

LSC Evaluation and Achievement Program – Level 3

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

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

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

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

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3	Business and Organizational Success	Facilities	Describe any activities that your LSC sponsors that encourage or facilitate the construction or renovation of competitive swimming venues. After entering your information, click on the Save button below.	1	1	Additional	Textbox
3	Business and Organizational Success	Other Great Ideas!	Describe any project, program or service that your LSC administers that has not been included above. List only those projects, programs or services that you feel significantly improve the service your LSC provides to its members or community. List up to five and explain in depth in the uploaded document. Award one point for each. (The LSC Development Committee will surely want to learn more about any such programs so that your ideas can be shared with other LSCs.)	1	2	Additional	Document
VOLUNTEER DEVELOPMENT – Level 3							
Level	Area	Measure Title	Measure Description	Min	Max	Category	Type
3	Volunteer Development	Education and Representation at USAS	More than the 6 voting delegates can attend the USAS Annual Convention to take advantage of educational and representational opportunities. Award 1 point if 1-2 additional delegates represented your LSC at the most recent USAS convention. Award 2 points if 3 or more additional delegates attended the most recent USAS convention. List their names and positions in the LSC in the text box below. After entering your information, click on the Save button below.	1	2	Required	Textbox
3	Volunteer Development	Financial Assistance to USAS	Financial assistance is provided to volunteers who attend USAS. Upload a document that explains the LSC policy toward financial assistance for delegates to USAS.	1	1	Required	Document

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

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

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

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

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

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

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

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

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

END OF LEVEL THREE