

To: Dr. Charles Johns
Board of Education

From: Dr. R.J. Gravel
Mr. Brad Swanson
Ms. Vicki Tarver

Date: Monday, August 23, 2021

Re: Glenbrook Aquatics Organizational Structure for 2021-22

Recommendation

It is recommended that the Board of Education approve the Glenbrook Aquatics Organizational Structure for the 2021-22 fiscal year as presented in its revised form. It is further recommended that the Board of Education direct the administration to establish user fees consistent with a self-sufficient program model.

Background

On Monday, August 9, 2021, the administration presented a proposed Glenbrook Aquatics organizational structure for the 2021-22 season. This proposal was developed by the Glenbrook Aquatics leadership team in partial response to the findings contained in an external program audit performed by Lauterbach & Amen, LLP. By formally resetting the organizational structure, and defining roles and expectations for employees of Glenbrook Aquatics, the district's Business Services team will be able to calculate the user fees necessary to ensure the program is financially self-sufficient.

At the previous meeting, the Board of Education requested that the administration compile additional information regarding historical and current operational elements of the Glenbrook Aquatics program. This memo is intended to answer the questions presented, providing further details regarding the Glenbrook Aquatics program, and the operation of the school district's natatoriums.

Aquatic Facilities (Natatoriums)

Glenbrook North and Glenbrook South each have two indoor swimming pools in their natatoriums. The original pools are 25 yards in length and support 6 lanes. The newer pools (added in 2002 at Glenbrook North; 2007 at Glenbrook South) are 25 yards in length and support 8 lanes.

Over the past five years, the school district has invested a significant amount of capital projects funds to support the operation of the four swimming pools. These capital projects are presented in Table 1.

Table 1
Aquatic Facility Capital Projects

Year	School	Description	Total Cost
2017	GBS	Dehumidification System Repair, Boiler Replacement, Filtration System Replacement	\$474,959
2018	GBN/GBS	LED Lighting*	\$152,671
2019	GBN	Pool Deck Repair	\$351,900
2019	GBN	Ceiling Painting	\$129,500
2019	GBN	Surge Tank Replacement	\$50,000
2019	GBN	Dehumidification System Replacement, Supply/Exhaust Modification, Filtration System Replacement	\$1,599,065
Total Expenditures			\$2,758,086

* \$51,568 funded through a grant from ComEd; \$101,103 funded through a one-time purposeful use of fund balance.

Since the establishment of the Glenbrook Aquatics program to complement the high school aquatics programming, the natatoriums at both schools are continually in use. Table 2 presents a sample facility utilization schedule on a school day.

Table 2
Facility Utilization Schedule for a School Day

Hour	Physical Education	Athletics*	Glenbrook Aquatics*
6:00 AM		X	
7:00 AM		X	
8:00 AM	X		
9:00 AM	X		
10:00 AM	X		
11:00 AM	X		
12:00 PM	X		
1:00 PM	X		
2:00 PM	X		
3:00 PM		X	
4:00 PM		X	
5:00 PM		X	
6:00 PM			X
7:00 PM			X
8:00 PM			X
9:00 PM			X
10:00 PM			X

* Dependent on scheduled meets and practice needs of the high school athletics program.

Table 3 illustrates an average facility utilization schedule by day of the week during the school year.

Table 3
Average Facility Utilization Schedule by Day of the Week

Day	Physical Education		Athletics*		Glenbrook Aquatics*	
	Hours	%	Hours	%	Hours	%
Sunday					8	100%
Monday	7	46.7%	3.75	25%	4.25	28.3%
Tuesday	7	47.5%	3.75	25.4%	4	27.1%
Wednesday	7	46.7%	3.75	25%	4.25	28.3%
Thursday	7	47.5%	3.75	25.4%	4	27.1%
Friday*	7	58.3%	5	41.7%		
Saturday**			3	30%	7	70%
Totals	35	39.1%	23	25.7%	31.5	35.2%

* High school meet in the afternoon/evening.

** In the event there is a high school meet, Glenbrook Aquatics time is reduced to 2-3 hours.

Program Status and Affiliation with the School District

The Board of Education initially recognized the Northbrook Spartan Swim Club on May 12, 2003, as an adult auxiliary organization under Board Policy 9010. At that time, the organization was organized and managed by a separate Board of Directors, governed by its bylaws, and maintained a separate bank account to manage their finances. However, a subsequent review of financial and employment records indicates that while the organization may have been overseen by a separate governing board, the school district started to hire and employ the personnel working in the program in June 2003.

On July 11, 2007, the organization formally changed its name to Glenbrook Aquatics.

In response to feedback noted during the 2015-16 fiscal year external audit, the administration worked with the Glenbrook Aquatics leadership team and the Board of Education to clarify the status of the program and its affiliation with the school district. As a result, on May 22, 2017, the Board of Education approved a resolution formally recognizing Glenbrook Aquatics as a program wholly governed, operated, and financed by the school district.

Glenbrook Aquatics is formally recognized within the school district’s financial statements as a community service. The Illinois State Board of Education defines community services as “services provided by the district for the community as a whole or some segment of the community¹.” While the program is intended to be self-sufficient (revenues meet or exceed expenditures), its operating revenues and expenditures are recorded as part of the Educational Fund (10). Therefore, it does not function as a proper enterprise fund, where revenues and expenditures are segregated into a fund within the financial statements separate from all other governmental activities.

¹ [Mechanics of a School District Budget](#), 2020.

Program Financial Condition

It is well established that the 2019-20 and 2020-21 fiscal years were impacted by the coronavirus pandemic. Recognizing this reality, a historical program financial analysis was prepared to utilize the prior five fiscal years. This analysis is presented in Table 4.

Table 4
Historical Program Financial Analysis

Revenue	2016-17	2017-18	2018-19	2019-20	2020-21
Interest	244	2,701	2,500	0	0
Admissions	88,087	90,426	43,624	133,613	10,153
Donations/Fundraising/Other	46,149	32,554	39,223	47,335	31,279
Home Dive Meets	10,135	3,634	7,273	10,611	0
Program Fees - Swim America	0	0	47,724	49,870	0
Program Fees - Aquatics/Diving	570,668	566,014	582,089	439,340	438,605
Total Revenue	715,283	695,329	722,433	680,769	480,036
Expenditures	2016-17	2017-18	2018-19	2019-20	2020-21
Salaries	442,115	433,818	544,447	512,902	377,440
Benefits	84,697	47,967	120,308	141,548	122,487
Purchased Services	60,140	59,720	56,782	32,460	8,001
Supplies/Materials	22,918	20,889	14,016	53,594	8,116
Capital Outlay	0	6,220	0	0	0
Dues/Fees/Other	112,245	102,808	148,154	98,810	56,881
NonCapitalized Outlay	0	0	115,578	1,568	0
Total Expenditures	722,115	671,422	999,284	840,882	572,925
<i>Salary & Benefits as a % of Total Expenditures</i>	<i>72.95%</i>	<i>71.76%</i>	<i>66.52%</i>	<i>77.83%</i>	<i>87.26%</i>
Surplus/(Deficit)	(6,832)	23,907	(276,852)*	(160,113)	(92,889)

* As referenced in Table 1, the school district made a one-time purposeful use of fund balance expenditure for \$101,103 to support the LED light project in both natatoriums.

The first indication of financial stress for the Glenbrook Aquatics program was identified as part of the 2018-19 external audit. Three changes contributed to the situation:

1. The 2018-19 fiscal year was the first operational year that the Glenview Park District's GTAC program ceased operations, effectively merging into the Glenbrook Aquatics program. As part of that transition, the program increased its full-time and part-time FTE.
2. As a self-sufficient program, Glenbrook Aquatics is responsible for raising sufficient revenue to cover all expenditures associated with the program. One expenditure that had not previously been reclassified to the Glenbrook Aquatics program was the employer's contribution responsibility for IMRF-participating employees (e.g., non-licensed employee retirement program). This discrepancy was corrected for the first time during the 2018-19 fiscal year.
3. With an increase in expenditures associated with the Glenbrook Aquatics program, the user fees collected were not sufficient to cover the operational expenses of the program.

To address the financial issues identified in the fall of 2019, the program's leadership team intended to revise its user fees for the spring and summer sessions. Unfortunately, the complete shutdown of the Glenbrook Aquatics program in March 2020 prevented this change from being implemented. Furthermore, the overall loss of revenue opportunities due to a program shutdown for a part of the 2019-20 and 2020-21 fiscal years resulted in ongoing financial stress for the program.

Before the start of the 2021 season (typically begins after Labor Day), user fees will need to be calculated using a methodology that ensures the program is financially self-sufficient. Recognizing that the most significant expenditure for the program is its salaries and benefits, user fees cannot be calculated until the program's organizational structure has been finalized.

Beginning with the 2021 season, the Business Services department will calculate all user fees in collaboration with the Glenbrook Aquatics leadership team. User fees will be based on the following assumptions:

- Number of participants projected to be enrolled in each activity;
 - By activity (e.g., Glenbrook Swim Club, Diving, Swim America)
 - By level (e.g., Mighty and Wonder, Respect)
- Number of hours and days receiving instruction in the pool or on dry land;
- Number of meets/invitationals;
- Number of part-time coaches (in addition to the Lead Age Group Coach) and hours to be worked during the season; and
- A cost-allocation of operational expenses spread across all program participants (e.g., full-time personnel, supplies, professional development, coach registrations);
- **Consideration**: A cost-allocation of operational expenses for the upkeep of the facilities.

User fees will be set at the beginning of each season and will adjust accordingly to correct any assumption errors.

To ensure that the program remains financially stable, the Business Services team will begin preparing monthly financial statements for the Glenbrook Aquatics program leadership team and the school district's Finance Committee. These reports will be distributed upon the closing of each month's financial period (e.g., 2-3 weeks after the end of the month) and will be used to facilitate further discussions regarding the stability of the program.

Program Enrollment

Glenbrook Aquatics is a comprehensive, community aquatics program that primarily serves the Glenbrook High School District 225 community. The program includes the following components:

- Glenbrook Swim Club (competitive swim team);
- Diving;
- Water Polo; and
- Swim America (swim lessons for children).

The largest programs include Glenbrook Swim Club and Swim America. As requested by the Board, we have compiled enrollment counts for both programs as illustrated in Tables 5 and 6. When available, the number of participants that are residents of the district has been identified.

Table 5
Historical Glenbrook Swim Club Enrollment Counts

Season	Resident	Non-Resident	Total
Fall 2016	329 (92%)	27 (8%)	356
Winter 2016-17	289 (92%)	24 (8%)	313
Spring 2017	326 (92%)	28 (8%)	354
Summer 2017	278 (92%)	22 (8%)	300
Fall 2017	324 (93%)	24 (7%)	348
Winter 2017-18	296 (93.5%)	20 (6.5%)	316
Spring 2018	289 (92.5%)	23 (7.5%)	313
Summer 2018	237 (92%)	20 (8%)	257
Fall 2018	405 (84%)	73 (16%)	478*
Winter 2018-19	405 (84%)	69 (16%)	421
Long Course 2019	370 (84%)	69 (16%)	439
Fall 2019	314 (81%)	73 (19%)	387
Winter 2019-20	289 (83%)	59 (17%)	348
Long Course 2020	155 (72%)	61 (28%)	216
Long Course 2020 - 10U	40 (75%)	14 (25%)	54
Fall 2020	211 (75%)	70 (25%)	282
Winter 2020-21	206 (77%)	61 (23%)	267
Long Course 2021	257 (75%)	76 (25%)	343

* Glenview Park District's GTAC program ceases operation; many participants transitioned to Glenbrook Swim Club

Table 6
Historical Swim America Enrollment Counts

Season	Total
Fall 2016	155
Winter 2017	162
Spring 2017	101
Summer 2017 (3 Sessions)	341
Fall 2017	163
Winter 2018	140
Spring 2018	128
Summer 2018 (3 Sessions)	304
Fall 2018	149
Winter 2019	144
Spring 2019	166
Summer 2019 (2 Sessions)	291
Fall 2019	209*
Winter 2020	241
Spring 2020	197

* Glenbrook South Learn to Swim program ceases operation; Glenbrook Aquatics Swim America Program expands service to Glenbrook South.

Organizational Structure for the 2021-22 Fiscal Year

At the last Board meeting, a series of recommendations were presented regarding the number of full-time employees, a transition to Lead Age Group Coaches using a stipend model (similar to high school coaches), and an hourly wage schedule for other part-time personnel. Since the Board meeting, the administration hosted a two-hour meeting with the Glenbrook Aquatics staff. Taking into consideration their feedback, the Glenbrook Aquatics leadership team adjusted the stipend schedule for Lead Age Group Coaches as follows:

- The stipends for 10U (Mighty and Wonder) have been increased to match the values of 12U (Energy).
- All stipends have been adjusted to reflect the following estimated hours:
 - Fall
 - 12 Weeks
 - Estimated 25 Hours per Week for 10U, 12U; Estimated 30 Hours per Week for 13-14U and Seniors

- 35% of the Year-Round Stipend
- Note: No high school girl participants due to IHSA conflict

- Winter
 - 12 Weeks
 - Estimated 25 Hours per Week for 10U, 12U; Estimated 30 Hours per Week for 13-14U and Seniors
 - 35% of the Year-Round Stipend
 - Note: No high school boy participants due to IHSA conflict

- Spring/Summer, Long Course
 - 11 Weeks
 - Estimated 25 Hours per Week for 10U, 12U; Estimated 30 Hours per Week for 13-14U and Seniors
 - 30% of the Year-Round Stipend

An important question that the Board asked was whether the hourly rates were sufficient to attract and retain a highly qualified and effective workforce. Table 7 illustrates the hourly rates that are part of the proposed structure:

Table 7
Proposed Hourly Rate Structure

Role	Low Range	High Range
High School / Post High School Worker	\$10.71	\$12.80
Assistant Coach	\$16.00	\$21.11
Head Diving Coach	\$19.12	\$25.23
10U and 12U Lead Age Group Coach <i>35 weeks @ 25 hours / week = 875 hours</i>	\$22.85	\$26.25
13-14U Lead Age Group Coach <i>35 weeks @ 30 hours / week = 1,050 hours</i>	\$24.38	\$28.01
Senior Assistant Age Group Coach <i>35 weeks @ 30 hours / week = 1,050 hours</i>	\$26.67	\$30.63
Operations Director / Head Swim Coach	\$25.09	\$36.55

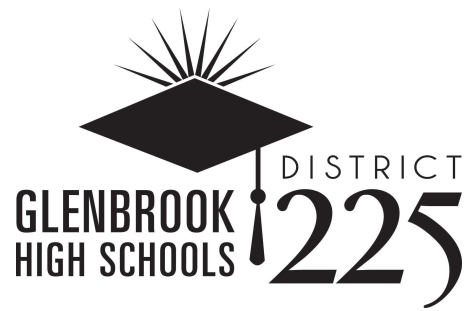
It should be further noted that the hourly rates presented above do not include additional benefits/expenses to the program including:

- IMRF Employer Contribution - 9.51%
 - All employees that work in excess of 600 hours per year are enrolled in IMRF.
 - Does not apply to high school workers.
- Social Security Employer Contribution - 6.2%
- Medicare Employer Contribution - 1.45%
- **Total Additional Benefits/Expenses Not Included in Table 7 Rates - 17.16%**

For comparison purposes, we have compiled the following sample rates from neighboring clubs:

- CATS Aquatics (Libertyville)
 - Assistant Coach, \$18-\$22 / hour
- FOX Valley Swim Team (Naperville)
 - Assistant Coach, \$15-\$25 / hour
- Tiger Sharks (Palatine Park District)
 - Lead Coach, \$11-\$22 / hour
- Patriots Aquatics (Stevenson High School)
 - As of September 2020
 - PAC Coordinator, \$42.73 / hour (based on 2,080 hours)
 - PAC Administrative Assistant, \$25.73 / hour (based on 2,080 hours)
 - Full-Time Coaches, \$21.46 - \$25.73 / hour (based on 2,080 hours)
 - High School Workers, \$8.50 / hour (\$0.50 annual increase)
 - Post-High School Workers (21 or Under), \$10.00 / hour (\$0.50 annual increase)
 - Part-Time Adult (22 or Over), \$16.00 / hour (\$0.50 annual increase; capped at \$22.00 / hour)

Taking into consideration the comparable hourly rates, and the “fully loaded” rates built into the organizational structure proposed, we are confident that these rates are sufficient to attract and retain a highly qualified and effective workforce. Furthermore, it should be noted that all of our current employees serving as part-time coaches will experience an increase in their hourly wage under this new structure.

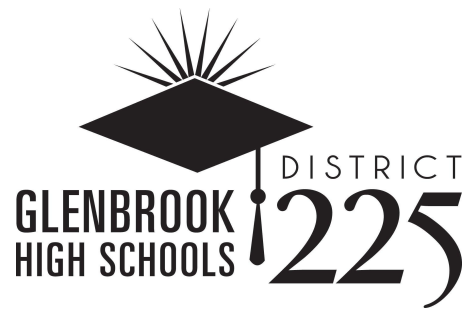


To: Board of Education
From: Brad Swanson
Date: August 9, 2021
Re: Glenbrook Aquatics Structure for 2021-22

Recommendation:

The administration recommends that the Board of Education approve the following staffing structure for Glenbrook Aquatics for the 2021-22 school year as represented below. In addition, please review the attached organizational chart, hourly schedule, and stipend schedule.

Position	Name	Stipend, Part/Full-Time, and/or Hourly	Category and Season(s)	Amount and Step
Operations Director (Inclusive of a 12U Lead Coach Position)	Brown, Kelly	Hourly and Full-Time	IV = All Year	\$36.55; Step 20
Head Swim Coach	Iida, Steve	Hourly and Full-Time	IV = All Year	\$29.98; Step 10
Glenbrook Aquatics District Liaison	Pieper, Bob	Stipend	X = All Year	\$16,320; Step 2
Glenbrook Aquatics Assistant District Liaison	Purdy, Matt	Stipend	IX = All Year	\$16,081; Step 8



Position	Name	Stipend, Full-Time, or Hourly	Category and Season(s)	Step
Senior Lead Age Group Coach (1)	TBD	Stipend	VIII = Spring and Summer VII = Fall or Winter	Based on Experience
13-14U Lead Age Group Coach (1)	TBD	Stipend	VI = Spring and Summer V = Fall or Winter	Based on Experience
10U Lead Age Group Coach (1)	TBD	Stipend	II = Spring and Summer I = Fall or Winter	Based on Experience
Head Diving Coaches (2)	TBD	Hourly and Part-Time	III = Any Season	Based on Experience
Assistant Coaches (~15)	TBD	Hourly and Part-Time	II = Any Season	Based on Experience
Student Workers (~30)	TBD	Hourly and Part-Time	I = Any Season	Based on Experience

***NOTE:** The Glenbrook Aquatics program is financially self-sufficient through the collection of user fees. The user fee amount is yet to be determined.



Glenbrook Aquatics Organizational Chart

Bob Pieper
GA District Liaison

Traci Johnston
GA Administrative Assistant

Kelly Brown
GA Program Director
GSC Lead Age Group Coach - 10U

Steve Iida
GSC Head Coach
Lead Age Group Coach - Seniors

Matt Purdy
GA Asst. District Liaison

TBD
GSC Lead Age
Group Coach -
12U

TBD
GSC Lead Age
Group Coach -
13-14U

TBD
GSC Asst. Lead
Age Group Coach
- Seniors

Assistant Coaches

Swim America
Instructors

Diving Coaches

Water Polo
Coaches

Glenbrook Aquatics Hourly Positions

Glenbrook Aquatics Hourly Positions 2021-22

STEP	Category I	Step %	Category II	Step %	Category III	Step %	Category IV	Step %
1	10.71		16.00		19.12		25.09	
2	10.92	2.00%	16.32	2.00%	19.50	2.00%	25.59	2.00%
3	11.14	2.00%	16.65	2.00%	19.89	2.00%	26.10	2.00%
4	11.37	2.00%	16.98	2.00%	20.29	2.00%	26.63	2.00%
5	11.59	2.00%	17.32	2.00%	20.70	2.00%	27.16	2.00%
6	11.82	2.00%	17.67	2.00%	21.11	2.00%	27.70	2.00%
7	12.06	2.00%	18.02	2.00%	21.53	2.00%	28.26	2.00%
8	12.30	2.00%	18.38	2.00%	21.96	2.00%	28.82	2.00%
9	12.55	2.00%	18.75	2.00%	22.40	2.00%	29.40	2.00%
10	12.80	2.00%	19.12	2.00%	22.85	2.00%	29.98	2.00%
11			19.50	2.00%	23.31	2.00%	30.58	2.00%
12			19.89	2.00%	23.77	2.00%	31.20	2.00%
13			20.29	2.00%	24.25	2.00%	31.82	2.00%
14			20.70	2.00%	24.73	2.00%	32.46	2.00%
15			21.11	2.00%	25.23	2.00%	33.11	2.00%
16							33.77	2.00%
17							34.44	2.00%
18							35.13	2.00%
19							35.83	2.00%
20							36.55	2.00%

Considerations

- 1 Employees will be initially placed on a step that is commensurate with their experience. Placement will be determined by the Assistant Superintendent for Human Resources, in consultation with the Glenbrook Aquatics District Liaison.

- 2 Employees will progress from one step to the next on an annual basis.

- 3 The Glenbrook Aquatics wage schedule will be reviewed periodically to determine if any adjustments to the base schedule or position classifications are appropriate.

Category I Current High School Student Workers and 18+ High School Graduate Workers

Category II Assistant Coach

Category III Head Diving Coach

Category IV Operations Director (Full-Time Position)
Head Swim Coach (Full-Time Position)

Glenbrook Aquatics Stipended Positions

**Glenbrook Aquatics Stipended Positions
2021-22**

STEP	Category I	Step %	Category II	Step %	Category III	Step %	Category IV	Step %	Category V	Step %	Category VI	Step %	Category VII	Step %	Category VIII	Step %	Category IX	Step %	Category X	Step %
1	7,000.00		6,000.00		7,000.00		6,000.00		8,960.00		7,680.00		9,800.00		8,400.00		14,000.00		16,000.00	
2	7,140.00	2.00%	6,120.00	2.00%	7,140.00	2.00%	6,120.00	2.00%	9,139.20	2.00%	7,833.60	2.00%	9,996.00	2.00%	8,568.00	2.00%	14,280.00	2.00%	16,320.00	2.00%
3	7,282.80	2.00%	6,242.40	2.00%	7,282.80	2.00%	6,242.40	2.00%	9,321.98	2.00%	7,990.27	2.00%	10,195.92	2.00%	8,739.36	2.00%	14,565.60	2.00%	16,646.40	2.00%
4	7,428.46	2.00%	6,367.25	2.00%	7,428.46	2.00%	6,367.25	2.00%	9,508.42	2.00%	8,150.08	2.00%	10,399.84	2.00%	8,914.15	2.00%	14,856.91	2.00%	16,979.33	2.00%
5	7,577.03	2.00%	6,494.59	2.00%	7,577.03	2.00%	6,494.59	2.00%	9,698.59	2.00%	8,313.08	2.00%	10,607.84	2.00%	9,092.43	2.00%	15,154.05	2.00%	17,318.91	2.00%
6	7,728.57	2.00%	6,624.48	2.00%	7,728.57	2.00%	6,624.48	2.00%	9,892.56	2.00%	8,479.34	2.00%	10,819.99	2.00%	9,274.28	2.00%	15,457.13	2.00%	17,665.29	2.00%
7	7,883.14	2.00%	6,756.97	2.00%	7,883.14	2.00%	6,756.97	2.00%	10,090.42	2.00%	8,648.93	2.00%	11,036.39	2.00%	9,459.76	2.00%	15,766.27	2.00%	18,018.60	2.00%
8	8,040.80	2.00%	6,892.11	2.00%	8,040.80	2.00%	6,892.11	2.00%	10,292.22	2.00%	8,821.91	2.00%	11,257.12	2.00%	9,648.96	2.00%	16,081.60	2.00%	18,378.97	2.00%

Category I GSC 10U (Mighty and Wonder) Lead Age Group Coach Fall Season
GSC 10U (Mighty and Wonder) Lead Age Group Coach Winter Season

Category II GSC 10U (Mighty and Wonder) Lead Age Group Coach Spring/Summer Season

Category III GSC 12U (Energy) Lead Age Group Coach Fall Season
GSC 12U (Energy) Lead Age Group Coach Winter Season

Category IV GSC 12U (Energy) Lead Age Group Coach Spring/Summer Season

Category V GSC 13-14U (Tenacious) Lead Age Group Coach Fall Season
GSC 13-14U (Tenacious) Lead Age Group Coach Winter Season

Category VI GSC 13-14U (Tenacious) Lead Age Group Coach Spring/Summer Season

Category VII GSC Senior (Respect) Assistant Age Group Coach Fall Season
GSC Senior (Respect) Assistant Age Group Coach Winter Season

Category VIII GSC Senior (Respect) Assistant Age Group Coach Spring/Summer Season

Category IX Glenbrook Aquatics Assistant District Liaison (Year-Round)

Category X Glenbrook Aquatics District Liaison (Year-Round)

Considerations

- 1 Employees will be initially placed on a step that is commensurate with their experience. Placement will be determined by the Assistant Superintendent for Human Resources, in consultation with the Glenbrook Aquatics District Liaison.
- 2 Employees will progress from one step to the next on an annual basis.
- 3 The Glenbrook Aquatics wage schedule will be reviewed periodically to determine if any adjustments to the base schedule or position classifications are appropriate.
- 4 Lead Age Group Coaches will work approximately 25 hours per week during each season. Stipend compensates for off-deck planning, on-deck coaching, and meet attendance.
- 5 The Glenbrook Swim Club Program Director will fill one of the Lead Age Group Coach roles, but will not receive an additional stipend.
- 6 The Glenbrook Swim Club Head Coach will serve as the Lead Age Group Coach for the Respect group, but will not receive an additional stipend.
- 7 The Assistant District Liaison will oversee all operations of the Swim America program.
- 8 Lead Age Group Coach spring/summer stipends bridge across (2) fiscal years (March 1st - End of August).