



**MINNESOTA
SWIMMING**

Robert J. Crunstedt
Minnesota Swimming Inc.
Eisenhower Community Center
1001 Highway #7, Room 250
Hopkins, MN
55305-4723

bcrunstedt@mns swim.org

Date: April 26, 2019

To: MN Swimming House of Delegates and members

952.988.4185 o
952.988.4183 f
612.910.1616 m

Subj: Executive Director's Report

Greetings to all attending this year's House of Delegates or reading this report online. As Executive Director I serve as the chief staff executive, providing leadership to professionalize the organization, pursue our mission, reach financial goals, and supervise day-to-day operations. This role is a non-voting position under the direction of the MN Swimming Board of Directors.

On May 5, 2018, our Board of Directors, staff, and a dozen plus coaches, officials, and parents gathered for a Strategic Planning retreat. Several initiatives grew out of that process that guided my work and the evaluation of my performance this past year. The recap looks like this:

Competitive Excellence

- Completed the hiring of the Sport Development Director including the creation of the job description, the search and interview process, and gaining final approval by the Board of Directors.

Financial

- Collaborated with the Finance Vice Chair, Finance Committee, and office to implement the Seasonal Championship Splash Fee to equalize splash fees among all the championship sites. This was important to the membership as facility fees between championship sites continued to vary widely.
- Teamed the office together with the Operational Risk Coordinator, meet directors, and officials to implement a Non-Athlete Check-In procedure to manage our pool decks better. This was accomplished in time for the summer 2018 championships and for the entire 2018-19 year as well.
- Worked with the Board of Directors, committees, and staff to finish the 2017-18 year with \$42k revenue exceeding expenses and increasing the fund balance to \$926k. The financial stability of the organization continues to be a strength enabling us to serve our members today and for years to come.

Technology

- Implemented use of Zoom online meetings and other time-saving applications to improve scheduling and audio and visual access to meetings of the Board of Directors and committees.

Administrative

- Bylaws - USA Swimming set a big goal to simplify and implement a significant change to the Bylaws for all 59 LSCs by January 1, 2020. This was not a small undertaking. With the help of our Administrative Vice Chair Bill Stephan and the Board of Directors, we are presenting those Bylaws to the 2019 HoD and, once adopted and approved by USA Swimming, it will put the LSC in compliance before January 1.
- Policy and Procedures - A companion document to the new Bylaws is a revamped Policy and Procedure manual on the way in 2019, as well as an updated employee handbook. The process is underway and both are aimed to professionalize the organization further.

What's ahead?

- Pools – Did you know, our LSC has the worst ratio of athlete members to year-round 50-meter pools in the nation. This is a fact shared with local, county, and state policy-makers and those working on the development of 50-meter pools. On the other hand, there is good news about the steady progress toward two 50-meter year-round pools in this LSC. I remain optimistic about their opening in the 2021-22 timeframe.

I am also happy to report we were successful in contributing a \$40k grant to the new outdoor 50-meter pool in New Hope opening in June 2020. This was a combined effort from the City, the local swim club

(TUNA), Hennepin County, the State of Minnesota and our LSC. This facility will be available for the summer MRC weekend for at least four years starting in July 2020.

Nearly \$210k has been distributed through the grant program since its inception in 2011. At the same time, we must reassess the long-term strategy of the grant program to ensure our members (throughout the LSC) have access to these sorely needed facilities. Why? It is conceivable a request to get one year-round pool over the finish line may exceed what has been distributed for the entire program.

- 2020 Olympic Trials and Tokyo – The Trials in Omaha are just 14 months away and the Tokyo Games a month later. So, we are not waiting for a “membership bump,” which we have grown accustomed to in the past. We are rolling out **Operation Welcome Mat (OWM)** to drive prospects to the clubs through targeted advertising using social media. The process course goes like this; ads are published in a targeted way on Facebook and Instagram. Once someone engages the ad the objective is to convert them to a membership with your club in the fewest clicks possible. The clubs’ part is to have their “welcome mat” out and ready.

We have enlisted partnerships with TeamUnify/Sports Engine, USA Swimming, and Creative Graphics to roll out OWM by this July. The Big Hairy Audacious Goal (BHAG) is to increase LSC membership by 10% over 2019 levels by August 31, 2021. That’s 950-1,000 more members.

The benefits of using social media advertising in this way are multi-fold; we can geo-target ads, rotate ads with different themes, set an affordable budget, pay only when someone engages with the ad, and the data gathered will measure what is working and what is not.

There are three things clubs will be asked to do:

1. A brief survey will go out shortly to report if you have the capacity in your club and/or your willingness to refer a prospect to someone else. The idea is no one sits on a waiting list.
2. Check out your club’s online welcome mat. Is it optimized for mobile devices? You will be able to work with TeamUnify to either optimize your current website or use a template “welcome mat” page. Note: it will not be a requirement that your club is a TeamUnify client to participate.
3. Once OWM is underway, the LSC will get back to your club, periodically, whether you are receiving prospects from the program. At the same time, we anticipate a club will notify us if they no longer wish to participate. Social media advertising will enable us to retarget the ads elsewhere.

There is a good chance we will have one or two new Olympians with significant Minnesota ties on Team USA in the Tokyo Games. Operation Welcome Mat is aimed to make sure all clubs in our LSC are poised to welcome these aspiring swimmers to our sport.

Thank you

In closing, I want to once again thank the hundreds of volunteers for everything you do for members of MN Swimming. Whether you serve on a club board, volunteer as a timer or an official, work in concessions or awards; all of you are essential to creating great experiences for our swimmers.

I want to welcome the new and continuing members of the MN Swimming Board and recognize those who are stepping down from active involvement. It is not always easy to be an LSC volunteer, so I want you to know I see the incredible gift you provide to our members – your time and service. Thank you!

Lastly, I want to publicly thank the staff - Cassy, Sheryl, Becky, Tracy, Michael, and JB for their hard work. Sometimes we only hear if someone has a problem, but I see the little things you do for members, and I thank you for your dedication and professionalism.

It continues to be a privilege to serve as Executive Director, and as always, I invite you to tell me when things are going well or how we can improve. Have a great year, and I look forward to seeing you on deck.

