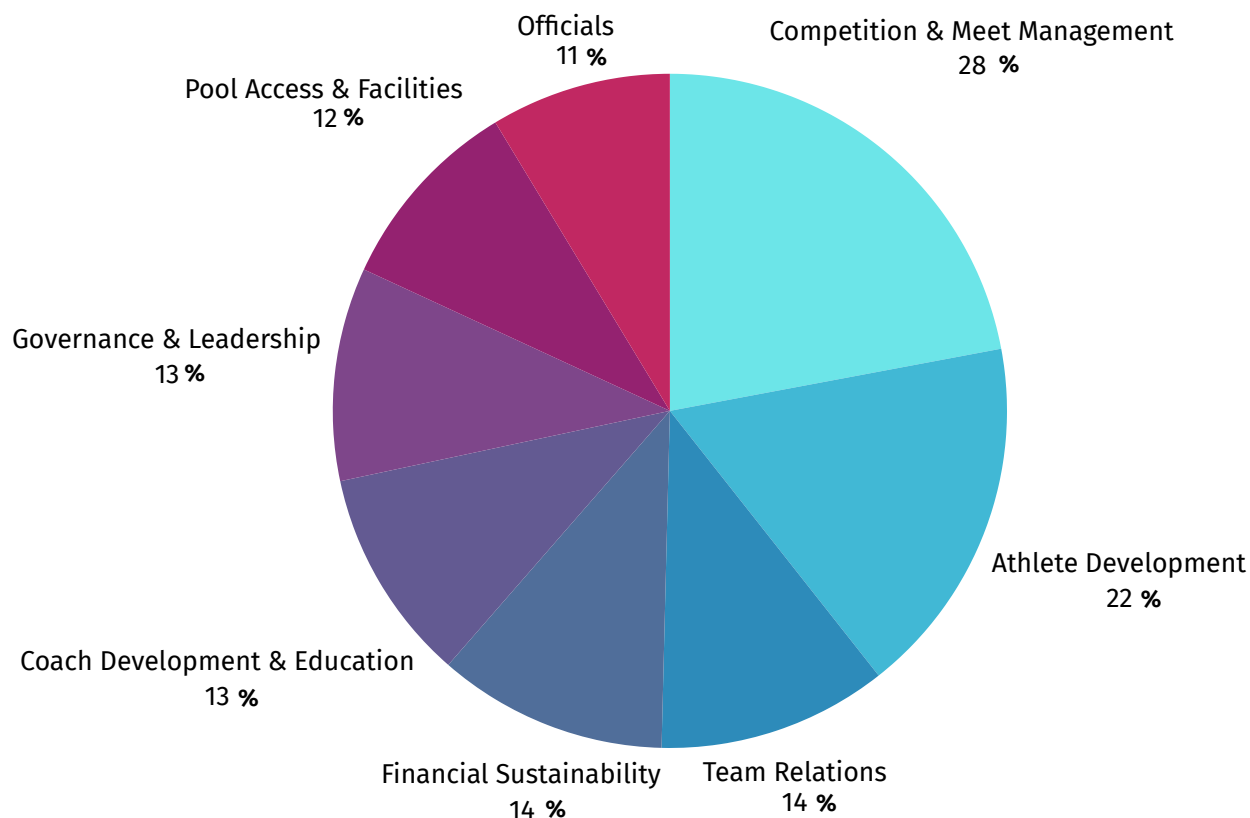
Institutionally Owned clubs emphasized Training Resources at a significantly higher rate than other club types as impacting local teams. Institutionally Owned clubs (often associated with schools, universities, YMCAs) may place a significantly higher emphasis on training and educational aspects, aligning with the educational mission of many institutions that host swim clubs.



THE MOST IMPORTANT TOPICS FACING LSCs

» The most important issues facing LSCs across USA Swimming are local – there was not one issue that was predominantly found across all LSCs. This indicates that there is a high degree of variation in the operation of LSCs and the needs of those it serves. Despite the lack of consensus on the topics facing LSCs, **Competition & Meet Management (28%)** was the most frequently mentioned concern, focusing on the organization, scheduling, and format of swim meets, including championship events.

Percentage of Themes Mentioned:
The Most Important Topics Facing
LSCs

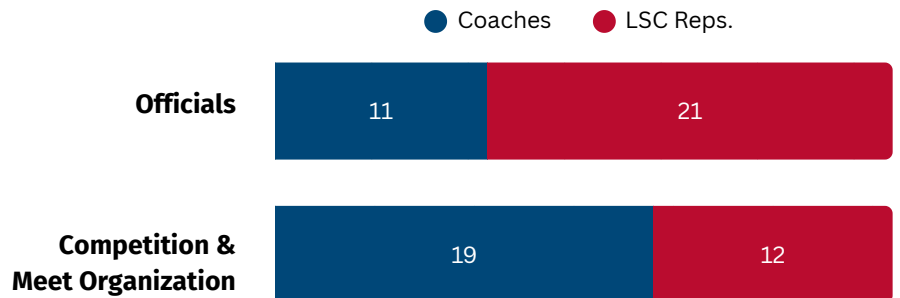


Demographic Analysis:

The following section highlights the themes and trends that explain how the participants understand the most important topics facing LSCs. Refer to [theme](#) definitions for full explanation of concepts.

Coaches and LSC Reps. disagree on the most pressing threats to LSCs.

There is a significant difference between coaches and LSC representatives in how they prioritize **Officials** and **Competition & Meet Organization**. Coaches are more concerned with meet structure and scheduling, while LSC members focus more on official recruitment and management.



% of Coaches and LSC Reps. on most important topic facing LSCs.

Participants from select LSCs demonstrated unique needs or concerns of their respective LSC.

Three LSCs demonstrated significant differences when examining the most important topics facing LSCs:

- **Indiana (IN)** shows a significantly higher focus on Athlete Development and retention (32% vs. 12% overall average). This suggests a need for a strategic focus on building and maintaining their competitive base, possibly in response to specific demographic challenges in the region.
- **Pacific (PC)** - Northern California demonstrates a significantly greater concern with Competition and Meet Organization issues (40% vs. 20% overall average). This might reflect the high density of clubs in this populous region, creating more complex competitive scheduling needs.
- **Pacific Northwest (PN)** shows significantly higher emphasis on facilities and pool access (28% vs. 11% overall average). This potentially relates to limited indoor facilities, or competition for pool space with other aquatic activities.

RATING OF LOCAL SWIMMING COMMITTEES- QUANTITATIVE ANALYSIS



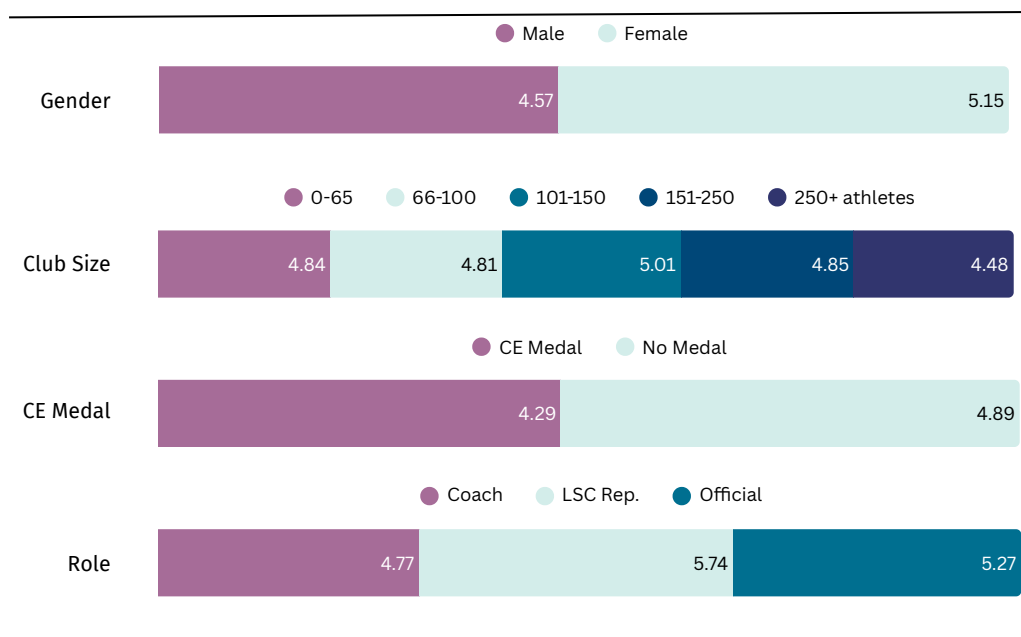
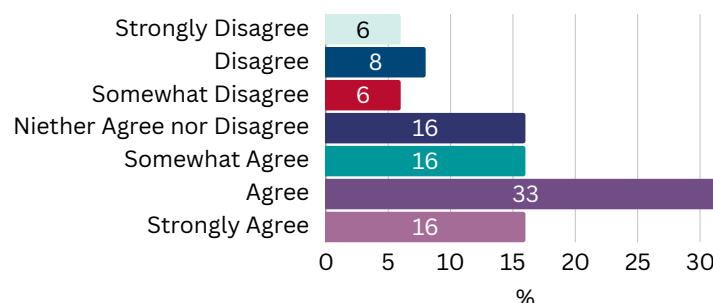
Survey respondents rated their respective LSC's on several dimensions of competency and support. The following section illustrates the perceptions of coaches, officials and LSC representatives, and how the subsets of the survey participants agree or disagree on LSC operation. Analysis of the participants included the following units of analysis: gender, club size, Club Excellence (CE) medal, coach tenure, club type and role (coach, LSC representative, official).

For more information on how this data was collected see the appendix for methodology explanation.

LSCs positively impact club operations.

In general, respondents are somewhat satisfied with the decision-making of LSC's that directly impact their respective clubs. The largest average difference in rating amongst groups is between coaches and LSC representatives with averages of 4.77 and 5.74 respectively.

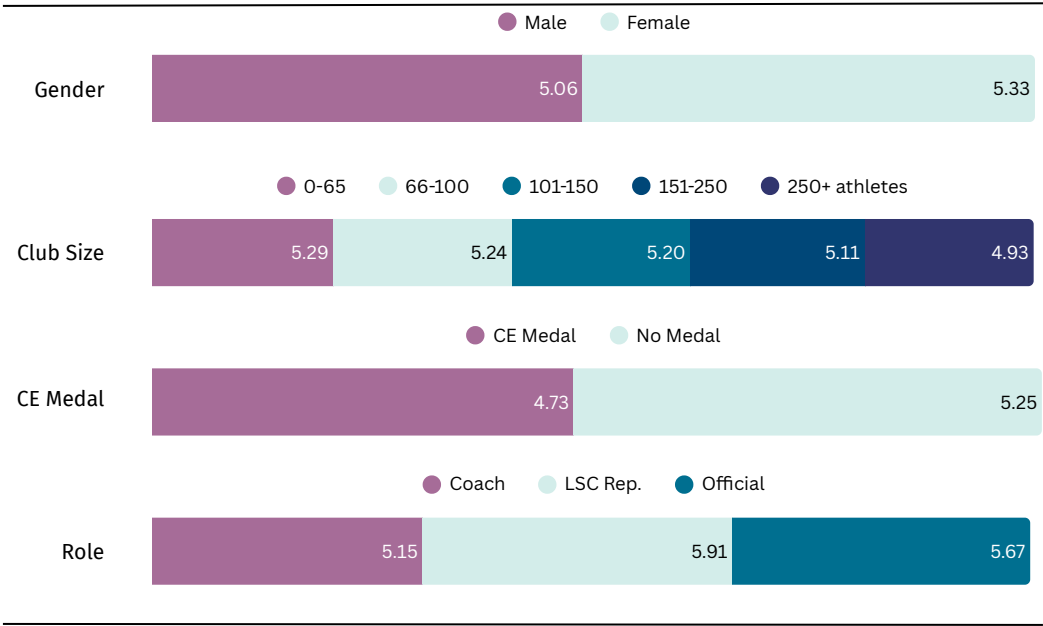
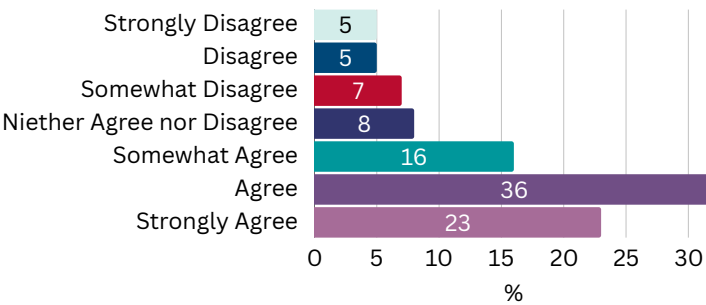
% who say LSCs are competent when making decisions that impact clubs.



Large clubs (250+ athletes) are less satisfied with annual meet scheduling.

Larger clubs, with 250 or more athletes, are significantly less satisfied with the development of the annual meet schedule when compared to their peers. However, overall, respondents are generally satisfied with an overall average of 5.26. Another interesting finding from the analysis is that coaches significantly differ in schedule development satisfaction compared to LSC representatives and officials

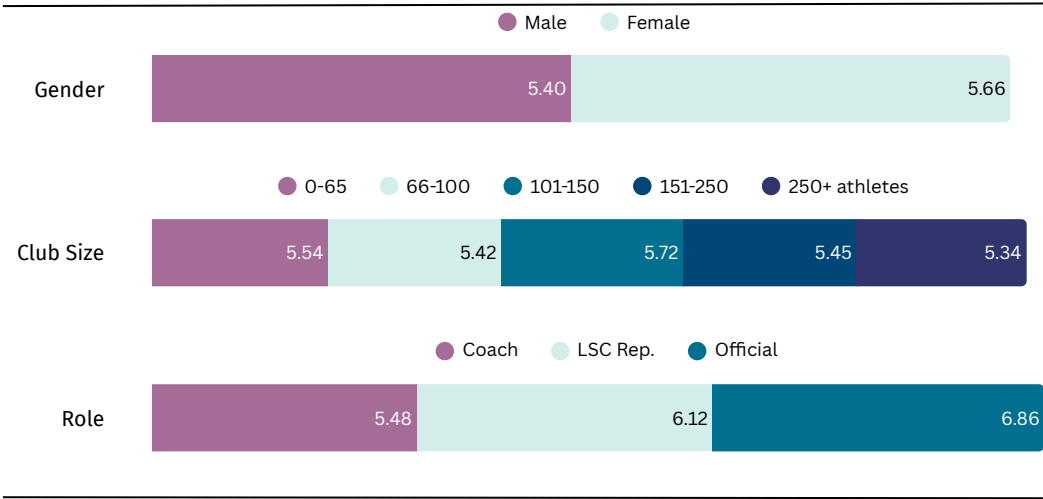
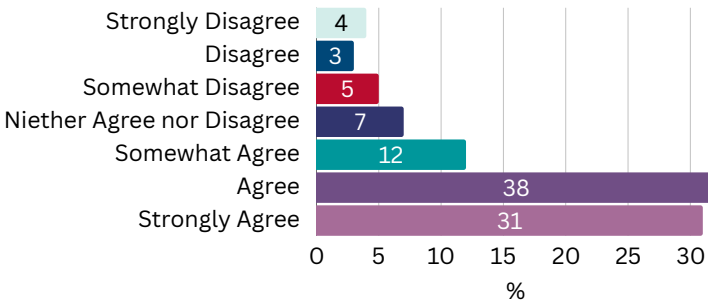
% who say LSCs are competent in developing annual meet schedule.



LSCs are rated highly competent in sanctioning and operating championships.

With almost an *excellent* (70%) top box rating of 69%, there is a somewhat consensus amongst respondents that LSCs are competent when sanctioning competitions and operating championship meets. Officials and LSC representatives did significantly rate this question higher than coaches signifying there is room for improvement amongst some groups or a disconnect between those operating the LSC, and the coaches working within it.

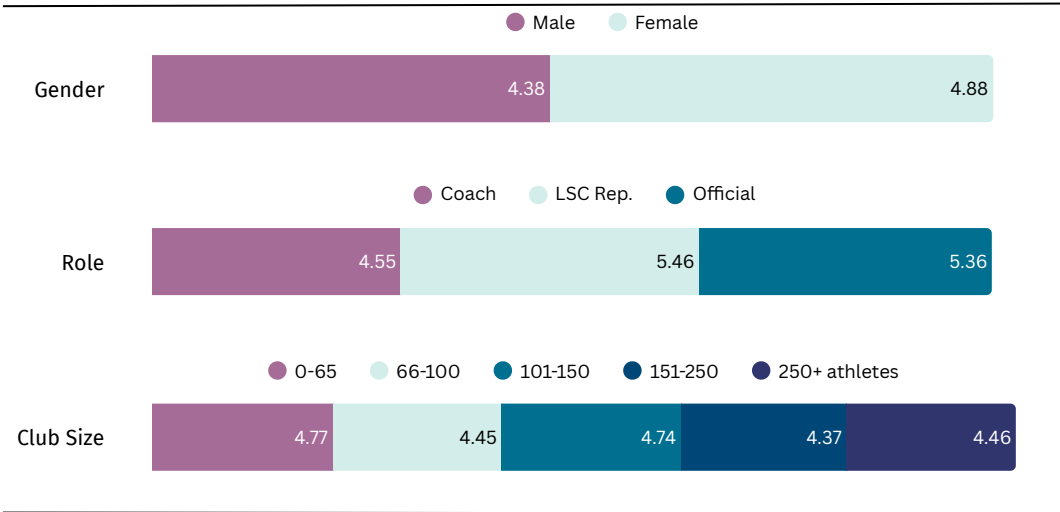
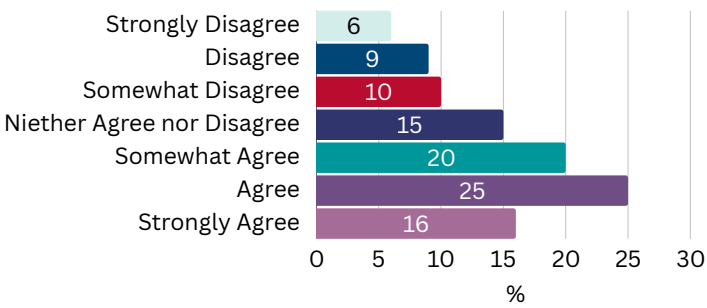
% who say LSCs are competent in sanctioning & operating championships.



Coaches are less confident in LSCs to support athlete development

Participants do not outright agree that LSCs are competent in supporting athlete development. Coaches rated support for athlete development significantly lower than LSC representatives and officials with an average of 4.55 – suggesting that coaches would like more support for their athletes. The rating of LSC support for athlete development was not significantly impacted by club size. This denotes larger clubs on average rate support for athlete development similarly to smaller clubs.

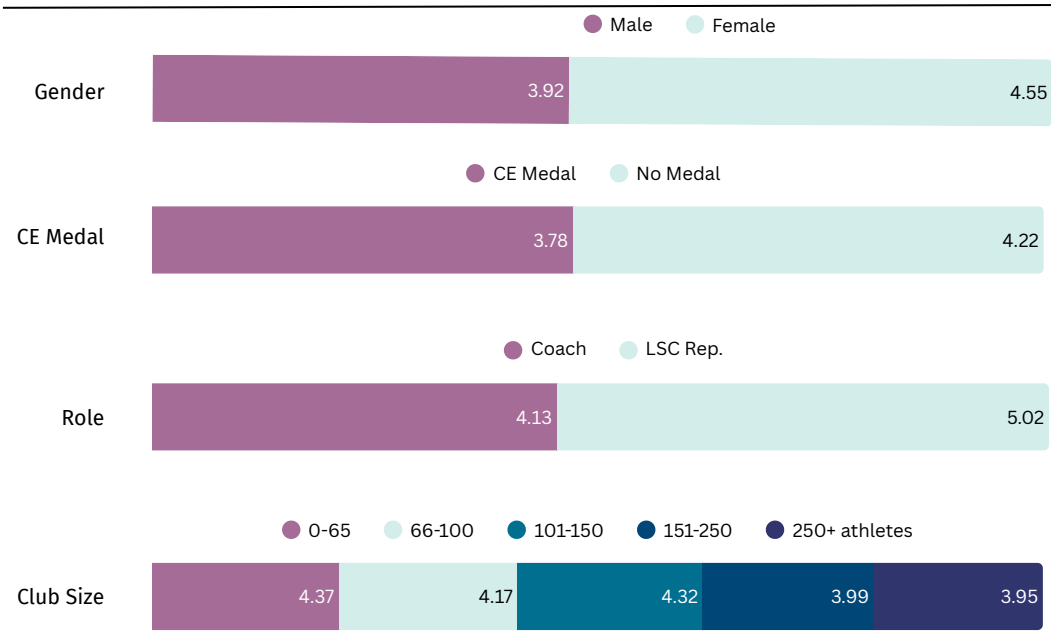
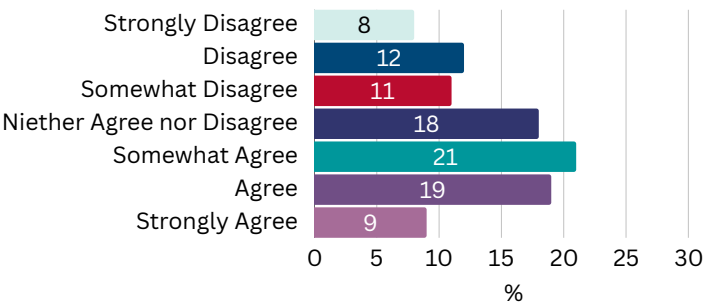
% who say LSCs are competent in supporting athlete development.



Coaches lack confidence in LSCs ability to support coach development.

Coaches made up roughly 83% (full-time and part-time) of all survey respondents – no doubt the reason why support for coach development from LSCs was the lowest rated question with an overall average of 4.27. This suggests that LSCs can improve services offered for coach development like mentorship, clinics, funding, and recognition. Significant differences between genders was also found as female coaches rated support for coach development higher than male coaches.

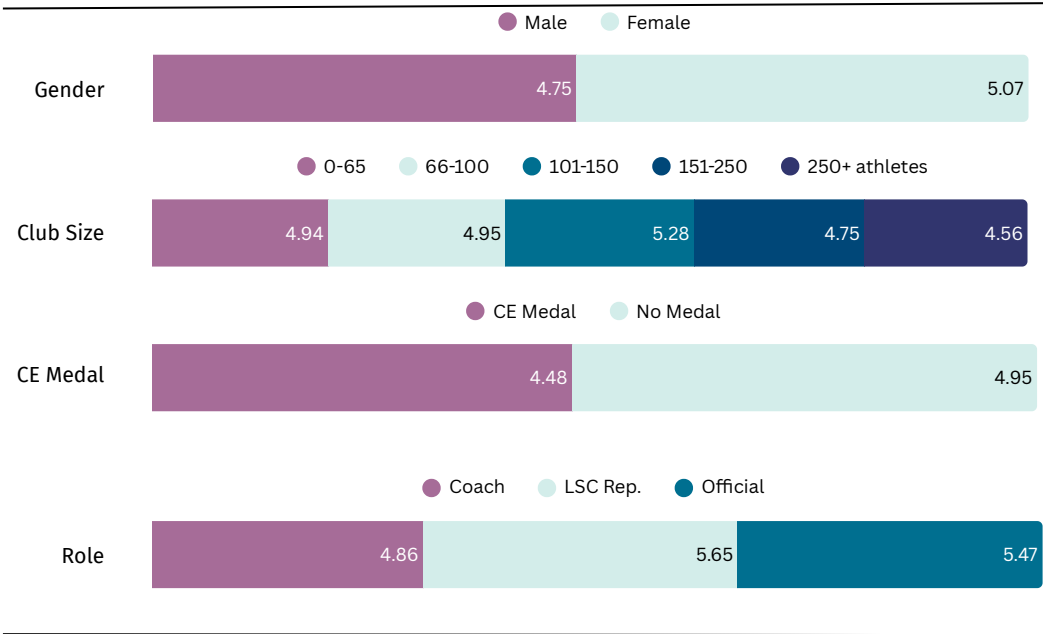
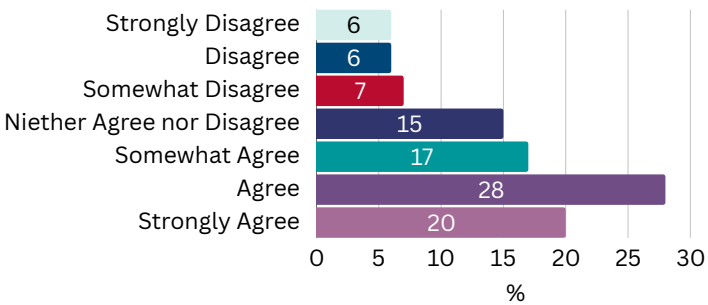
% who say LSCs are competent in supporting coach development.



LSCs are primary sources to troubleshoot challenges.

The analysis indicates respondents on average are satisfied with LSCs ability to troubleshoot challenges as they arise. Still, coaches and larger clubs (250+) significantly rated this issue lower than their counterparts. Additionally, roughly 91% of all responses that disagreed LSCs were competent to troubleshoot challenges were from coaches. This draws a line between coaches’ perceptions and those LSCs representatives who operate the LSCs.

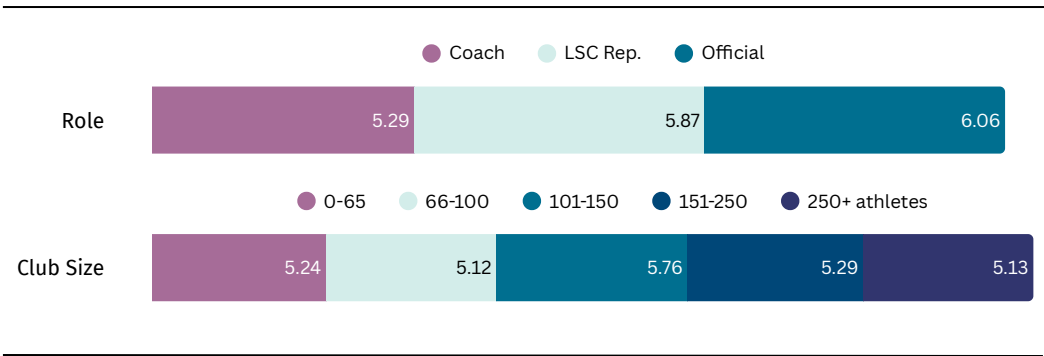
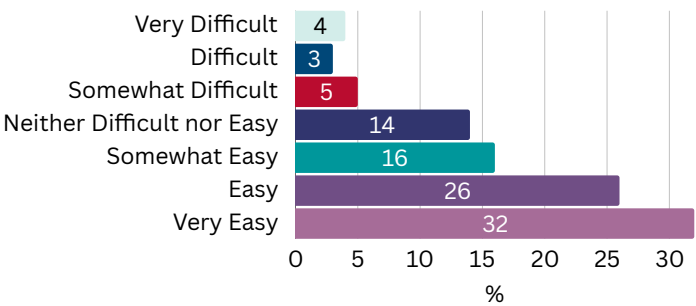
% who say LSCs are competent to troubleshoot challenges.



LSCs are highly rated for how easy it is to receive help from LSC staff.

Measuring effort identifies how easily a person can resolve a problem, receive an answer from LSC staff, or get the resources they need to be successful. This metric is considered a strong indicator of customer satisfaction because minimizing barriers and making an organization more accessible will improve customer (coach, LSC rep., official) experience. High customer effort scores indicate customers are more satisfied and loyal to the organization. Overall consumer satisfaction was gauged by asking participants to rate the ease it is to receive help from LSC staff. Responses varied, but on average the majority of individuals are generally satisfied with the ease it is to receive help from LSC staff with an overall mean of 5.39. Coaches, the respondents most affected by this question, slightly skew the average down with an average of 5.29.

% rating on how easy it is to receive help from LSC staff.





PART II – USA SWIMMING (USA-S)

Part II of this report examined the value of the governing body – USA Swimming – for stakeholders within USA Swimming. USA Swimming is charged with promoting swimming by creating safe and healthy opportunities for athletes and coaches of all backgrounds to participate and advance in the sport through clubs, events and education. The study examined the “value” USA Swimming provided to stakeholders, defining “value” as the usefulness and importance of the work the USA Swimming delivers to its stakeholders. The study asked the participants to explain the perceived value USA Swimming provides at each stakeholder level:

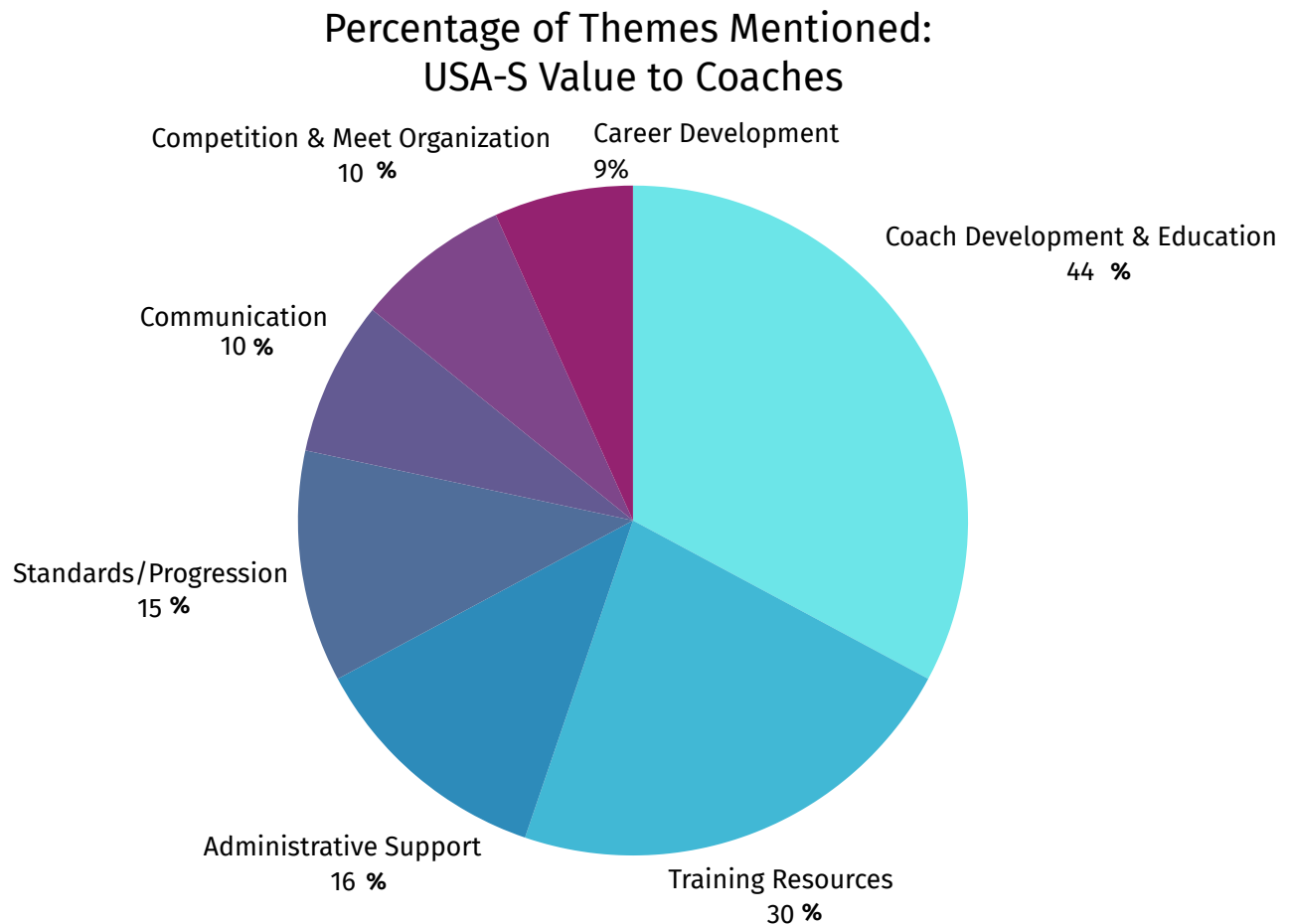
- Coaches
- Teams
- Athletes & Families
- LSCs

The following analysis explains where USA Swimming’s value converges and diverges for each stakeholder group.

USA SWIMMING VALUE TO COACHES

Participants offered similar views on how USA Swimming is most impactful on coaches, but unique demographic identifiers explain how nuances impact individual perspectives. USA Swimming primarily delivers important educational and professional development opportunities for coaches. Despite similar responses between the stakeholders, significant differences were found between several demographic identifiers, such as gender, coaching tenure, among others that explain the nuances of how the participants interpret the value of **USA Swimming to Coaches**.

» **KEY FINDINGS: Coach Development and Education** and **Training Resources** account for 44% and 30% respectively of the most frequent theme mentions. This indicates the central importance of USA Swimming to the professional development of coaches.

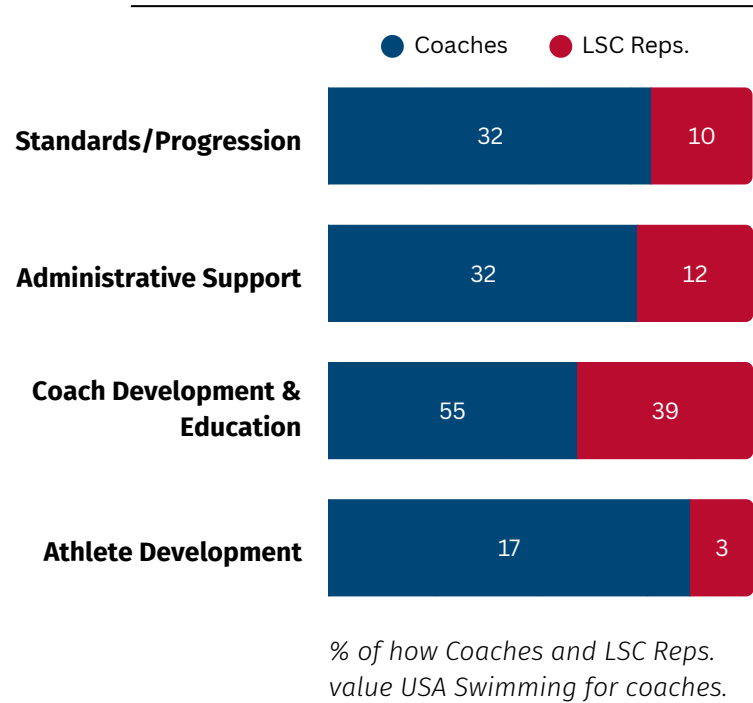


Demographic Analysis:

The following section highlights the themes and trends that explain how the participants understand the USA Swimming value to Coaches. Refer to [theme](#) definitions for full explanation of concepts.

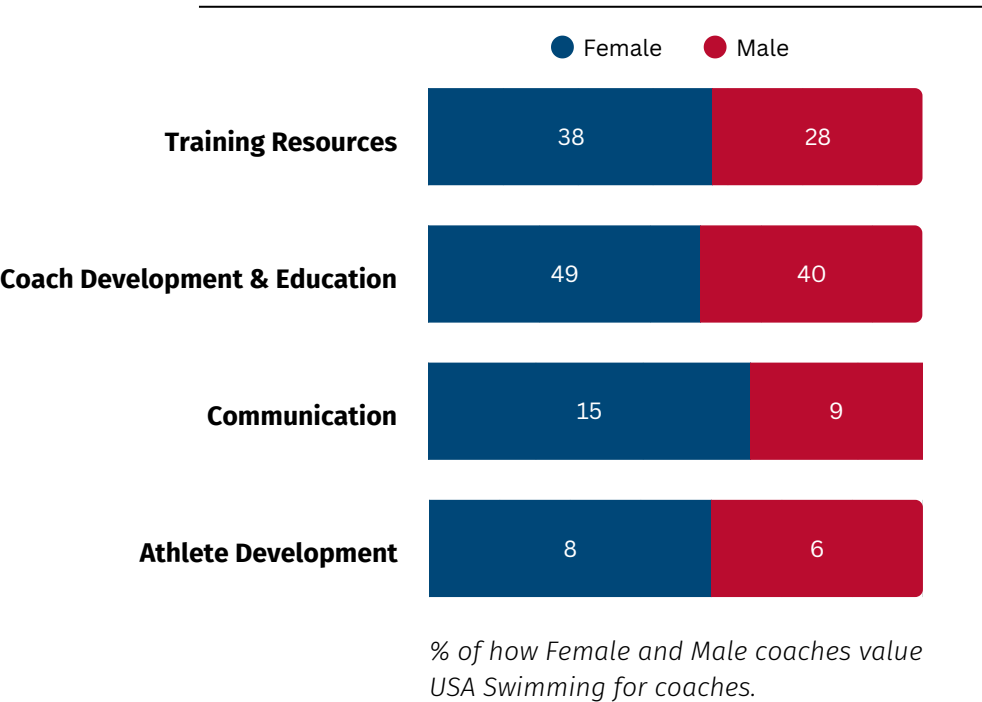
Coaches place a greater emphasis on the impact of USA Swimming on coaches than LSC Representatives.

Analysis of the emergent themes revealed that several themes were significantly different between coaches and LSC members. The significant differences reflect the contrast between coaches' professional experience and LSC members' perspective on coaching needs. Both groups recognize the importance of insurance, safety, competition structure, and governance—suggesting these are well-communicated aspects of USA Swimming's value. The following were the largest differences between the two stakeholder groups.



Female coaches find USA Swimming to be more valuable to coaches than Male coaches.

Female coaches were significantly more likely to emphasize several of the themes that explain the impact and value of USA Swimming on coaches. Female coaches placed significantly higher emphasis (+10%) on Training Resources, like practical training tools, drills, techniques, and program resources. While Coach Development and Education was a top theme for both genders, female coaches emphasized it significantly more (+9%), highlighting a potentially stronger focus on professional development and certification opportunities. Female coaches also valued Communication, including information on resources, updates, and data (+6%) significantly more than male coaches, suggesting they may place higher importance on staying informed about developments in the sport. Female coaches also showed somewhat more focus on Athlete Development pathways and talent progression (+2%), though the percentage difference is smaller than other significant themes.



Coaches from different LSCs do not value USA Swimming's impact on coaches in universal terms.

Eight themes showed statistically significant differences across LSCs. Most significant regional variations were observed in:

- Coach Development & Education: Highest in CA (60%) and FL (55%), lowest in IL (26%) and IN (27%)
- Administrative Support: Strongest in CA (33%) and PC (33%), absent in MA (0.0%) and NJ (0.0%)
- Career Development: Highest in NJ (29%), nearly absent in CA (3%)
- Standards/Progression: Most emphasized in PC (33%), least in CA (10%) and NE (10%)
- Governance & Leadership: Highest in IN (23%), absent in MA (0.0%) and MN (0.0%)

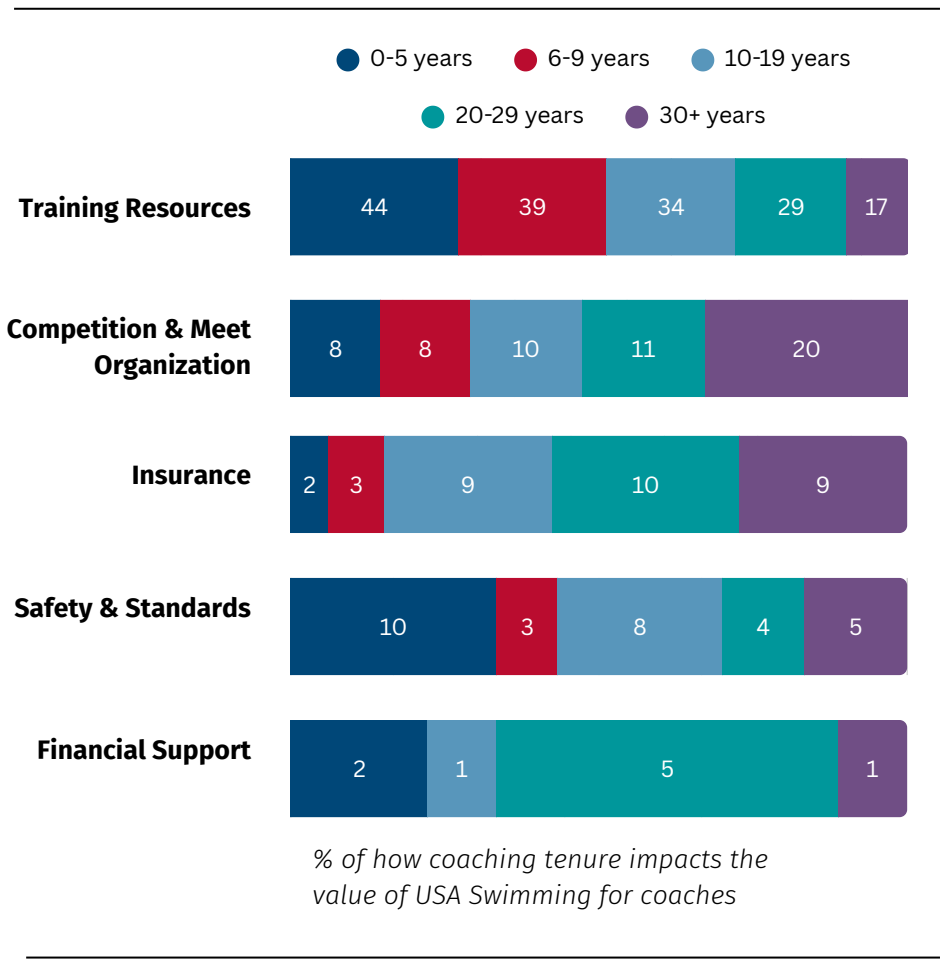
Themes - LSCs	AVG	CA	IL	MA	IN	FL	PC	NE	MN	OH	NJ
Coach Development & Education	42%	60%	26%	50%	27%	55%	48%	38%	30%	47%	41%
Administrative Support	15%	33%	11%	0%	19%	17%	33%	14%	9%	18%	0%
Governance & Leadership	11%	10%	19%	0%	23%	7%	10%	14%	0%	6%	18%
Standards & Progression	18%	10%	22%	25%	23%	10%	33%	10%	17%	18%	12%
Career Development	11%	3%	7%	0%	8%	13%	19%	10%	4%	12%	29%
Safety & Standards	6%	7%	0%	13%	8%	10%	10%	5%	13%	0%	0%
Athlete Development	8%	3%	4%	13%	4%	7%	19%	5%	4%	12%	12%
Financial Support	2%	0%	0%	6%	0%	3%	0%	10%	0%	0%	0%

LSC Zones: (CA)- Southern California; (IL)- Illinois; (MA)- Middle Atlantic; (IN)- Indiana; (FL)- Florida; (PC)- Pacific; (NE)- New England; (MN)- Minnesota; (OH)- Ohio; (NJ)- New Jersey.

The perceived impact of USA Swimming on coaches is different across coaching tenure.

When examining the value of USA Swimming for coaches, the analysis of coaches compared five tenure ranges: 0-5 years, 6-9 years, 10-19 years, 20-29 years, and 30+ years. Several themes showed statistically significant differences across tenure groups:

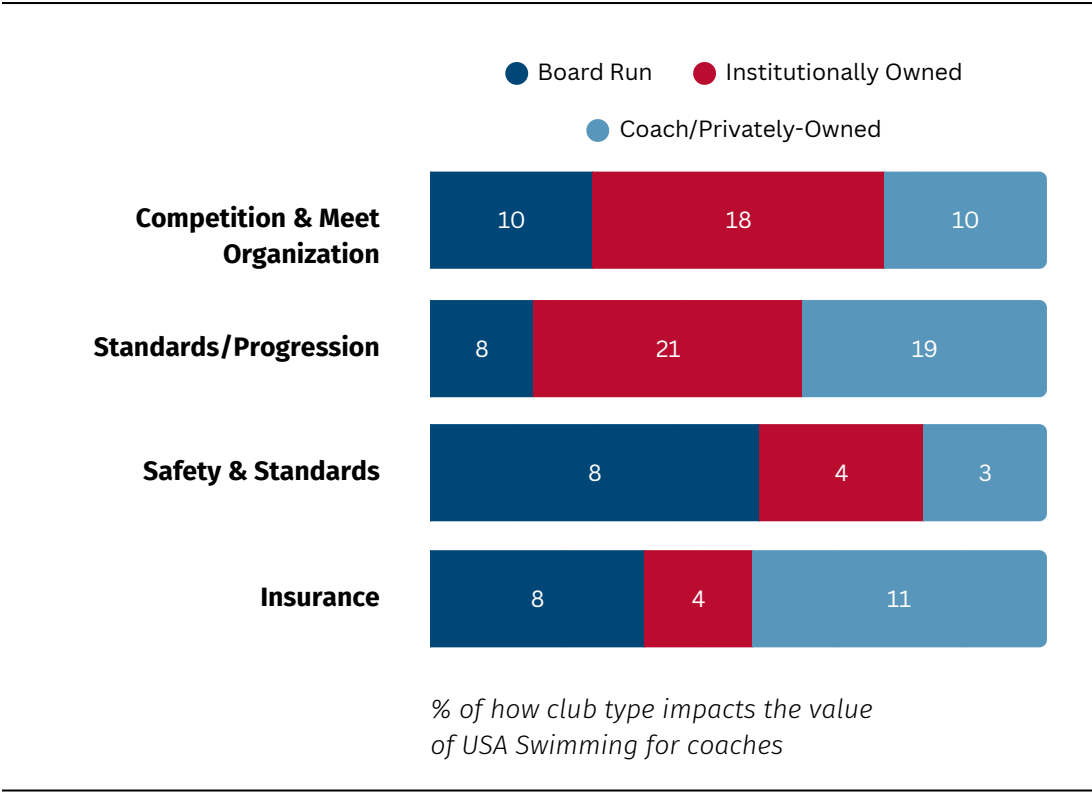
- Training Resources: Strong inverse relationship with tenure (44% for 0-5 years vs. 17% for 30+ years)
- Competition: Increases dramatically with tenure (8% for 0-5 years vs. 20% for 30+ years)
- Insurance: Limited emphasis among newer coaches (2% for 0-5 years vs. 10% for 20-29 years)
- Safety: Highest emphasis among newest coaches (10% for 0-5 years)
- Financial: Highest emphasis among 20-29 year tenure coaches (5%)



Perceptions of USA Swimming's value to coaches varied significantly across different types of clubs.

Four themes showed statistically significant differences between club types related to the value of USA Swimming to coaches. The patterns suggest that organizational structure substantially influences priorities and needs:

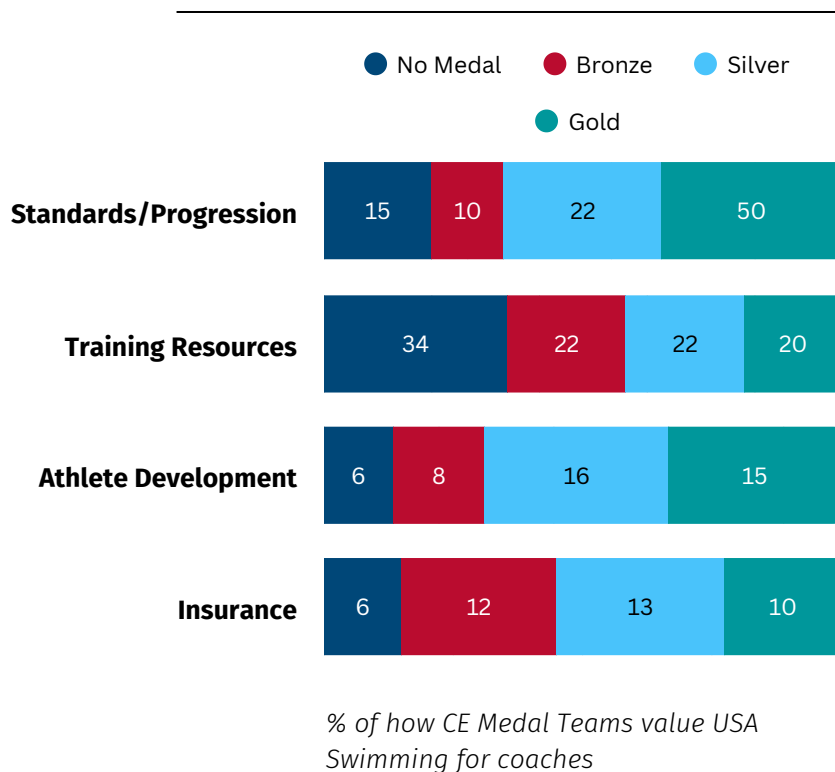
- Board Run clubs focus on foundations: training resources, safety, and education
- Institutionally Owned clubs emphasize performance: competition, standards, and progression
- Coach/Private-ly-Owned clubs prioritize support: organizational assistance, insurance, and career development



Club Excellence (CE) Medal designation differentiates how coaches value USA Swimming's impact on coaches.

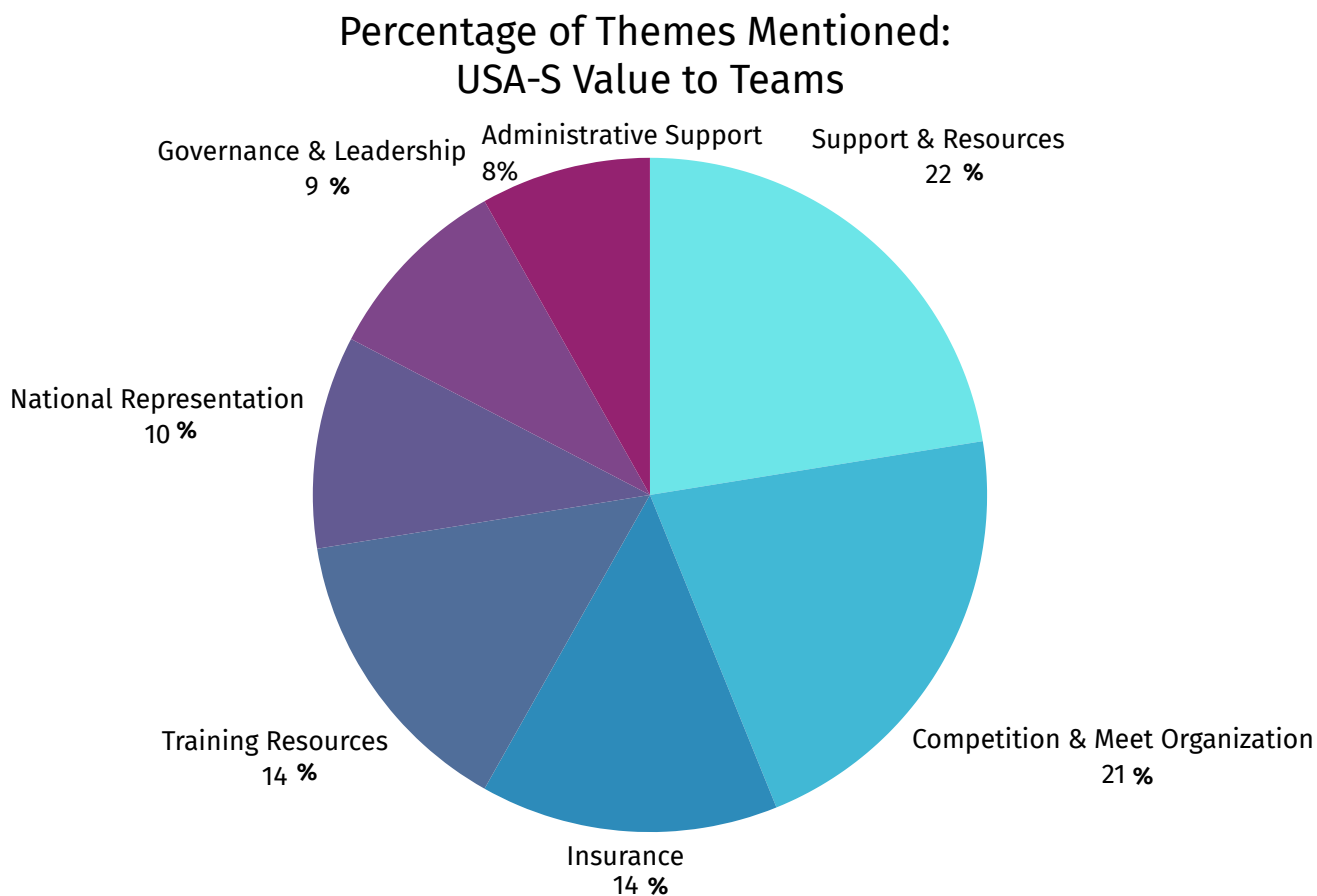
Coaches who represent medal-designated clubs focus on competitive outcomes, whereas non-medal clubs coaches are more focused in club and athlete development.

- Standards/Progression: Strong positive relationship with medal level (None: 15%, Bronze: 10%, Silver: 22%, Gold: 50%)
- Training Resources: Inverse relationship with medal level (None: 34%, Bronze: 22%, Silver: 22%, Gold: 20%)
- Athlete Development: Higher emphasis among medal coaches (None: 6%, Silver: 16%, Gold: 15%)
- Insurance: Lower emphasis among non-medal coaches (None: 6%, Bronze: 12%, Silver: 13%)



USA SWIMMING VALUE TO TEAMS

» Participants evaluated the value USA Swimming provides to Teams. The stakeholders indicated that **Support & Resources (22%)** and **Competition & Meet Organization (21%)** were of the highest value USA Swimming provides to teams. These were the most frequently mentioned value propositions, highlighting USA Swimming's core role in providing organizational infrastructure and competitive opportunities. Additionally, these themes received the highest percentages of positive sentiment, indicating these are areas where USA Swimming is perceived as providing significant value. Areas with lower positive sentiment percentages such as **Governance & Leadership (9%)** and **Insurance (14%)** may represent necessary functions rather than perceived added value.



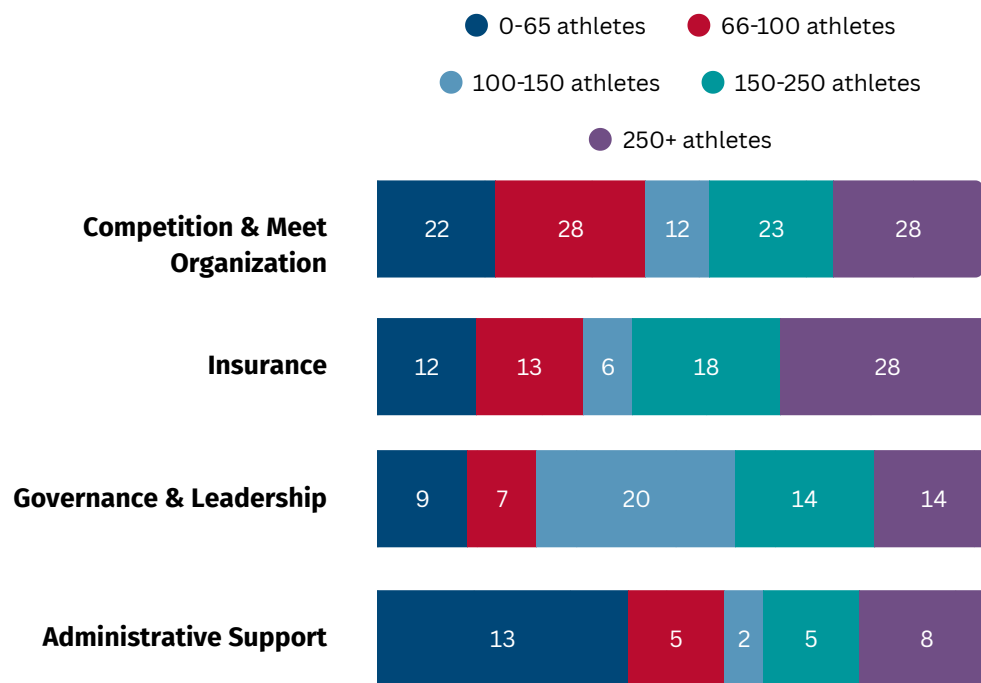
» Demographic Analysis:

The following section highlights the themes and trends that explain how the participants understand the USA Swimming value to Teams. Refer to [theme](#) definitions for full explanation of concepts.

Coaches from clubs of different sizes report that USA Swimming provides varying levels of value to their teams.

The size of clubs impacted how coaches' perceived the value and impact of USA Swimming on teams. The analysis found coaches' rated the value differently for **Insurance, Competition & Meet Organization, Governance & Leadership**, and **Administrative Support**.

- Insurance: Large teams (28%) value insurance significantly more than both small teams (12%) and medium teams (6%).
- Competition & Meet Organization: Both small teams (22%) and large teams (28%) value competition opportunities significantly more than medium teams (12%)
- Governance & Leadership: Both medium teams (20%) and large teams (14%) value organizational structure and governance significantly more than small teams (9%). This suggests that as teams grow, structural and governance considerations become more important.
- Administrative Support: Small teams (13%) value membership services significantly more than medium teams (2%). This indicates that smaller programs may place greater importance on basic membership benefits and services.

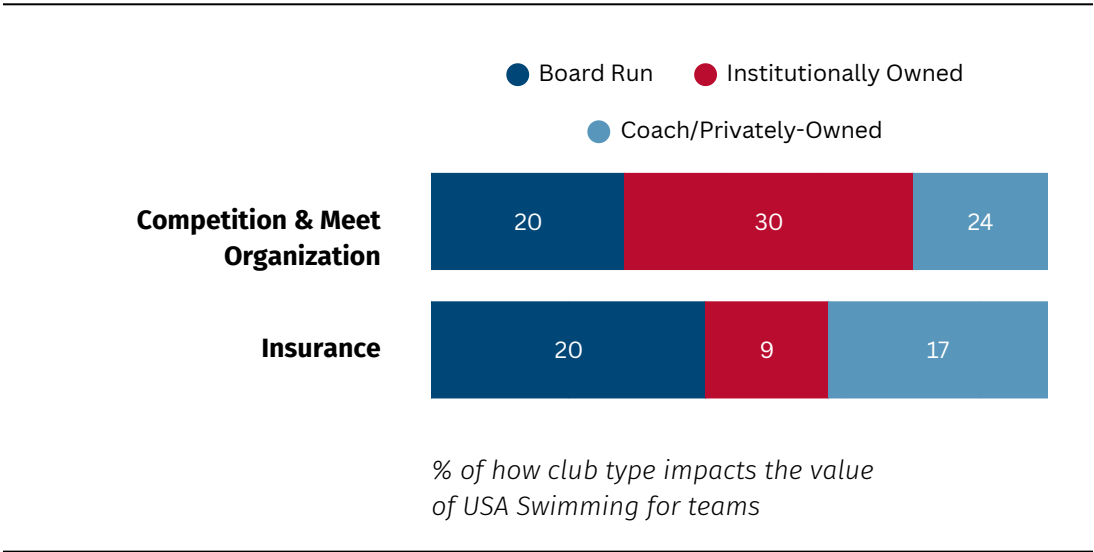


% of how club size impacts the value of USA Swimming for teams

Institutionally-owned clubs place higher value on competition opportunities.

Institutionally Owned clubs (30.3%) value competition frameworks and opportunities significantly more than Board Run clubs (19.6%). This may reflect the competitive focus of many institutional programs (e.g., school-based or university-affiliated teams).

- Board Run clubs (20%) value insurance significantly more than Institutionally Owned clubs (9%)
- Coach/Privately-Owned clubs (17%) also value insurance significantly more than Institutionally Owned clubs (9%)
- This suggests Institutionally Owned clubs may have institutional insurance coverage, reducing the perceived value of USA Swimming's insurance offerings.

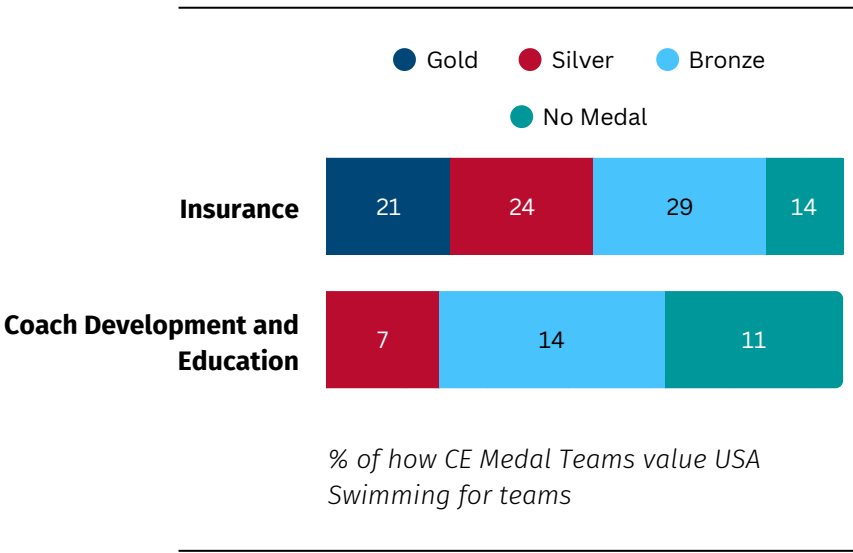


Club Excellence (CE) Medal designations indicate there are important nuances that define the perceptions of USA Swimming’s impact on teams.

The Club Excellence Medal designation revealed differences across the club types as it relates to **Insurance**, and **Coach Development & Education**.

Insurance More Valued by Medal Clubs: Bronze medal clubs (29%) value Insurance coverage significantly more than None medal clubs (14%). The trend continues with Silver (24%) and Gold (21%) clubs also mentioning insurance at higher rates than Non-medal clubs.

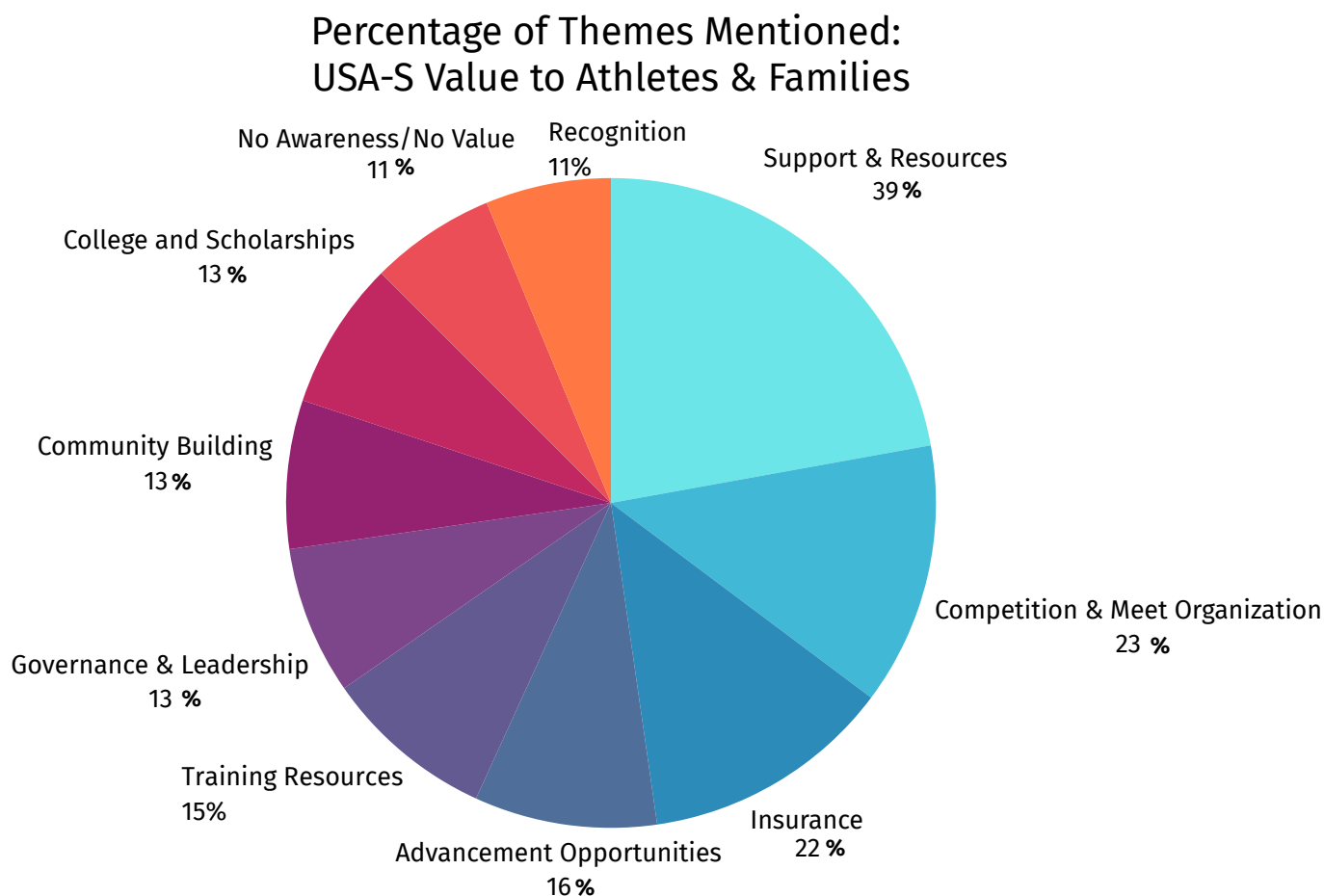
Coach Development and Education are Less Valued by Top Clubs: Gold medal clubs (0%) mentioned education/training programs significantly less than both non-medal clubs (11%) and Bronze medal clubs (14%). This suggests elite clubs may not find USA Swimming's educational offerings as valuable.



USA SWIMMING VALUE TO ATHLETES & FAMILIES

Participants evaluated the value USA Swimming provides to athletes and families.

» **KEY FINDINGS:** Participants evaluated the value USA Swimming provides to athletes and families. **Support & Resources** were the most frequently mentioned value (39% of responses), followed by **Competition & Meet Organization** (23%) and **Insurance** (22%). Nearly half (48%) of responses mention multiple themes, indicating a multi-faceted perception of value.



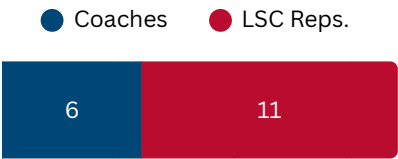
Demographic Analysis:

The following section highlights the themes and trends that explain how the participants understand the USA Swimming value to athletes & families. Refer to theme definitions for full explanation of concepts.

LSC Representatives place a stronger value on USA Swimming’s role in Advancement Opportunities than coaches.

LSC representatives (11%) are significantly more likely than coaches (6%) to mention Advancement Opportunities as an aspect of USA Swimming's value. This suggests that LSC members place higher emphasis on USA Swimming's role in developing Olympic and national-level athletes.

Advancement Opportunities

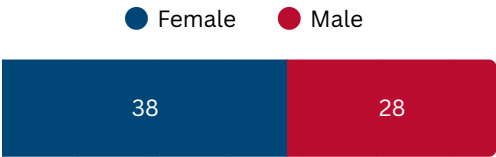


% of how Coaches and LSC Reps. value USA Swimming for athletes & families.

Female coaches place greater emphasis on the role of USA Swimming in developmental and supportive structures.

The findings suggest that female coaches may place greater emphasis on the developmental and supportive aspects of USA Swimming's value, particularly related to resources, educational/career pathways, and recognition systems. Male coaches, while still valuing these aspects, appear to focus relatively more on competition structure and are more likely to express that they perceive limited value to these themes.

Recognition & Achievement



College & Scholarships



Support and Resources

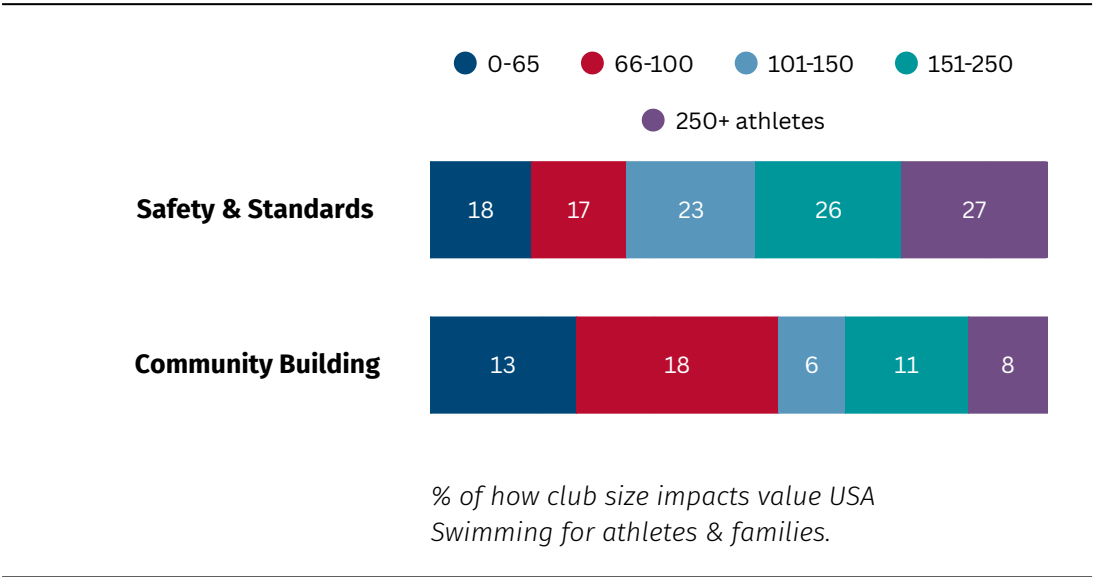


% of how Female and Male coaches value USA Swimming for athletes & families.

Coaches from smaller clubs value USA Swimming’s role in fostering community, whereas coaches from larger clubs value the NGB’s role in safety and insurance.

Coaches with smaller teams (0-65, 66-100 athletes) place significantly higher emphasis on community and social aspects, suggesting these coaches may see USA Swimming as providing important social connections and a sense of belonging for their smaller athlete groups.

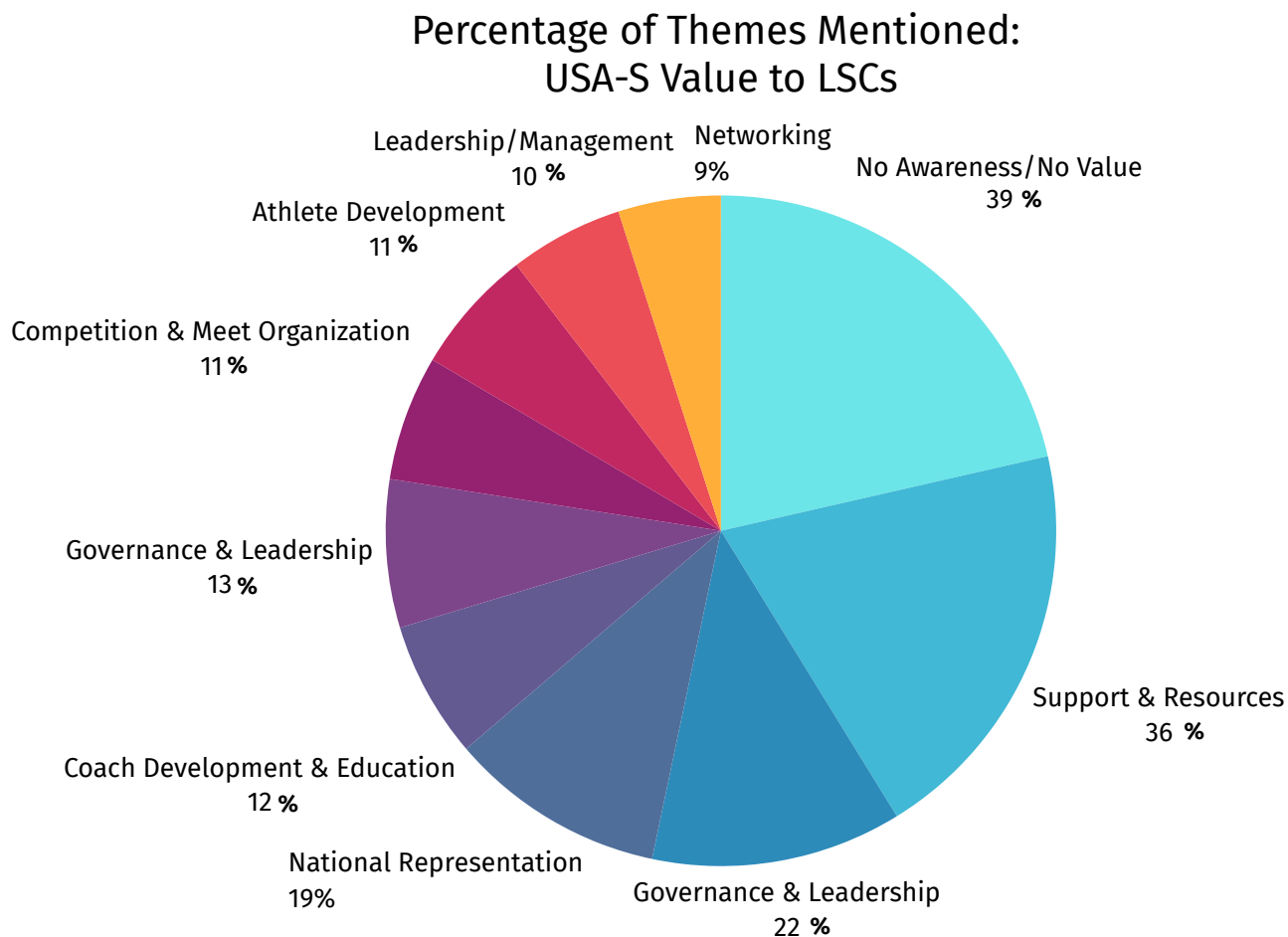
Coaches with larger teams (100+ athletes) place significantly more emphasis on safety and insurance benefits, possibly reflecting the increased risk management concerns that come with managing larger athlete populations.



Participants evaluated the value USA Swimming provides to LSCs.

» **KEY FINDINGS:** The most prominent positive value themes were **Support & Resources** (36%), **Governance & Structure** (22%), and **National Representation** (19%). This suggests that USA Swimming is primarily valued for providing operational support, establishing governance frameworks, and representing LSCs at the national level. The analysis also revealed that while many respondents recognized specific values that USA Swimming provides to LSCs, a significant portion (39%) indicated **no awareness of this value or perceived no value**.

There is also a clear hierarchy in perceived value, with direct support and governance functions ranking much higher than technological, financial, or insurance services.

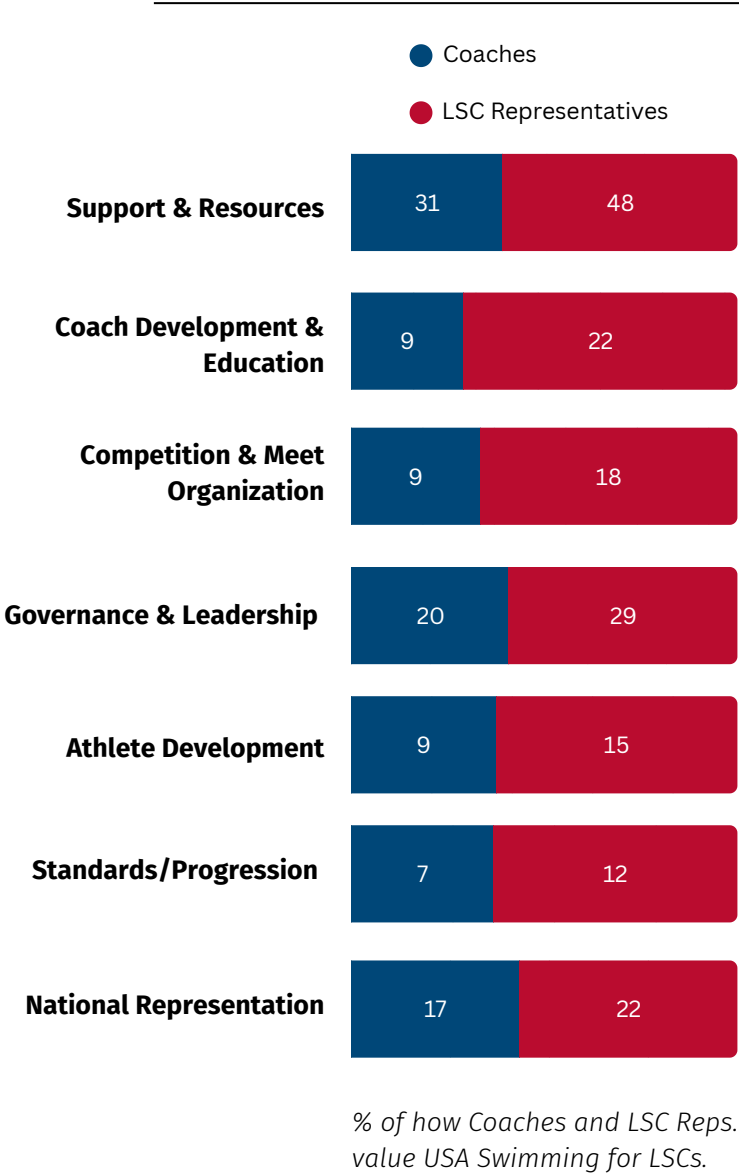


Demographic Analysis:

The following section highlights the themes and trends that explain how the participants understand the value of USA Swimming to LSCs. Refer to theme definitions for full explanation of concepts.

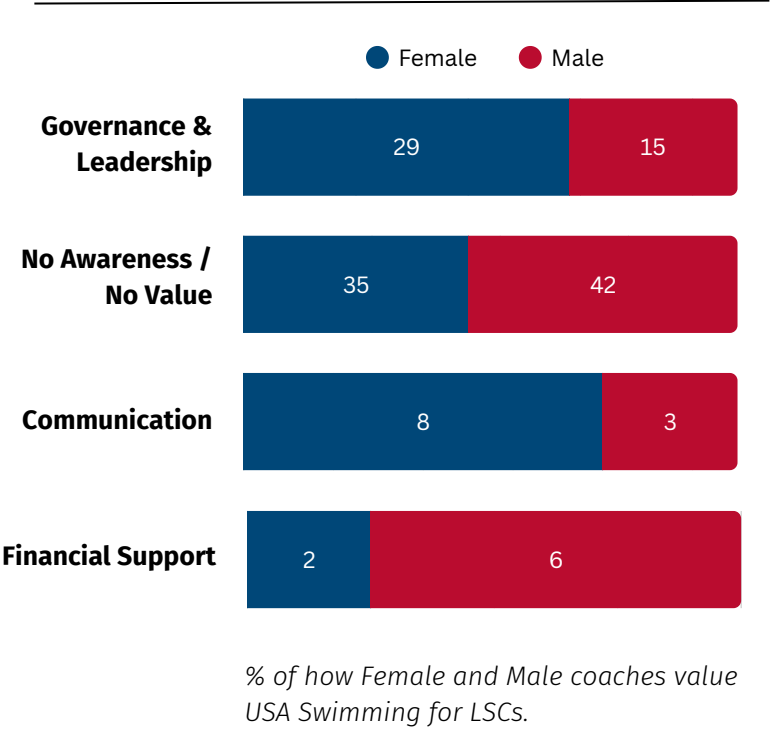
LSC Representatives perceive a greater value proposition of USA Swimming to LSCs than Coaches.

LSC representatives consistently mentioned most value themes at higher rates than coaches, particularly in areas directly related to LSC operations and administration. This suggests that LSC representatives may have a more comprehensive understanding of USA Swimming's value proposition to LSCs than coaches do.



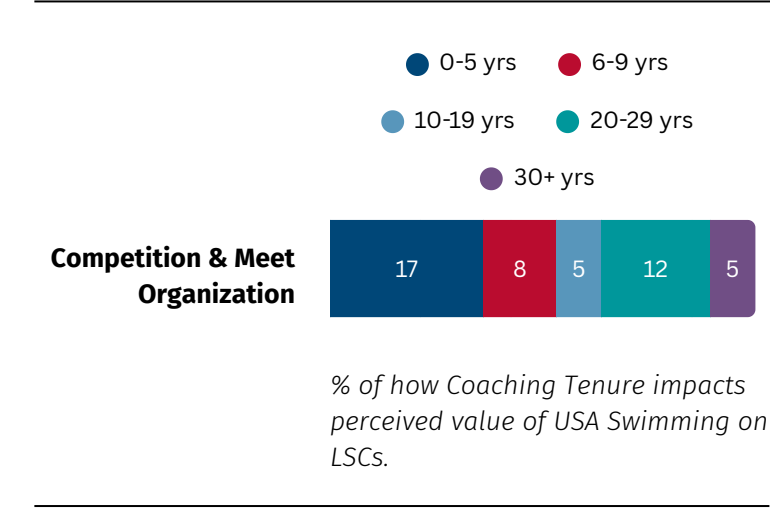
Female coaches place greater emphasis on the role of USA Swimming in the governance of LSCs; Male coaches are more likely to say they are unaware of, or believe there is no value to LSCs.

The most notable finding is that female coaches were significantly more likely to mention governance and structural themes, while male coaches were more likely to indicate no awareness of value or mention financial support. These differences suggest that communication strategies may need to be tailored by gender to effectively convey USA Swimming's full value proposition.



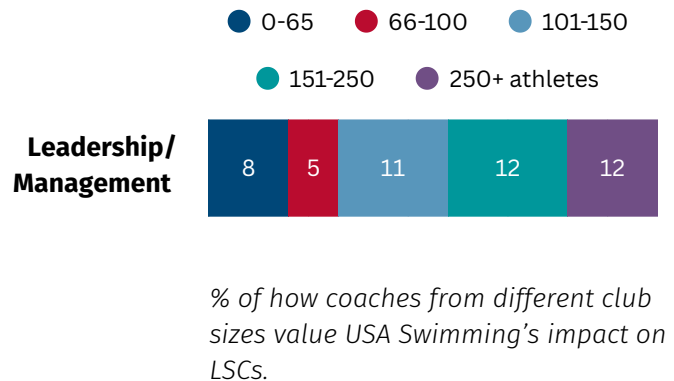
Coaches with five or fewer years of experience are more likely than their more experienced counterparts to believe USA Swimming delivers value in meet management and competitions.

Newer coaches (0-5 years) are over three times more likely to mention meet management and competition aspects than coaches with 10-19 or 30+ years of experience. This suggests newer coaches may place higher value on USA Swimming's role in organizing and standardizing competitions, possibly because they are still navigating the competitive swimming structure.



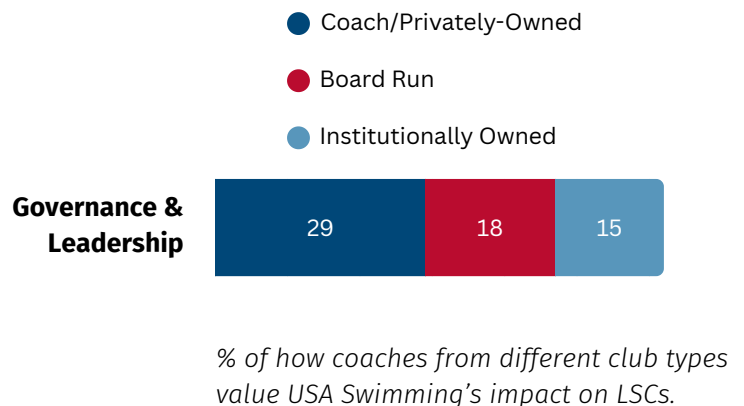
Coaches from the largest clubs value USA Swimming's strategic leadership impact on LSCs.

Coaches of larger teams are nearly twice as likely to mention the strategic leadership aspects of USA Swimming's value compared to coaches of small teams. This suggests that as team size increases, coaches may place greater emphasis on USA Swimming's role in providing leadership and strategic direction to LSCs.



Coaches from Privately-Owned Clubs value the importance of USA Swimming's governance and structure at a significantly higher level than other club types.

Coaches from privately-owned clubs mention governance and structure aspects significantly more often (nearly twice the rate) than coaches from institutionally owned clubs. This suggests that coaches who own their clubs may be more attuned to or concerned with the regulatory and governance aspects of USA Swimming's value to LSCs, possibly because they have more direct responsibility for ensuring compliance with organizational requirements.



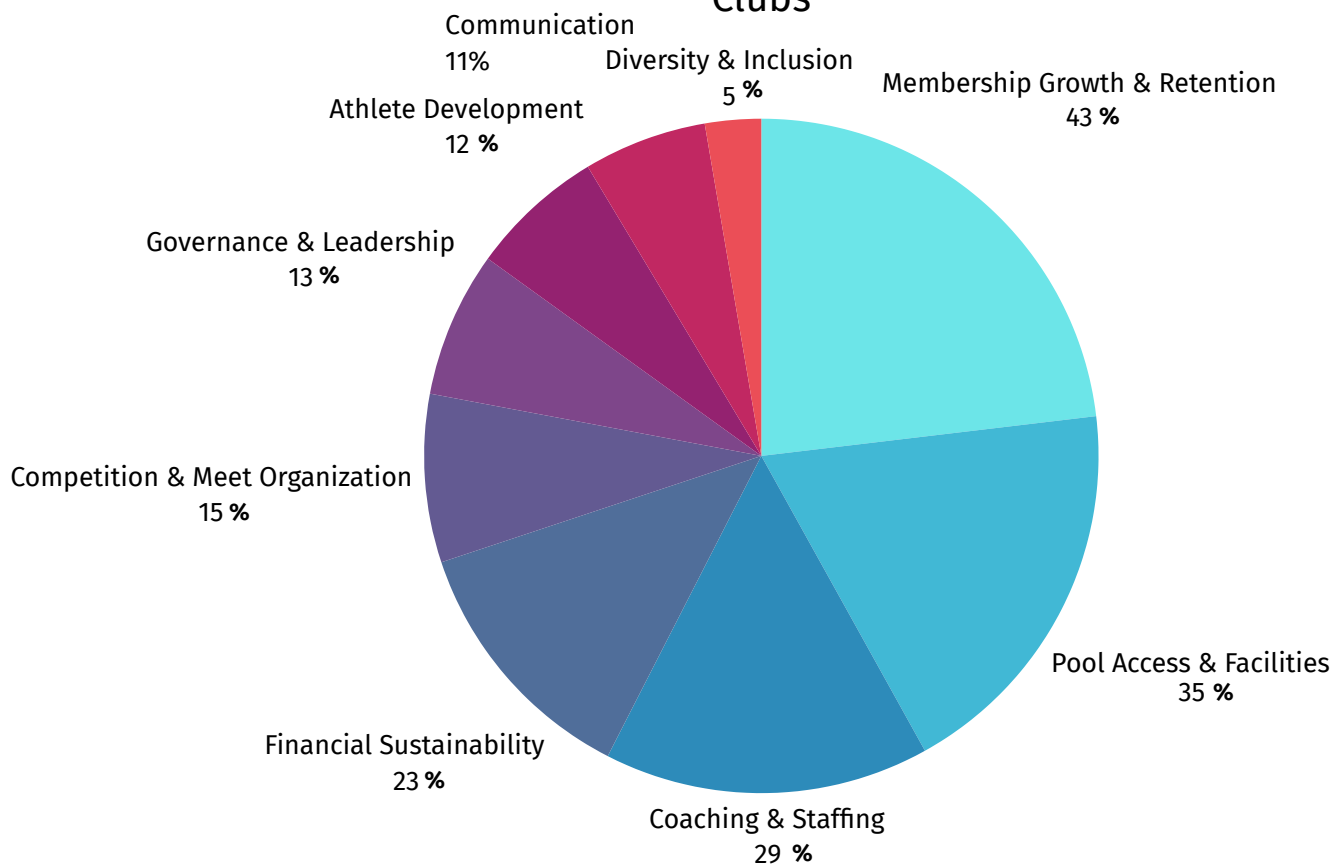
THE MOST IMPORTANT TOPICS FACING CLUBS

Participants were asked to explain the most important topic facing their club. This analysis reveals that USA Swimming clubs face a variety of challenges centered primarily around membership growth, facility access, coaching quality, and financial sustainability. These core issues appear to be interconnected, with facilities constraints and financial pressures likely impacting clubs' ability to retain members and quality coaches.

» KEY FINDINGS:

- **Membership Issues Dominate:** Nearly half (43%) of all responses mention membership growth and retention challenges, highlighting this as the most pressing concern for clubs.
- **Facilities Constraints:** More than one-third (35%) of responses cite pool access and facilities issues, indicating significant infrastructure constraints.
- **Coaching Challenges:** 29% of responses mention coaching and staffing challenges, including recruitment, retention, and development of quality coaches.
- **Financial Pressures:** Financial sustainability appears in 23% of responses, reflecting widespread economic pressures on clubs and families.
- **Interconnected Challenges:** The high percentage of multi-theme responses (55%) suggests that clubs face complex, interrelated challenges rather than isolated issues.

Percentage of Themes Mentioned:
The Most Important Topics Facing
Clubs



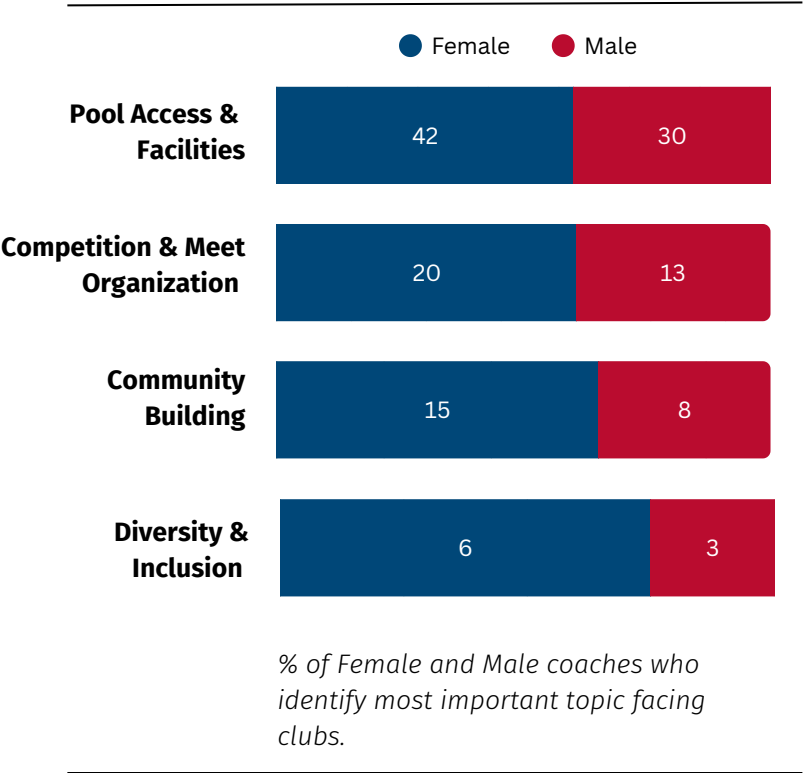
Demographic Analysis:

The following section highlights the themes and trends that explain how the participants understand the most important topics facing clubs. Refer to [theme](#) definitions for full explanation of concepts.

Female coaches are more concerned about operational and inclusion-related issues when compared to Male coaches.

Female coaches place a greater emphasis on specific operational and inclusion-related concerns compared to their male counterparts.

- Pool Access & Facilities: Female coaches were significantly more likely to cite this as a primary concern (42% vs. 30%) This suggests that female coaches may face greater challenges in securing adequate pool time or accessing quality facilities.
- Competition & Meet Organization: Female coaches were significantly more likely to mention competition and meet-related issues (20% vs. 13%). This could indicate that female coaches place greater emphasis on the competitive structure and logistics of meets.
- Community Building: Female coaches were significantly more likely to emphasize communication and community concerns (15% vs. 8%). This suggests female coaches may place higher value on team culture, parent engagement, and communication strategies.
- Diversity & Inclusion: Female coaches were significantly more likely to mention Diversity and Inclusion-related concerns (6% vs. 3%). This indicates that female coaches may be more attuned to accessibility, inclusion, and diversity challenges within swimming.



Coaches report widely different experiences regarding Financial Sustainability, and Competition & Meets.

Analysis revealed significant regional differences in two key thematic areas: Financial Sustainability and Competition & Meet Organization. These findings suggest that while swimming clubs across the country share many common challenges, certain issues are particularly pronounced in specific regions.

Themes - LSCs	AVG	CA	IN	FL	MN	PC	IL	NE	MI	PN	ST
Financial Sustainability	19%	21%	17%	9%	15%	15%	26%	11%	44%	12%	19%
Competition & Meets	11%	8%	4%	5%	5%	30%	16%	17%	11%	6%	6%

LSC Zones: (CA)- Southern California; (IN)- Indiana; (FL)- Florida; (MN)- Minnesota; (PC)- Pacific; (IL)- Illinois; (NE)- New England; (MI)- Michigan; (PN)- Pacific Northwest; (ST)- South Texas.



PART III – UNDERSTANDING THE VALUE PROPOSITION OF USA SWIMMING & LSCS

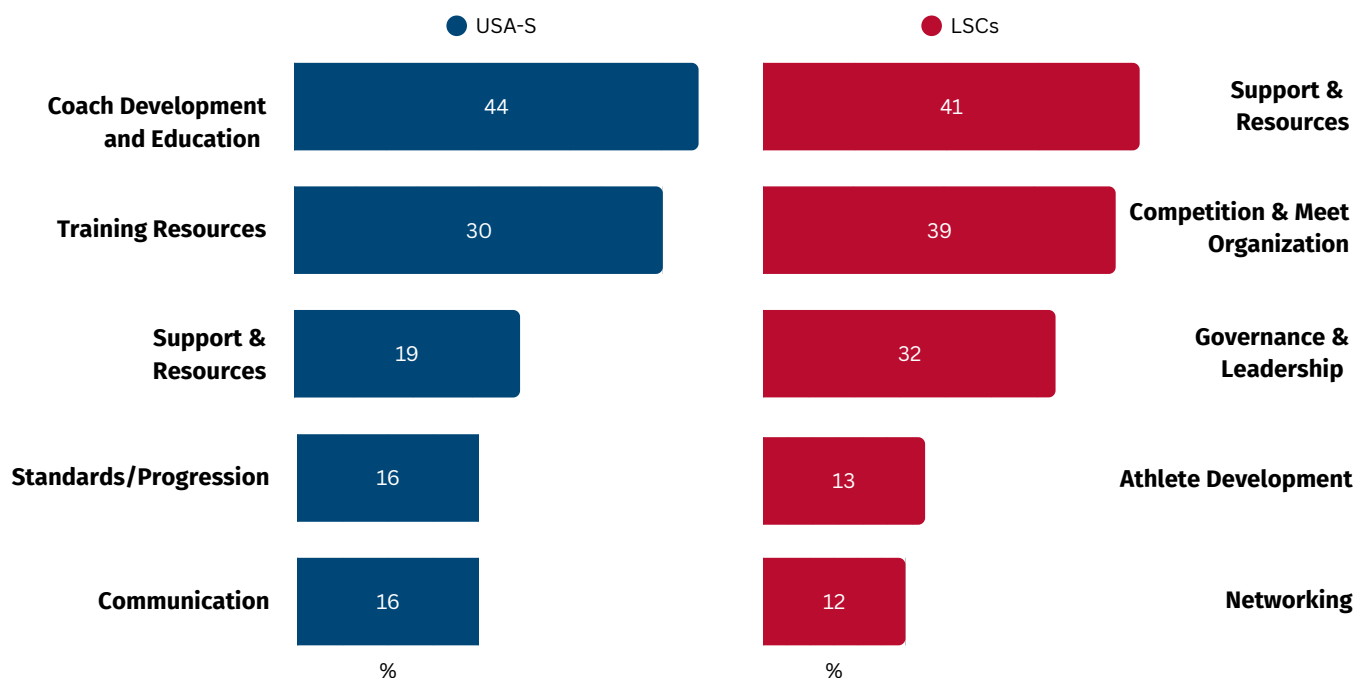
Exploring the governance structure of USA Swimming and LSCs was a primary research motive of this study. In particular, this study focused on demystifying how coaches, LSC representatives and officials understand USA Swimming and LSCs' respective roles in the operation of the sport of swimming. Unpacking the roles of USA Swimming and LSCs identified each's value proposition – revealing how stakeholders understand the unique benefits and value each level of governance provides to its target stakeholders. Part III of this report provides a comprehensive assessment on the differences between USA Swimming and LSCs, and how this can inform best practices for each governance level.

>> USA Swimming & LSC Value to Coaches

The participants offered a stark difference in the value proposition of USA Swimming and LSCs for coaches. USA Swimming is perceived to be responsible for macro benefits and services, specifically related to educational opportunities and training resources. USA Swimming also benefits coaches as the authority to provide competition standards and general information on the sport.

LSCs, rather, are understood as valuable to coaches for their day-to-day logistical general assistance, problem solving, and ability to offer timely guidance. LSCs are also considered directly responsible for competition and meet organization - which directly impacts the access to and quality of competition opportunities. The participants also explained that LSCs are critical in creating pathways for athlete development and facilitating the community of coaches through social events and communication.

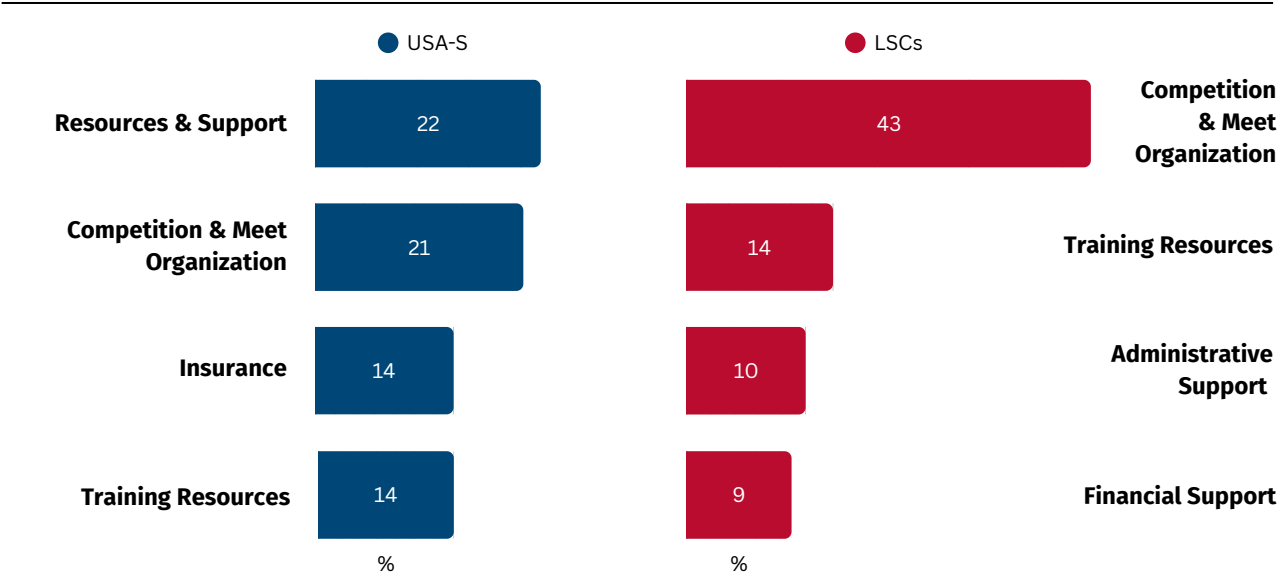
Importantly and critically, coach development and education was a key area rated differently by respondents when comparing USA Swimming and LSC's. Survey participants rated coach development and education offered by LSCs lower than any other question. This is an area in need of improvement especially when compared to coach development and education services offered by USA Swimming which was on the highest rated questions. Participants in this study on average value coach development and education services provided by USA Swimming much higher than LSC's.



% of top-ranked themes of how USA Swimming and LSCs provide value to coaches.

USA Swimming & LSC Value to Teams

When comparing the value of USA Swimming and LSCs to teams, it is apparent that both share a significant responsibility regarding competitions. Yet – their responsibilities are bifurcated – LSCs deliver value in the operation of local competitions (scheduling, running championships, offering varying levels of competitions), whereas USA Swimming is considered more responsible for the organizing and sanctioning of national/regional events. The value of USA Swimming and LSCs to teams is further delineated where USA Swimming delivers value by providing resources and support, and insurance. LSCs deliver value to teams through training and development (clinics, workshops) and general administrative support (registration, financial assistance, travel reimbursement).



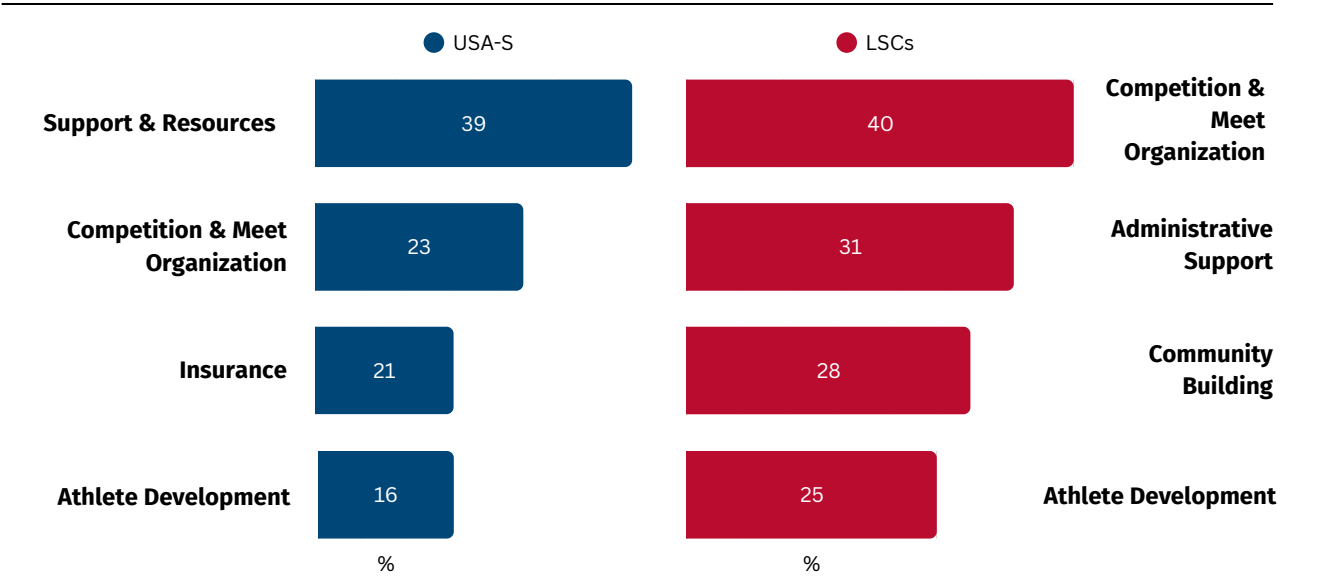
% of top-ranked themes of how USA Swimming and LSCs provide value to teams.

USA Swimming & LSC Value to Athletes & Families

For many of the participants, the value USA Swimming and LSCs provide to athletes and families is multifaceted. Nearly half of all participants pointed to multiple reasons why USA Swimming and LSCs provide value. Yet, importantly, the value between each level of governance is differentiated between macro and micro services, resources and governance responsibilities. Similar to the value USA Swimming provides to coaches and teams, USA Swimming is described as valuable for its resources and support, how it designs a competitive framework, and its leadership in safety and insurance (protective policies, SafeSport).

LSCs, rather, are important at a local level for how they organize, manage and facilitate competitions for all abilities, provide administrative support (resources, information, registration), facilitate social connections and community, and directly impact the development of athletes through skill development, clinics, and camps.

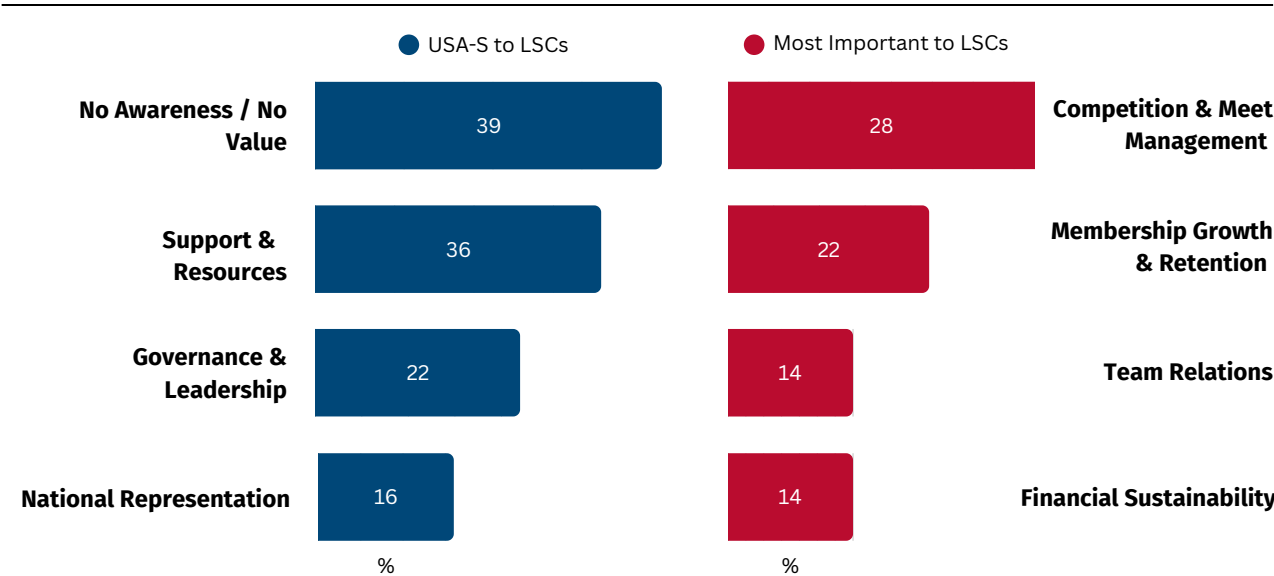
When comparing the top-ranked themes, more participants assigned LSCs’ athlete development as more valuable to athletes and families, when compared to USA Swimming (25% v. 16%). However, when comparing the competency rating of USA Swimming and LSCs when delivering athlete development, USA Swimming is rated more favorably than LSCs (LSCs 4.63; USA Swimming 5.01). The overall average difference could be due to the variance in quality of LSCs when compared to USA Swimming, or differing expectations for athlete development for each governance level.



% of top-ranked themes of how USA Swimming and LSCs provide value to athletes & families.

» USA Swimming Value to LSC & Most Important Topic Facing LSCs

USA Swimming acts in a governance capacity to guide and support LSCs in their operation, as they serve teams and membership. Despite this role, the top-ranked theme for USA Swimming’s value to LSCs, 39% of the coaches, LSC representatives and officials stated they had either a lack of awareness or believed that USA Swimming provides no value to LSCs. This perspective most likely hampers both USA Swimming and LSCs to effectively serve its membership. Participants who did identify the value USA Swimming provides to LSCs, pointed to the support and resources that help LSCs function, and the overall governance structure for the sport (rules framework and LSC framework). Comparing this to the most important topics facing LSCs, it is evident that the value proposition USA Swimming offers to LSCs might not be directly addressing LSC needs. LSCs detailed they need support with meet structure & scheduling, the development and retention of athletes, team relations, and addressing the costs related to the sport.

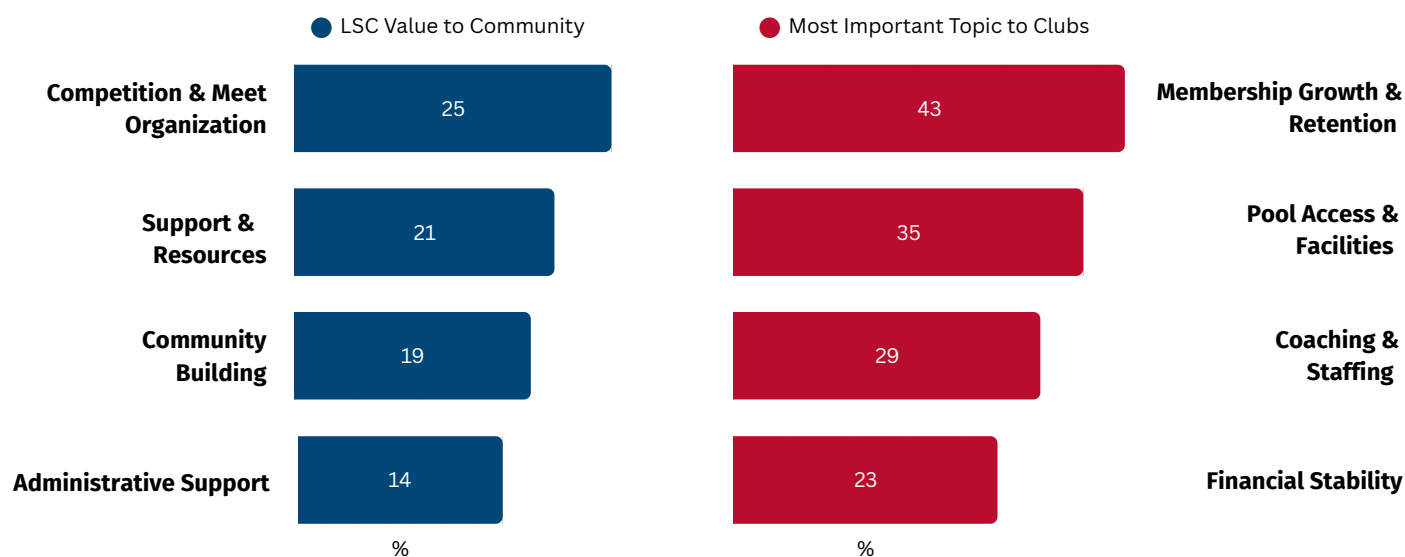


% of top-ranked themes of how USA Swimming provides value to LSCs; % of top-ranked themes most important to LSCs.

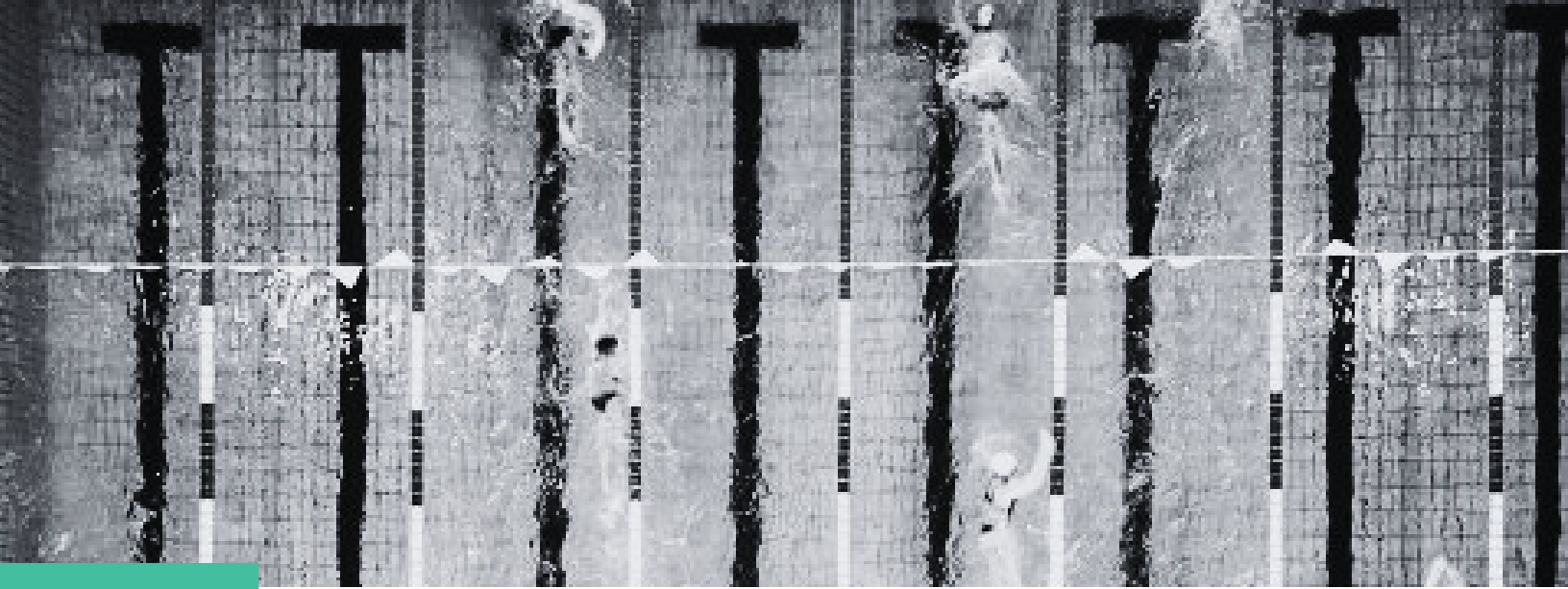
» LSC Value to Community of Teams & Most Important Topic Facing Clubs

As the local governance body, LSCs have an outsized impact on the clubs within an LSC. LSCs were identified as integral to the organizing, hosting and managing of competitive events, offering resources (funding, general support for their development and success), and acting as a platform to build community (fostering relationships between teams, coaches, athletes and families). The participants clearly identified the value LSCs provide to teams, yet there was little crossover between the value offered and the real challenges clubs are encountering. The participants explained clubs are dealing with membership and growth issues, access to pools and facilities, recruiting and retaining coaches, and maintaining financial stability. While some of these issues may be addressed by LSCs, it is unclear how consistently or effectively, since these topics were not raised when asked about LSC value to clubs.

Respondents strongly rated the consumer satisfaction of LSC's when compared to USA Swimming. This means on average, survey participants find it easier to receive help from LSCs than USA Swimming staff. This relates to the point made previously as LSCs handle more day-to-day functions for members while USA Swimming supplies macro benefits and services.



% of top-ranked themes of how LSCs provides value to community of teams; % of top-ranked themes most important to clubs..



PART IV – INSIGHTS & RECOMMENDATIONS

The purpose of this study was to understand how coaches, Local Swimming Committee (LSC) representatives and officials perceived the value of LSCs and USA Swimming. “Value” was defined as the usefulness and importance of the work the LSCs and USA Swimming delivers to its stakeholders. The data from this report provides important transparency on the stakeholders’ perceptions of LSCs and USA Swimming. These insights should guide strategic decision-making as LSCs and USA Swimming evaluate how to best serve their membership.

The study examined LSCs and USA Swimming from the following stakeholder levels:

- Coaches
- Teams
- Athletes & Families
- Local Community of Teams (LSCs only)
- LSCs (USA Swimming only)

» LOCAL SWIMMING COMMITTEES (LSCs)-

- LSCs are highly valued for their leadership and support of **Competition and Meet Organization**, especially operating championship competitions. **Problems persist** for the operation and scheduling of **local club competitions**.

Each stakeholder level (coaches (39%), teams (43%), athletes & families (40%), & local community of teams (25%)) ranked Competition and Meet Organization as the highest value delivered by LSCs. Furthermore, LSCs were rated highly competent in the sanctioning and **Operating of Championships** (69% top-box rating). These positive ratings are reflected in the participants' evaluation of LSCs to make competent decisions that impact clubs. When compared to USA Swimming, LSCs had a mean score of (4.90), whereas USA-S was rated (4.48). Many local coaches, officials and LSC representatives are confident in the abilities of LSCs to deliver value.

Despite the confidence of some participants in LSCs, a sub-section of stakeholders were not confident in LSCs' competency to support clubs. Participants who rated LSCs' competence low, shared comments about how LSC decisions affect clubs of different sizes and resource levels, including perceptions of bias toward large or small clubs.

Furthermore, friction was discovered between coaches and LSC representatives related to the organization, scheduling, and format of *local* swim meets. Identified as the number one issue facing clubs, **Competition and Meet Organization (28%)** challenges persist at the LSC level. In fact, coaches and LSC representatives disagree on LSCs' ability to develop the annual meet schedule (Coaches 5.14; LSC Reps 5.90). This misalignment suggests that **LSCs need to identify their specific customer needs (evaluating meet schedule, strategic planning, resource distribution)** to better support how local competitions are operated. This is especially important considering LSCs are highly rated for operating championships, but problems exist for LSC sanctioned club competitions.

- LSCs are valuable to coaches for the **Support and Resources (41%)**, and **Competition and Meet Organization (39%)** they provide. The delivery of these services instills a confidence that LSCs can deliver the most important needs to coaches and their clubs (58% top-box respondents satisfied with assistance provided from LSCs)

While coaches overall benefit from the direct support of LSCs, longer-term coaches (20-29, 30+ years) value LSCs differently from other tenured coaches. Longer-term coaches lose confidence in LSCs over time in their ability to deliver support & resources, but place a higher value on competition and meet organization. Exploring this disconnect can help LSCs understand how they can better support the longest tenured coaches outside of competitions.

- There is a misalignment between LSC reps and coaches on **Coach and Athlete Development**, as well as **Advancement Opportunities for Athletes**. LSCs are generally poorly rated for their competence in supporting athletes (41% top-box) and coach development (28% top-box).

Coaches disagree with LSC Reps and officials, who on average rate the ability of LSCs to support Athlete and Coach Development more favorably (Coaches (4.55) v. LSC Reps, Officials (5.46, 5.36)). This suggests a misalignment between stakeholders on the importance and value of supporting athletes and coaches. This disconnect may be inhibiting the growth of athletes and coaches.

Furthermore, there is additional misalignment on the Advancement Opportunities that coaches seek for athletes. Coaches (28%) were found to be significantly more likely to value Advancement Opportunities of Athletes than LSC Representatives (18%). **LSCs can deliver more value to coaches and athletes by directing additional resources and commitment to the development and advancement of athletes and coaches.**

- Coaches who are at the earliest stages of their career (0-5 years) (28%) **highly value Community Building** when compared to coaches with longer tenures (6-30+ years) (17%).

LSCs' oversight of a geographical territory creates an opportunity to build a community for its clubs and membership. This can be achieved by LSCs stewarding its earliest career coaches to build brand affinity for the LSC and USA-S levels. **Leveraging their enthusiasm can build customer satisfaction and loyalty, especially when supported by quality resources and support.**

- **LSCs** are considered the primary source by stakeholders to **troubleshoot challenges (48% top-box)** and are highly rated by how **easy it is to receive help from LSC staff (58% top-box)**.

Due to the proximity of LSCs to coaches and clubs, members rely on LSC leaders to operate their clubs effectively and efficiently. However, the quality of an LSCs' customer service can dramatically impact the experience of membership. Yet, even the most highly functioning LSCs may be unaware of, or unable to support the most pressing issues facing coaches and clubs (membership growth & retention; pool access & facilities; coaching and staffing; financial sustainability). In order to meet clubs' needs, each LSC should identify their clubs' most pressing challenges to ensure LSCs can prioritize their resources and leadership.

» USA Swimming (USA-S)-

- • USA Swimming is highly valued for the **Coach Education & Development** and **Support & Resources** it provides to membership. Problematically, some stakeholders believe there is Limited or No Value provided to LSCs.

There were important differences in how each stakeholder level assigned the value and impact of USA Swimming. At the coaching level, **Coach Education & Development** (44%) was highest; whereas the value to teams, and athletes and families, **Support & Resources** (22%, 39%) was most important; and for LSCs, participants explained there was No Awareness or No Value (39%) of USA Swimming. USA Swimming provides direct value to its coaches and teams, but there is a clear bottleneck that is preventing USA-S from better supporting LSCs.

This in part may be due to participants' perceptions of how easy it is to access USA-S' customer service, rated at a top-box of (32%). Compared to how easy it is to access LSCs' for help, a top-box score of (58%), LSCs are considered much more capable to support membership – and perhaps are best situated to support clubs due to their closer proximity to clubs. Yet, USA Swimming may be able to improve its customer service by driving awareness of how USA-S supports LSCs. Additionally, since members attribute LSCs' with good customer service, leveraging LSCs to deliver USA-S resources, education and information can have an overall positive impact.

- USA Swimming is highly valued for its support of **Athlete and Coach Development**. **More can be done to support LSCs deliver on this membership demand.**

When compared to LSCs, USA Swimming is more highly rated for its athlete (41% v. 47%) and coach (28% v. 47%) development. It is important for USA-S to understand why it is perceived more favorably in the development of athletes and coaches, especially if USA-S relies on LSCs to disseminate related information. Since USA-S is believed to be the steward of developing athletes and coaches, but LSCs are more important in providing general assistance and are more accessible to support members, it is critical USA-S uses LSCs to drive athlete and coach development. Participants in this study explained LSCs can provide important value to coaches through professional growth, including – clinics, workshops, certification programs, and educational resources. Members have an appetite for athlete and coach development, and USA-S can help LSCs meet this demand.

- **Individuals coaching for five or fewer years are more likely to believe USA Swimming delivers important value to their experiences.** USA Swimming should build strong brand affinity and community with its shortest tenured coaches.

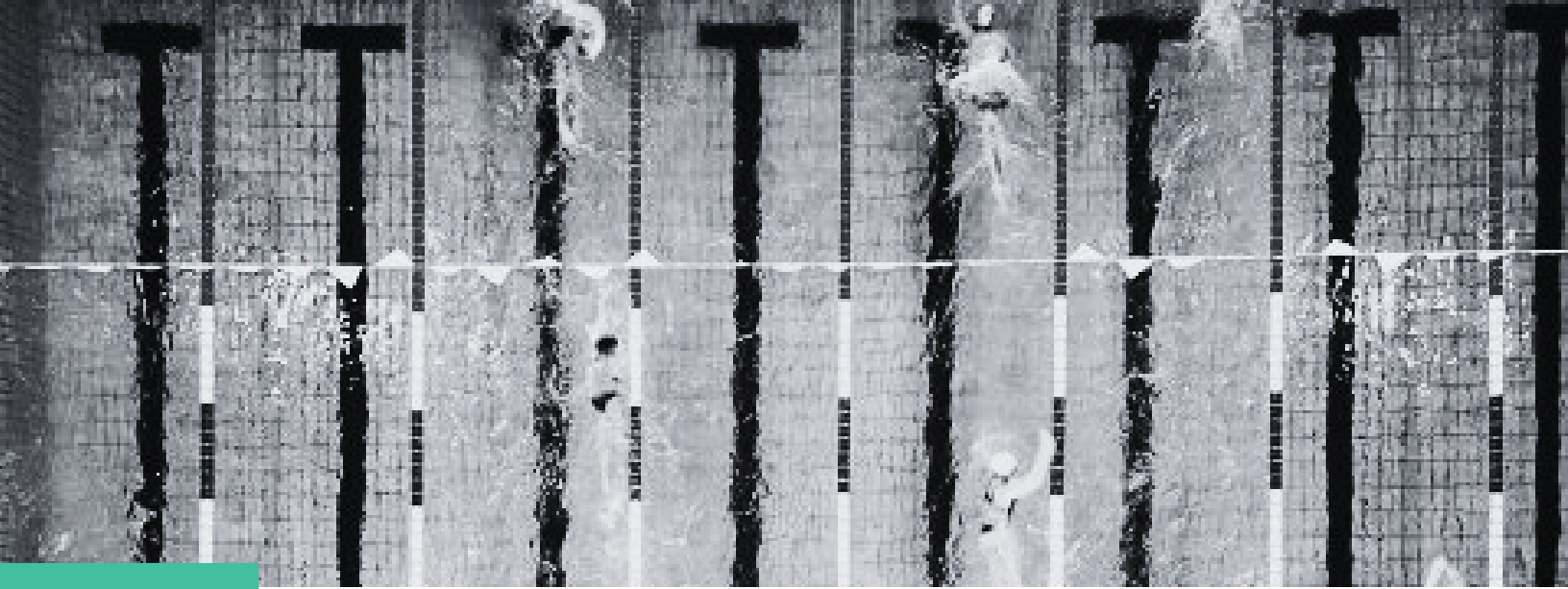
Actively courting USA-S' newest coaches to gauge feedback and participation might stop the downward trend in value coaches assign to USA-S the longer they coach. This is important to build an engaged membership base that partners with USA-S to build the sport.

- **USA Swimming should prioritize how it can best address clubs' most pressing challenges –** LSCs may be poorly resourced or lack the necessary leadership to best support clubs.

The participants explained the top issues facing clubs include **Membership Growth and Retention (43%), Access to Pools and Facilities (35%), Recruiting and Retaining Coaches (29%),** and **maintaining Financial Stability (23%).** As broad-based issues that clubs are experiencing across the entirety of USA Swimming, it is important for USA-S to provide practical solutions for clubs to address these challenges. Furthermore, it is imperative USA-S leads in addressing these challenges, as LSCs may lack the resources and expertise to help lift clubs out of difficulties.

- USA-S can dramatically impact coaches and clubs by directing resources and expertise to **support club business development.**

Participants were hesitant to highly rate USA Swimming's support of club business development (Top-box 33%). Furthermore, financial stability was determined a top concern for coaches and clubs. Directly addressing club business development could help clubs to become more profitable and sustainable. Additionally, it is especially important to support USA-S longest tenured coaches. Currently, there is an inverse relationship between coaching tenure and the rating of supporting club businesses, where longer tenured coaches tend to rate USA Swimming lower. The longest-tenured coaches may feel ill-equipped to develop their businesses.



APPENDIX

Rating of Local Swimming Committees - Quantitative Analysis:

Survey respondents rated their respective LSC's on competency and support. The following section illustrates the perceptions of coaches, officials and LSC representatives, and how the subsets of the survey participants agree or disagree on LSC operation. Analysis of the participants included the following units of analysis: gender, club size, Club Excellence (CE) medal, coach tenure, club type and role (coach, LSC representative, official).

In addition to the open-ended response questions on LSCs, survey respondents were asked to rate their respective LSC's on competency and support. In total, coaches, officials and LSC board members and staff were asked to rate their LSC's on nine statements and questions.

Respondents were asked to rank each question on a 1 to 7 Likert-scale with the exception of "How likely are you to recommend a fellow coach to seek support from your LSC?" which was from 1 to 10 (Net Promoter Scale- NPS). For analysis, study participants are segmented to test for significance and examine key differences amongst demographic groups. Specifically, this study looked at gender, club size, Club Excellence (CE) medal, coach tenure, club type and role (coach, LSC representative, official). Researchers also examined respondents from LSC's with the largest share of responses (CA, FL, IL, IN, and MN). The following questions were used to analyze participants' ratings of LCSs' competence and support:

- My LSC is a competent source of general assistance.
- My LSC is competent when making decisions that impact my club.
- My LSC is competent in developing the annual meet schedule.
- My LSC is competent in sanctioning competitions. My LSC is competent when supporting the local organizing and operation of the championship meets.
- My LSC is competent when supporting athlete development (camps, clinics, recognition, funding).
- My LSC is competent when supporting coach development (mentorship, clinics, funding, recognition).
- My LSC provides competent support to troubleshoot challenges that arise.
- How easy is it for you to receive help from staff at your LSC?
- How likely are you to recommend a fellow coach to seek support from your LSC?

This report was researched, designed and prepared by IntelliSport Analytics. IntelliSport Analytics is an organizational change research and consulting firm partnering with sports leaders. IntelliSport uses mixed-methods data analytics to provide sports industry leaders with information they need to make informed organizational decisions. IntelliSport unlocks insights that drive highly functioning and data-informed organizations and teams.

DESIGNED FOR DATA INFORMED LEADERS

ART & SCIENCE UNLOCKS INSIGHTS

