

IceWorks Skating Club

Annual Report

2025-2026



BOARD OF DIRECTORS

Lisa Shaw – President, Competitions, Ice Show Execution, Rules & Ice

Karen Strazdus – Vice President, Hospitality

Lori Morgan – Secretary, Governance, Ice Show Execution

Tom Payne – Treasurer

Tim Murray – SafeSport Representative, Strategic Planning, Governance

Lisa Gentile – Testing

Michelle Silicato – Communications, Ice Show Execution, Membership

Rebecca Witko – Virtual Testing

Carrie Parkin – Volunteer Coordination, Seminar Execution

Rosemary Marvil – Volunteer Coordination, Seminar Execution

Pam Najera – Hospitality

Kim Catron – Coaches' Liaison, Rules & Ice

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From the IceWorks Skating Club President A Year in Review 2025-2026

Hello IceWorks families. I'm excited to share that we had another great year with skaters in all disciplines representing the club in fantastic ways.

Collegiate skaters represented us well this season competing with their school teams. Talia Lerner, Sarah Witko, Vinnie DiNatale, Julianna Farrell, Vanessa Zheng, and Jake Smith represented us at many collegiate competitions, and Talia, Sarah, Julianna, Vanessa, and Jake also represented us at Collegiate Nationals when their schools qualified for the competition.

Excel skaters competed in qualifying competitions across all levels with Violent Brooks and Sully Payne, full club members, and Cara McGovern, a TOI team member, qualifying for the Excel Final last July.

Theatre on Ice teams represented us at Nationals last June with Team Envision placing second and Team Spectacle bringing home the gold to become the 2025 National Open Division Champions. Team Spectacle was once again chosen for the Nations Cup this year and represented the USA at the competition in March. All three TOI teams head to Nationals this year in June and we wish them the best of luck.

We had many singles skaters that participated in the National Qualifying Series last season and have been awarded recognition pins for their level of participation.

Louisa Yin, Lydia Chen, Lydia Celona, Leah Parkin, Rachel Witko, and Vinnie DiNatale have all been awarded a Bronze Level pin. Lucy Qu has been awarded a Silver Level pin.

Caleb Farrington, Kaya Tiernan, and ice dancers Karen Li and James Zhu have been awarded a Gold Level pin for falling in the top 25% of competitors in the country.

Vinnie, Kaya, and Caleb qualified for and competed at Eastern Sectionals and Karen and James went on the Eastern Sectional Dance Final.

Karen and James went on to represent us at US Nationals where they won the silver medal at Novice. Caleb and Kaya also represented us at US Nationals at the Junior level, and Caleb brought home a silver medal as well. Kaya came in 8th overall.

In addition, Karen and James represented us in international competitions throughout the season. Kaya and Caleb represented us at several international and Junior Grand Prix events

too. Julianna Farrell also skated at Junior Grand Prix events competing for Ireland and competed and medaling at Irish Nationals.

Speaking of international competition, ice dancers Phebe Bekker and James Hernandez, club members representing Great Britain, won the silver medal at the British Championships placing them on Team Great Britain and earning them an Olympic spot. They competed in the 2026 Winter Olympics in Milan, coming in 16th and delivering a season's best in the Rhythm Dance to qualify them to compete in the Free Dance. They ended in 18th in their first Olympic debut, and we couldn't be more proud of them. In addition to several Grand Prixes, they also competed at the European Championships and the World Championships.

On the coaching front, we welcomed five new coaches this past year: Lee Cabell, Meagan Sudicky, Bert Cording, Michelle Shaw, and Maggie Reilly. We are happy to have them on staff and welcome all the skaters that came along with them to IceWorks, including many adult skaters.

In fact, Adult Skating has grown significantly over the past year with the addition of our Adult Liaison, Josie Ponte, and the number of adult skaters who transitioned into our club mid-year. Mini adult sessions with ice time and lessons in specific skill areas were well attended. We also instituted a Skate and Sip program, where the club sponsored either coffee or a drink at the pub for the skating participants as a way to acknowledge attendance and build community.

As the President and Sanction officer for the club, I can report that we consistently obtained and secured sanctions for exhibitions, competitions, and shows throughout the season, keeping all of skaters eligible for participation for these over the year.

Once again last season, our club hosted the Philadelphia Summer Championship July 30-August 5 and were awarded the competition as a National Qualifying Series distinction by US Figure Skating, meaning the competition was officially a qualifying option in the series. Many volunteers helped to facilitate the competition, and we couldn't have done it without them. After all expenses were paid, including ice time from the rink in the way of the contractual percentage split, the club netted approximately \$30K to fund our operations.

This money, in addition to the profit derived from our only fundraiser (the annual Ice Show), was used to support our skaters throughout the year with send-offs, gifts, seminars, awards, banquets and events, as well as funding Coaches' Appreciation Week, gym equipment, locker room rental fees, the off-ice evaluation stipend, competition stipends, adult skating promotion, our annual contribution to the Senior Scholarship fund, and many other expenditures that support our skaters, coaches, and figure skating.

IceWorks Skating Club also participated in the annual gift giving for families in need. Many of you also came out to help with the wrapping of gifts for these families and donated items. We are sincerely grateful for your time and generosity as are the families we support in the community. In addition, IWSC continues to support Pennies in Action in their all-important research and breakthrough treatment for specific types of breast cancer. The club donated \$1.00 per member each spring to the Pennies in Action Foundation.

Finally, as we look forward to next season, the Nominating Committee had several interested members ready to contribute to the areas that were needed. This year we had a record setting number of eligible members vote during the dress rehearsals of the annual show. This is a different method than previously used and seemed to work better than setting weekdays with restricted times to vote. Based on the increased turnout, we have agreed that this method, when many members are already here for show rehearsals, facilitates increased participation so we will continue this next year. We did also provide candidate bios and general job descriptions at the voting table this year but will be sending them out ahead of time in the future.

As we close out the skating year and reflect on all that has been accomplished this season, I want to extend my sincere gratitude to our skaters, coaches, volunteers, families, and board members who make IceWorks Skating Club such a special community. Your dedication, sportsmanship, and passion continue to drive our success both on and off the ice. We look forward to another year of growth, achievement, and camaraderie, and we are excited to see what the future holds for our club.

Thank you for your continued support of IWSC.

Lisa Shaw

President, IceWorks Skating Club

IWSC Annual Committee Report



Committee Name: Executive Operations Committee

Committee Chair: Lisa Shaw (President)

Committee Members (if applicable): Karen Strazdus (Vice President), Lori Morgan (Secretary), Tom Payne (Treasurer), Tim Murray (SafeSport)

Reporting Period: May 31, 2025 – June 1, 2026

1. Overview of Responsibilities

- Support overall club operations and execution
- Ensure sanctioning of events and compliance
- Manage operational funding allocation
- Support programming, events, and infrastructure
- Govern committee effectiveness and impact

2. Key Activities & Accomplishments

- Successfully secured sanctions for all exhibitions, competitions, and shows
- Ensured all skaters remained eligible for participation
- Allocated funds to key club initiatives and programs
- Supported execution of events, seminars, and member activities
- Implemented formal agenda submission process via dedicated email for agenda entry (IWSCagendasubmission@gmail.com) and requiring 2-week advance notice
- Completed gym floor replacement project, improving safety and usability
- Approved and procured new gym equipment (~\$583) based on coach-submitted needs
- Purchased and installed new gym storage rack and reorganized space
- Approved and initiated additional equipment investments:
 - Spinner harness replacements (3 units)
 - Gym mats for summer training programs
- Strengthened gym usage expectations by reinforcing equipment cleanup protocols with coaches and skaters

3. Metrics & Results

- 100% of events properly sanctioned
- Funding distributed across multiple initiatives (awards, stipends, programs)
- Completed 100% of approved facilities upgrades within reporting period (gym flooring, equipment, storage)
- Executed multiple unanimous Board-approved operational investments
- Improved gym organization, safety, and usability for skaters and coaches
- Successful delivery of full-year programming

4. Financial Impact (if applicable)

- Managed allocation of competition and fundraising revenue
- Monitored approvals for funding of:
 - Skater recognition and awards
 - Coaches' Appreciation Week
 - Locker rentals
 - Competition and evaluation stipends
 - Scholarship contributions
 - Adult skating promotion
 - Facilities maintenance and gym equipment:
 - Gym flooring project: ~\$6,400 (materials and installation)
 - Gym equipment purchases: ~\$583
 - Spinner harnesses: ~\$750 (3 units)
 - Heating unit installation: \$100
 - Gym mats: approved (4 units; cost TBD/estimated if known)
 - Pending investments:
 - Storage bench and cabinet
 - Mirror repair/replacement (quote pending)

5. Challenges & Lessons Learned

- Balancing budget across growing programs
- Managing increasing operational complexity
- Ensuring sustainability of funding sources
- Dependency on rink/third-party support (locker room flooring, mirror relocation)
- Need for tighter tracking of open action items

6. Collaboration & Support

- Coordinated with all committees
- Worked closely with Treasurer and full BOD
- Coordinated with coaches on equipment needs and usage expectations
- Partnered with rink management (IceWorks) on facility improvements
- Worked cross-functionally with Operations (Tim), Board members, and volunteers to execute upgrades
- Supported coaches, skaters, and membership initiatives

7. Compliance & Governance (if applicable)

- Maintained compliance through proper skater sanctioning
- Ensured alignment with USFS and club requirements
- Maintained adherence to IWSC bylaws and standards

8. Recommendations & Priorities for Next Year

- Continue disciplined funding allocation
- Explore additional revenue streams
- Improve operational tracking and reporting for all committees
- Improve tracking and closure of action items across meetings, particularly facilities maintenance and upgrade planning
- Continue investment in training infrastructure (equipment, mats, storage)
- Reinforce operational discipline around agenda planning and submissions

9. Additional Notes (Optional)

- Strong operational execution enabled club-wide success

IWSC Annual Committee Report



Committee Name: Nominations Committee

Committee Chair: Lisa Shaw

Committee Members (if applicable): Karen Strazdus, Tim Murray, Rosemary Marvil

Reporting Period: May 31, 2025 – June 1, 2026

1. Overview of Responsibilities

- Promote nominations process and available positions to solicit interest
- Identify and evaluate candidates for Board of Directors
- Present slate of candidates for election
- Support election process and member participation

2. Key Activities & Accomplishments

- Successfully identified strong pool of interested candidates
- Supported a record level of member voter participation in this year's election
- Implemented improved voting process during ice show rehearsals
- Provided candidate bios and job descriptions at voting for member review

3. Metrics & Results

- Record voter turnout achieved, with nearly double the votes recorded; increase from approximately 40 in previous years to over 70
- Increased engagement in governance process, seen through increased participation and interest in candidacy
- Improved accessibility of voting compared to prior years

4. Financial Impact (if applicable)

- N/A

5. Challenges & Lessons Learned

- Timing and communication of candidate information needs consideration
- Need for earlier distribution of candidate materials (bios, resumes)
- Logistics of managing high participation voting; explore voting methods
- Still an opportunity to increase turnout

6. Collaboration & Support

- Worked closely with Board of Directors (candidacy requires board alignment and approval)
- Coordinated with Ice Show event timing for voting
- Supported by Communications committee for information sharing

7. Compliance & Governance (if applicable)

- Ensured election process aligned with bylaws requirements
- Maintained transparency and fairness in candidate selection

8. Recommendations & Priorities for Next Year

- Distribute candidate bios in advance of voting
- Continue use of high-attendance events for voting
- Further improve voting accessibility and awareness

9. Additional Notes (Optional)

- Voting changes significantly improved member engagement

IWSC Annual Committee Report



Committee Name: Governance Committee

Committee Chair: Lori Morgan

Committee Members (if applicable): Karen Strazdus, Tim Murray

Reporting Period: May 31, 2025 – June 1, 2026

1. Overview of Responsibilities

- Oversee the structural and procedural integrity of the Board of Directors and club operations
- Ensure compliance with legal, ethical, and U.S. Figure Skating governance standards
- Conduct ongoing review and annual updates of bylaws to reflect evolving club needs
- Promote transparency, consistency, and best-practice governance processes
- Support overall Board effectiveness in achieving the IWSC mission and vision

2. Key Activities & Accomplishments

- Completed a comprehensive bylaws review, focusing on transparency, consistency, and modernization, and updated the governance framework aligning to the USFSA model
- Established Governance as a formal Standing Committee, reinforcing its role in long-term oversight and accountability
- Expanded governance integration of SafeSport by:
 - Adding the SafeSport/SafeSkate Representative to the Executive Committee
 - Including the SafeSport/SafeSkate Representative on the Nominating Committee
- Introduced and clarified distinction between Standing Committees (governance-focused) and Operating Committees, improving understanding of governance vs. execution roles
- Standardized roles and responsibilities across all committees, increasing transparency for members and leadership and improving transparency in Board processes and committee responsibilities
- Incorporated a formal Vision and Mission statement into the bylaws to clearly articulate club purpose and direction
- Strengthened accountability by adding SafeSport/SafeSkate violations as grounds for Board disqualification or removal
- Clarified Board vacancy procedures, including the option to fill or temporarily hold open positions while maintaining quorum thresholds
- Represented the club at USFS Governing Council in May, voting in delegation

3. Metrics & Results

- 1 full bylaws update completed and adopted (June/July 2026)
- 100% alignment of bylaws with current USFSA club operating structure and committee model, including formal establishment of Governance Committee

- 100% of committees now aligned to clearly defined roles, structure, and scope
- Increased clarity and consistency across Board, committee, and membership governance processes
- Enhanced visibility into how decisions are made and roles are assigned

4. Financial Impact (if applicable)

- N/A (no direct financial responsibility)

5. Challenges & Lessons Learned

- Balancing need for comprehensive improvements with simplicity and usability
- Ensuring consistent interpretation and adoption of new governance structures across committees
- Reinforced the importance of clear documentation to support transparency and reduce perception of bias
- Identified opportunity to further improve communication of governance changes to membership

6. Collaboration & Support

- Collaborated closely with:
 - Board of Directors
 - SafeSport/SafeSkate Representative
 - Committee Chairs across all functional areas
- Partnered with leadership to ensure governance updates aligned with:
 - Club operations and strategic direction
 - Compliance requirements
 - Member feedback and expectations

7. Compliance & Governance (if applicable)

- Strengthened alignment with:
 - U.S. Figure Skating rules and bylaws
 - SafeSport/SafeSkate requirements and enforcement standards
- Formalized governance practices through:
 - Defined Governance Committee oversight role
 - Enhanced Board member qualification and accountability standards
 - Integration of SafeSport considerations into governance and leadership structures

8. Recommendations & Priorities for Next Year

- Improve bylaws review refinement cycle to ensure ongoing relevance and alignment by adding an additional mid-year review
- Expand communication and education efforts to ensure member understanding of governance and structure
- Develop onboarding materials for new Board members and committee chairs

- Further refine governance best practices and documentation standards to strengthen transparency and consistency in decision-making
- Implementing new and revised Conflict of Interest, Confidentiality, and Acknowledgement of Responsibility statements for board members to sign; new documents aligned with USFS recommendations rolled out at Governing Council

9. Additional Notes (Optional)

- This year's work represented a significant advancement in governance maturity.
- The updated bylaws and governance structure provide a strong foundation for future growth and accountability by establishing a **clear, transparent, and equitable framework** for how the club operates.
- Aligning governance practices to USFSA recommendations positions IWSC for sustainable and effective long-term leadership.

2026 US Figure Skating Governing Council: Event Overview

The week's activities included several key events designed to foster engagement and celebrate organizational achievements:

- **Open House (Tuesday):** Hosted at U.S. Figure Skating Headquarters and Museum, featuring food trucks, beverages, and entertainment.
 - **Toast to Milan (Wednesday):** A live television production showcasing interviews with members of the 2026 U.S. Olympic Figure Skating Team (aired May 30 on Peacock).
 - **President's Reception (Friday):** Held at the U.S. Olympic & Paralympic Museum.
-

Governing Council & Impact Summit

Dates: Wednesday–Saturday

Participation & Voting:

- 554 clubs represented
- 1,287 total votes cast:
 - 289 delegate votes
 - 466 proxy votes
 - 108 coach votes
 - 424 athlete votes

Leadership Updates

- **President:** Kevin Rosenstein elected
- **Nominating Committee (Eastern Section):** Anne O'Keefe appointed
- **SkateSafe Committee:** Continued representation confirmed

Governance Changes

- New bylaws approved (Phase One implementation) with a future Phase Two focused on simplifying and clarifying rules.
- All proposed rule changes passed as presented.

Program & Competition Innovations

- Introduction of a new discipline: **Syncro9**, combining elements of synchronized skating and Theatre on Ice.
- Testing statistics:
 - 55,000 tests completed year-to-date
 - 64% conducted virtually
 - Virtual test pass rates comparable to in-person testing

Future Planning

- The Governing Council and Impact Summit will continue in a combined format for at least three years.
 - **2027 Dates & Location:** April 27 – May 1, Rosemont, Illinois
-

Impact Summit Highlights

The Impact Summit featured an expanded leadership participation group (90 attendees) and introduced a revised format emphasizing shorter, focused sessions (30–60 minutes) followed by interactive roundtables.

Key Topic Areas

Finance & Compliance

- Annual filing of IRS Form 990 and state incorporation documents is essential.
 - Regular renewal of business licenses required.
 - Recommended financial oversight practices:
 - Review of balance sheets, income statements, and cash flow statements
 - Quarterly financial reviews to proactively identify risks
 - Importance of **succession planning** and training for Treasurer roles
-

Club Governance

- Emphasis on athlete-centered decision-making
 - Board members should:
 - Act in the best interest of the organization
 - Avoid conflicts of interest (annual disclosures recommended)
 - Align decisions with the club’s mission and long-term sustainability
-

Strategic Framework: Purpose, Priorities, Performance

A new strategic lens was introduced:

- **Purpose:** Define who the organization serves and the experience delivered
 - **Priorities:** Identify strengths, improvement areas, and top strategic focus
 - **Performance:** Measure success against purpose and priorities
-

Culture Mapping

- Focus on building a positive, inclusive organizational culture

- Identification of risk and protective factors impacting member experience
 - Emphasizes proactive culture development rather than reactive management
-

Athlete Development Models

Ice Academy of Montreal (Ice Dance Model):

- Multi-location training environments organized by skill level
- Team-based coaching approach (increasingly adopted in the U.S.)
- Emphasis on adaptability and athlete engagement

Tomorrow's Champions – Skating Club of Boston:

- High-performance development program for young athletes (ages 4–9)
 - Structured model includes:
 - Small group instruction (4–7 skaters)
 - Three-day weekly training with on- and off-ice components
 - Integration of ballet and gymnastics
 - Features include:
 - Progress tracking and reporting
 - Introductory participation options
 - Skill development pathway targeting double jumps and double axel readiness
-

Technology & Competition Systems

- Gradual rollout of new **FMS (Figure Skating Management System)** software
 - Transition implications:
 - Replacement of current mini systems
 - Availability of lower-cost, non-proprietary hardware options
 - Equipment purchase and rental options through U.S. Figure Skating
 - **EntryEeze platform** will be phased out for competitions
-

Event Management & Software Enhancements

- Ongoing collaboration with EntryEeze to expand capabilities:
 - Electronic ticketing solutions
 - Ticket purchases for non-account holders
 - Expanded use cases (events, seminars, ice shows)

- Continued evaluation and testing planned to assess fit for club needs
-

Conclusion

The 2026 Governing Council and Impact Summit highlighted a strong commitment to modernization, governance excellence, athlete-centered programming, and operational efficiency. Key initiatives—such as new strategic frameworks, technology investments, and program development models—position U.S. Figure Skating and its member clubs for sustained growth and success.

IWSC Annual Committee Report



Committee Name: SafeSport/SkateSafe Committee (Sub Committee of Governance)

Committee Chair: Tim Murray

Committee Members (if applicable): N/A

Reporting Period: May 31, 2025 – June 1, 2026

1. Overview of Responsibilities

- Ensure compliance with **U.S. Figure Skating SkateSafe®** and **U.S. Center for SafeSport** requirements, including training, reporting, and conduct standards
- Promote a **safe, inclusive, and abuse-free environment** for all members (skaters, coaches, parents, volunteers)
- Provide **education and guidance** on SafeSport policies, including misconduct prevention and reporting protocols
- Act as a **resource for conflict resolution and policy clarification** for members
- Support enforcement of **SafeSport-related policies embedded within IWSC bylaws and governance structures**

2. Key Activities & Accomplishments

- Maintained compliance oversight for **SafeSport training requirements** (Core and annual refresher courses)
- **Hosted a SafeSport working seminar** to assist members in completing required training
- Reinforced key safety principles including:
 - **2-deep leadership / rule of 3** in communication and transportation
 - Awareness of misconduct categories (physical, emotional, harassment, etc.)
- Continued availability of the SafeSport Chair as a **point of contact for concerns, questions, and conflict guidance**, supporting **members, parents, and coaches by:**
 - Providing guidance on compliance requirements
 - Assisting with conflict resolution and policy interpretation

3. Metrics & Results

- Conducted **1 SafeSport compliance seminar / working session**
- Maintained ongoing access to **training resources via USFS platform**
- Participation in the seminar was **limited**, indicating opportunity for increased engagement

4. Financial Impact (if applicable)

- N/A

5. Challenges & Lessons Learned

- Low attendance at the SafeSport working session highlighted challenges with:
 - Member engagement
 - Completion of required training
- Opportunity to improve **communication of training requirements, deadlines, and consequences** and need for stronger **accountability mechanisms** to ensure compliance
- Reinforced that education alone is not sufficient without **structured compliance tracking and enforcement**

6. Collaboration & Support

- Worked closely with Governance Committee (alignment of SafeSport within bylaws and Board accountability), rink management, USFS, and Board of Directors

7. Compliance & Governance (if applicable)

- Maintained SafeSport-aligned environment for all participants (skaters, coaches, volunteers)
- Ensured compliance with club policies and financial/operational practices for event execution
- Adhered to established eligibility and participation guidelines for skaters

8. Recommendations & Priorities for Next Year

- Improve **completion rates of required SafeSport training** through:
 - Clear deadlines and enforcement
 - Increased communication and reminders
 - Continued tracking and reporting of compliance status
- Evaluate alternative approaches to training support (e.g., mandatory sessions, incentives, or enforcement mechanisms)
- Increase awareness of **SafeSport requirements and expectations across membership**
- Continue strengthening integration of SafeSport into **club culture and governance practices**

9. Additional Notes (Optional)

- SafeSport remains a **critical component of IWSC operations**, ensuring a safe environment for all participants and training is required for:
 - Coaches
 - Members age 18+ (including those turning 18 during the season)
 - Parent volunteers
- Continued focus is needed on **driving compliance and engagement**, beyond simply making resources available
- Establishing stronger participation expectations will further support **member safety and club accountability**

IWSC Annual Committee Report



Committee Name: Membership Committee

Committee Chair: Megan Williams-Stewart

Committee Members (if applicable): Michelle Silicato (Assistant Chair)

Reporting Period: May 31, 2025 – June 1, 2026

1. Overview of Responsibilities

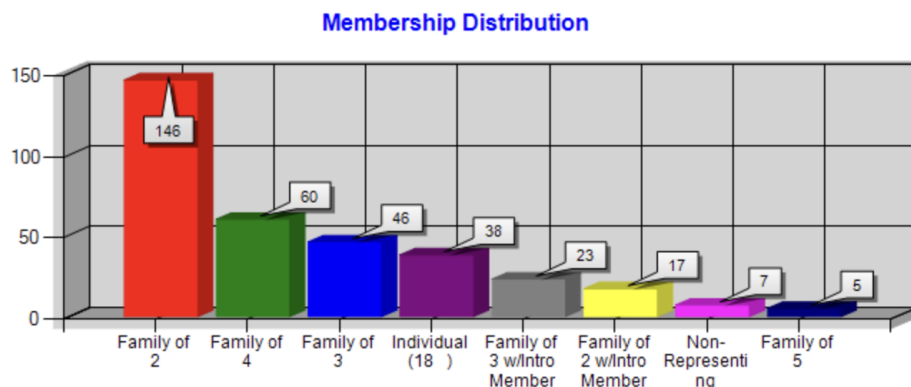
- Oversee and support all aspects of club membership
- Ensure positive experiences within the club for current and prospective members
- Welcome and retain members
- Serve as a point of contact for membership questions and assist members in understanding club opportunities, requirements, and benefits
- Process memberships and renewals on time and maintain accurate membership records
- Communicate important membership information
- Contribute to the overall success, growth, and positive culture of the club

2. Key Activities & Accomplishments

- Successful retention and growth of club membership with year over year increase
- Strengthened member communication
- Coordinating annual membership registration and renewals
- Assisted families with the onboarding process, and supported club events by helping communicate opportunities and important deadlines to members
- Consistent communication and support

3. Metrics & Results

- 350 members total, 272 member renewals, 79 new members



4. Financial Impact (if applicable)

- Membership covers all member USFSA membership fees and ensures eligibility to compete or participate in USFS sanctioned events as an IWSC representative
- Cost analysis details are available as part of the Treasury Report

5. Challenges & Lessons Learned

- Transition of responsibilities from Megan (primary responsible party) to Michelle presented some challenges due to limited consistency in membership activity throughout the year.
- As the new season progresses and familiarity with the system increases, the goal is to ensure a smoother process and allow for a more gradual transition of responsibilities.

6. Collaboration & Support

- Administration at EntryEeze has been helpful in learning the system; provided additional training at no cost
- Working with the current Chair, Megan, has been helpful in learning the system and ensuring a smooth transition of the position
- Partnered with Figure Skating Director where needed

7. Compliance & Governance (if applicable)

- Met national eligibility standards to maintain active USFS membership for all skaters
- Maintain transparency and consistency in governance, ensuring compliance with bylaws

8. Recommendations & Priorities for Next Year

- Transitioning the position from the current Chair to a new Chair
- Implementing new 2026-27 pricing to account for USFS increases that were absorbed the previous year:
 - Individual 18+ – \$150 to \$155
 - Family of 2 – \$235 to \$245
 - Family of 3 – \$290 to \$305
 - Family of 4 – \$400 to \$425
 - Family of 5 – eliminated (not being used) but additional member add-on available (\$90)
 - Collegiate – added \$200 for 4 years to allow additional flexibility in options
 - Introductory – no increase

9. Additional Notes (Optional)

- Ongoing membership growth serves as a key indicator of organizational health and program effectiveness.

IWSC Annual Committee Report



Committee Name: Treasury

Committee Chair: Tom Payne (Treasurer)

Committee Members (if applicable): N/A

Reporting Period: May 31, 2025 – June 1, 2026

1. Overview of Responsibilities

- Manage all club financial operations in accordance with IWSC bylaws and USFS requirements, including recordkeeping and reporting
- Collect membership dues, competition fees, test fees, and ice show fees
- Process and reconcile all club expenses such as membership costs, test costs, ice show costs, PSC costs, club events (holiday party, annual banquet, etc.), and facilities and equipment expenses
- Manage the club bank accounts and ensure appropriate liquidity and reserves
- Track cash flow and maintain accurate, auditable financial records
- Provide regular financial reports to the club board (monthly, quarterly, annually), including account balances, income statements, and expense summaries during board meetings
- Prepare year-end financial statements
- Support the Board in ensuring financial compliance and sustainability of the club mission

2. Key Activities & Accomplishments

- Maintained multiple financial accounts (checking, money market, CD) to ensure operational liquidity and compliance with USFS competition hosting requirements:
- Successfully supported financial operations for major club programs and events, including:
 - Philadelphia Summer Championships (PSC)
 - Annual Ice Show (2025 and 2026)
 - Club-wide events (banquet, holiday party, Olympic sendoff)
- Implemented a new General Ledger structure, improving:
 - Expense categorization
 - Financial transparency
 - Reporting accuracy and usability
- Strengthened financial tracking processes across events and operating areas
- Ensured timely payment of all club obligations and vendor expenses

3. Metrics & Results

- Event Financial Outcomes:
 - PSC Profit: \$29,841
 - Ice Show 2025 Profit: \$15,370
 - Ice Show 2026: Financials in progress (books being finalized)

- Major Club-Supported Spending Areas:
 - Club Events (Banquet, Holiday Party, Olympic Sendoff): \$14,297
 - Skater Recognition (send-offs, stipends, sunshine): \$5,456
 - Gym Improvements:
 - New floor: \$7,384
 - Equipment (racks, weights): \$1,444
 - Facilities (locker room + office rental): \$6,000
- Improved financial visibility through enhanced ledger tracking (qualitative metric)

4. Financial Impact (if applicable)

- Strong financial performance driven by **PSC and Ice Show profitability**, which remain the club's primary revenue contributors, but year-over-year trend is a decrease; club expenses are greater than profit so overall net trend is a loss but club still maintains significant reserves
- Continued investment in:
 - Athlete support (recognition, stipends)
 - Facilities and training resources (gym upgrades)
 - Member experience (events and programming)
- No major financial compliance issues identified during the reporting period
- General Ledger improvements provide better capability for future budget vs. actual tracking

5. Challenges & Lessons Learned

- Event financials (especially Ice Show) not always finalized in real time
- Increasing costs across events and facilities and flat revenue has led to trending profit loss
- Dependency on a small number of high-revenue events

6. Collaboration & Support

- Partnered closely with:
 - Ice Show Committee for financial tracking and reconciliation
 - Competitions Committee (PSC) for revenue and expense management
 - Hospitality and Events teams to support club programming
 - Board of Directors for approvals, reporting, and financial decisions
- Supported all committees by ensuring timely payment processing and expense tracking
- Enabled informed decision-making through consistent financial reporting

7. Compliance & Governance (if applicable)

- Financial practices aligned with IWSC bylaws, including Treasurer responsibilities for tracking and reporting funds and transactions
- Key controls and governance practices include but are not limited to:
 - Separate club bank and Venmo accounts (no personal accounts used)
 - Multiple authorized individuals on bank accounts
 - Dual review process for all deposits and disbursements

- Board approval required for large expenditures (anything over \$1000)
- Receipt documentation required for all expenses
- Detailed ledger maintained for all transactions describing what each expense is related to
- Regular reporting to the Board ensures transparency and oversight
- Financial readiness maintained to satisfy USFS competition hosting requirements

8. Recommendations & Priorities for Next Year

- Continue disciplined funding allocation
- Improve event financial close process (improve reconciliation processes post-event) to reduce time to finalize event financials (particularly Ice Show)
- Explore ways to strengthen reserve strategy, evaluating long-term savings and investment strategy (CDs, reserves)
- Increase revenue diversification by exploring other revenue streams (additional fundraising or program-based revenue opportunities)
- Further refine General Ledger structure and reporting accuracy
- Improve operational tracking and reporting for all committees

9. Additional Notes (Optional)

- Overall financial position of the club remains **stable and well-managed** but net profit after expenses trending at loss
- Continued focus on transparency, controls, and reporting will support future growth
- Treasury function is well aligned with the club's mission to support skater development and programming

IWSC Annual Committee Report



Committee Name: Hospitality Committee

Committee Chair: Karen Strazdus

Committee Members (if applicable): Pam Najera (Assistant Chair), Lisa Gentile (Sunshine Sub Committee Chair)

Reporting Period: May 31, 2025 – June 1, 2026

1. Overview of Responsibilities

- Plan and execute **hospitality initiatives that support IWSC events**, including competitions, ice show, and membership events
- Coordinate club member engagement activities, including banquets, social events, and skater recognition programs (send-offs, awards, gifts)
- Provide hospitality services such as food, refreshments, and event coordination support including organization, implementation, and clean-up of all events
- Foster a welcoming, engaging community environment for skaters, families, coaches, and members by providing events that combine fun and promote unity among members

2. Key Activities & Accomplishments

- Successfully hosted **Annual Banquet (June 2025)** and **Holiday Party (Dec 2025)** with strong attendance
- Organized multiple **member engagement events**, including:
 - Welcome Back Party (Sept 2025)
 - Phillies Game outing (Aug 2025)
 - Disney on Ice outing (Dec 2025)
- Coordinated **skater recognition and send-offs**, including:
 - Sectionals, Olympic, TOI Nationals, and Adult Nationals send-off events
 - Recognition gifts given to skaters with international assignments, TOI Nations Cup competitors, and Sectional/National/Olympic competitors
- Delivered **Coaches' Hospitality for PSC** – IWSC coaches and BOD members provided meals and snacks while parent volunteers contributed donation items to count for volunteer hours
- Executed **Coaches Appreciation Week**, providing meals and tokens of appreciation for coaching staff throughout the week
- Implemented new **Halloween activity**, distributing hand-made candy bags to all skaters individually rather than sponsoring a Trick-or-Treat event
- Continued to support skaters in time of need, injury/illness, or hardship through the **Sunshine Sub Committee**, sending care packages and providing varied assistance

3. Metrics & Results

- **Annual Banquet:** 200+ attendees
- **Holiday Party:** 200+ attendees
- **Phillies Game:** 50+ tickets sold
- **Disney on Ice:** 50+ tickets sold
- Successfully supported **multiple send-off and recognition events**

4. Financial Impact (if applicable)

- Overall, Hospitality represents a **significant investment in member engagement and experience**
- Annual Banquet and Holiday party are the largest expenses:
 - Events are provided **free to members**, with non-member guest fees (\$25–\$30) offsetting cost
 - **Annual Banquet Expense:** \$8,799.45
 - **Holiday Party Expense:** \$4,366.00
- Additional expenses include:
 - Skater recognition gifts for all send-offs and for awards at the banquet (tiered pricing structure used for gift purchase limits)
 - Coaches' hospitality supplies during PSC such as paper products, tea, and coffee as well as supplementing additional needs that arise
- Outing events (Phillies Game, Disney on Ice) operated at **cost-neutral (members paid face value for tickets)**

5. Challenges & Lessons Learned

- Balancing **event quality and member experience with budget constraints**; keeping to a budget while making events fun, engaging, and appealing for members to attend
- Large events on IceWorks property did not necessarily reduce costs but only required **more time and effort from volunteers and BOD**
- Opportunity to evaluate **event format and cost structure, especially processes for non-member attendance charge and regaining "no-show" cost**

6. Collaboration & Support

- Partnered with Volunteer Coordination Committee for staffing and logistics support and Board of Directors for event planning and execution
- Relied on strong **parent and volunteer participation**, particularly for Coaches' hospitality and event setup and execution
- Collaboration contributed to **successful delivery of high-quality events**

7. Compliance & Governance (if applicable)

- Operated in alignment with **club policies and committee responsibilities outlined in bylaws**
- Ensured events and activities supported **club mission and member engagement goals**

- Maintained appropriate coordination with BOD approval processes for events and expenditures

8. Recommendations & Priorities for Next Year

- Continue to expand **social and engagement events beyond major banquets**
- Evaluate opportunities to **optimize event costs while maintaining quality experience**
- Explore alternative formats or venues to **improve efficiency and reduce planning burden while increasing attendance and engagement**

9. Additional Notes (Optional)

- Hospitality continues to play a **critical role in building club culture, engagement, and community connection**
- Strong participation across events highlights the importance of **investment in member experience**
- Volunteer support remains essential to sustaining successful event execution

IWSC Annual Committee Report



Committee Name: In-Person and Protocol Testing Committee

Committee Chair: Lisa Gentile

Committee Members (if applicable): Rebecca Witko (Virtual Testing Chair)

Reporting Period: May 31, 2025 – June 1, 2026

1. Overview of Responsibilities

- Schedule and coordinate in-person testing sessions
- Secure and manage judge assignments
- Execute test sessions (logistics, timing, ice usage)
- Process and submit protocol testing registrations
- Ensure compliance with U.S. Figure Skating testing requirements

2. Key Activities & Accomplishments

- Completed **7 in-person test sessions**, including **2 dance-focused sessions**
- Scheduled **2 additional in-person sessions** (June and August)
- Submitted **5 protocol test registrations**
- Continued to provide both **in-person and virtual testing access**, supporting flexibility
- Co-facilitated testing seminar with approximately 20 attendees

3. Metrics & Results

- **Total Tests Taken:** 341
- **Total Tests Passed:** 317
- **Overall Pass Rate:** 93%
- Approximately **100 in-person tests** conducted out of **360+ total tests (~28%)**
- **Achievement Highlights:**
 - **Gold Medalists:**
 - **Skating Skills:** Vincent DiNatale, Lydia Chen, Leah Parkin, Franchesca Mack, Kaya Tiernan, James Zhu, Molly Gasiorowski, Violet Brooks
 - **Singles:** Jake Smith
 - **Most Dance Tests Passed:** Stella Nicholson (6)
 - **Most Combined Singles & Skating Skills:** Stella Nicholson, Emma Murphy, Jeremiah Kim, Molly Gasiorowski, Valeriya Chugtai (Tied at 5 each)
 - **Most Total Tests Passed:** Stella Nicholson (11)

4. Financial Impact (if applicable)

- **In-Person Testing Revenue (Gross):** \$3,809.81

- **Protocol Testing Revenue (Gross):** \$180.53

5. Challenges & Lessons Learned

- **Return on investment:** In-person sessions generate meaningful revenue but are inconsistent due to lower registration volume while protocol testing provides supplemental revenue with less operational complexity
- **Participation:** Trends show a continued shift toward virtual testing and reduced demand for in-person sessions; the smaller session sizes impact cost efficiency
- **Judge availability:** Limited availability of local Gold-level judges; travel requirements for non-local judges increase cost and reduce feasibility for smaller sessions
- **Scheduling constraints:** Difficulty securing **weekend ice time**, which is preferred by families; also need to avoid conflicts with other clubs' testing dates to ensure judge availability

6. Collaboration & Support

- Strong partnership with **Rebecca Witko (Virtual Test Chair)** for session execution
- Support from **Lisa Shaw and Karen Strazdus** for operational continuity as execution back up

7. Compliance & Governance (if applicable)

- Maintained compliance through proper skater sanctioning
- Ensured alignment with USFS and club requirements
- Maintained adherence to IWSC bylaws and standards

8. Recommendations & Priorities for Next Year

- Increase **in-person participation** through communication and scheduling improvements:
 - Secure more **weekend test dates** to improve accessibility
 - Optimize session planning to **balance cost efficiency with athlete opportunity by aligning scheduling with peak demand periods** (pre-competition, pre-season milestones)
 - Increase communication on **benefits of in-person testing** (performance readiness, feedback quality, competition preparedness)
- Implement improved **financial and operational tracking** to better measure session success:
 - **Enhanced Financial Tracking & Transparency**
 - Track net profitability per test session (revenue vs. expenses)
 - Establish detailed tracking of:
 - Judge costs (fees, travel, lodging if applicable)
 - Ice costs per session
 - Cost per test and per skater
 - Develop a cost model to determine minimum viable session size
 - **Metrics & Reporting Improvements**
 - Track average tests per session and cancellation rates
 - Explore using a standardized dashboard from monthly reporting including:
 - Tests by discipline (dance, singles, skating skills)

- Pass rates by level
- In-person vs. virtual trends over time
- Continue hybrid approach (in-person + virtual) to meet skater needs
- Improve operational tracking and reporting for all committees

9. Additional Notes (Optional)

- Testing program remains strong, with a **high pass rate (93%)** and continued advancement across all levels
- Focus for next year will be on **data-driven decision-making and financial sustainability**, while maintaining high-quality testing opportunities

IWSC Annual Committee Report



Committee Name: Virtual Testing Committee

Committee Chair: Rebecca Witko

Committee Members (if applicable): Lisa Gentile (In Person Testing Chair)

Reporting Period: May 31, 2025 – June 1, 2026

1. Overview of Responsibilities

- Plan, coordinate, and execute virtual test sessions in alignment with USFS rules
- Manage registration, scheduling, and submission processes for skaters and coaches
- Coordinate with judges and ensure timely processing of test results
- Maintain virtual testing calendar and communicate session details to membership

2. Key Activities & Accomplishments

- Conducted ongoing virtual testing sessions for season from July 2025 through April 2026
- Co-presented virtual testing information at 11/10 test seminar to increase awareness
- Successfully managed peak participation (Nov: 23 tests) and maintained continuity of sessions
- Provided ongoing communication and updates regarding submission windows and requirements

3. Metrics & Results

- Registrations declined compared to prior year, with noticeable drop in several months:
 - Example: Sept 2025 \$102.21 revenue (vs. \$302.95 in 2024)
 - Example: Oct 2025: \$141.35 revenue (vs. \$626.65 in 2024)
- Peak month was November with 23 tests (18 members / 5 non-members)
- Jan: 8 tests (6 members / 1 non-member; 2 additional pending submissions)
- Feb: 15 tests (10 members / 5 non-members)
- March: 6 tests (2 members / 4 non-members)
- No virtual tests (planned breaks) in December (officials holidays), May (ice show)

4. Financial Impact (if applicable)

- Overall decline in revenue year-over-year, raising concerns about ROI of virtual testing
- July–Oct net combined revenue: \$486.70
- Nov net revenue: \$440.74 (strongest month of the year)
- Jan net revenue: \$19.81 (low participation and impacted by expenses)
- Feb net revenue: \$336.83
- March net revenue: \$90.14

5. Challenges & Lessons Learned

- Sustained decline in participation and revenue compared to prior year
- Variability in monthly participation impacting financial consistency
- Coaches expressed concern over submission policy flexibility
- Need for clearer value proposition and potential reassessment of virtual testing ROI

6. Collaboration & Support

- Coordinated with coaches and skaters to ensure compliance with USFS submission rules
- Engaged with board members on policy discussions (submission flexibility, scheduling improvements)
- Collaborated with seminar organizers to educate members on virtual testing process
- Supported broader Testing Committee efforts and scheduling alignment

7. Compliance & Governance (if applicable)

- Adhered to USFS guidelines, including 14-day validity for recorded tests
- Maintained internal 7-day submission window for club processing, bi-monthly
- Participated in governance discussions regarding potential policy adjustments
- Ensured sessions aligned with IWSC testing structure under Testing Committee oversight

8. Recommendations & Priorities for Next Year

- Re-evaluate virtual testing model and ROI to determine continuation or adjustment
- Identify and onboard a new Virtual Testing Chair (transition needed after April)
- Consider schedule optimization (e.g., fewer sessions, alignment with demand)
- Revisit submission policies and potential flexibility with recording windows

9. Additional Notes (Optional)

- Continuation of virtual testing program is dependent on securing new leadership
- Board discussion ongoing regarding integration with in-person testing schedule improvements and reconsiderations of submission window policy

IWSC Annual Committee Report



Committee Name: Volunteer Coordination Committee

Committee Chair: Carrie Parkin and Rosey Marvil

Committee Members (if applicable):

Reporting Period: May 31, 2025 – June 1, 2026

1. Overview of Responsibilities

- Coordinate and oversee volunteer support for club events and activities
- Ensure events are adequately staffed with qualified volunteers
- Communicate volunteer needs, schedules, and expectations clearly
- Recruit, organize, and retain volunteers throughout the season
- Support compliance and safety procedures during events
- Collaborate with club leadership, coaches, and event coordinators

2. Key Activities & Accomplishments

- Successfully staffed PSC 2025 with volunteer and medical coverage
- Successfully staffed the Ice Show 2026 with strong volunteer support
- Implemented a new stipend form process
- Improved coordination between committee members and event leadership
- Increased efficiency in volunteer assignments and event preparation
- Maintained smooth event operations through strong volunteer participation

3. Metrics & Results

- The club recorded a total of **497 volunteer hours** between PSC and the Annual Ice Show.
- Volunteer efforts supported event operations, hospitality, registration, setup and breakdown, production support, and general event assistance.
- Member participation played key role in successful execution of club programs/events.
- Volunteer contributions helped create positive experience for skaters, coaches, families, and guests.
- The continued dedication of club volunteers remains an essential part of the club's success and community growth.

4. Financial Impact (if applicable)

- N/A

5. Challenges & Lessons Learned

- Recruiting enough volunteers for large events continues to be a challenge
- Finding qualified medical volunteers for PSC requires earlier outreach and planning
- Last-minute schedule changes created gaps in coverage at times
- Communication between volunteers, committee members, and event coordinators can be improved
- Volunteer burnout is a concern when relying on the same families repeatedly
- Earlier planning and clearer expectations help reduce confusion and stress during events
- Maintaining organized records and schedules is essential for smooth operations
- Providing volunteers with detailed role descriptions improves confidence and efficiency

6. Collaboration & Support

- Continued collaboration with club leadership helped ensure successful event staffing
- Coaches and program directors provided support in identifying volunteer needs
- Parent and family involvement remained an important part of event success
- Committee members worked together to address staffing challenges quickly
- Increased communication between committees improved overall event coordination
- Support from skating community contributed to successful PSC and ice show operations

7. Compliance & Governance (if applicable)

- Ensured medical coverage requirements were met for major events whenever possible
- Improved documentation through the implementation of the new stipend form
- Maintained volunteer records and assignments for event organization
- Followed club policies/procedures related to volunteer participation and event operations
- Identified the need for clearer volunteer guidelines and expectations moving forward

8. Recommendations & Priorities for Next Year

- Continued focus on maintaining safe and properly staffed events
- Explore improvements to volunteer guidelines and expectations moving forward

9. Additional Notes (Optional)

- N/A

IWSC Annual Committee Report



Committee Name: Competitions Committee

Committee Chair: Lisa Shaw

Committee Members (if applicable): Tim Murray (SafeSport), Lori Morgan (Governance), Carrie Parkin, Rosemary Marvil (Volunteer), Karen Strazdus, Pam Najera (Hospitality)

Reporting Period: May 31, 2025 – June 1, 2026

1. Overview of Responsibilities

- Plan and execute competitions hosted by IWSC
- Expand competition opportunities for members and participation in competitive skating across all disciplines
- Ensure compliance with USFS requirements
- Manage logistics and operations of events

2. Key Activities & Accomplishments

- Successfully hosted Philadelphia Summer Championship July 30-August 5, 2025, and increased event offering by adding Showcase events to the schedule
- Secured designation as National Qualifying Series event for 2025-2026 and 2026-2027
- Hosted USFS monitoring event in coordination with competition
- Coordinated volunteers and logistics for large-scale competition
- Supported athlete participation across multiple competition levels
- Partnered with rink programs to sponsor off-ice evaluation, approving stipend to reduce skater cost
- Revised competition stipend form to more accurately reflect the inclusion of Excel series and TOI seasons in timing; new stipend implemented

3. Metrics & Results

- ~\$30,000 net profit generated from competition
- High participation from IWSC members and external competitors
- Recognition as official qualifying event

4. Financial Impact (if applicable)

- Generated approximately \$30K in net revenue
- Major contributor to club operating funds
- Additional cost incurred in competition stipend pay out and off-ice evaluation stipend

5. Challenges & Lessons Learned

- Managing large-scale event logistics continues to be a challenge especially in securing volunteer participation and operational execution resources and dependence on medical volunteers for execution
- Coordination with rink and external stakeholders requires careful attention
- Securing sufficient skater participation to justify cost/time expense remains challenging in light of close proximity in time/location of neighboring NQS events – while profit remains significant, maintaining registration numbers year over year has been difficult
- Lower non-qualifying registration numbers; with Excel series complete, less incentive for non-qual participation

6. Collaboration & Support

- Direct partnership and collaboration with USFS and competition referees
- Supported by Volunteer Coordination Committee and SafeSport representative
- Partnered with rink management and operations
- Supported by Board and club volunteers

7. Compliance & Governance (if applicable)

- Ensured full compliance with USFS sanction requirements, including on site coach and skater compliance during event execution
- Reinforced SafeSport compliance before and during event execution
- Maintained eligibility and standards for all participants

8. Recommendations & Priorities for Next Year

- Continue hosting NQS-designated competition with non-qualifying event portion
- Move PSC to Aug 12-15 for 2026-2027 to test if later timing generates increased registration
- Expand PSC to include pairs discipline as way to broaden reach and increase skater participation, generating additional revenue to justify time/cost investment
- Improve volunteer coordination processes with early engagement
- Explore additional competition opportunities (adult, Excel series, TOI, etc.)

9. Additional Notes (Optional)

- Competition remains a cornerstone revenue and visibility driver

IWSC Annual Committee Report



Committee Name: Ice Show Execution Committee

Committee Chair: Lisa Shaw, Lori Morgan, Michelle Silicato

Committee Members (if applicable): Karen Strazdus (Merchandising), Rebecca Witko (Ticketing), Rosemary Marvil and Pam Najera (Scenery and Props), Carrie Parkin (Volunteers)

Reporting Period: May 31, 2025 – June 1, 2026

1. Overview of Responsibilities

- Plan, organize, and execute the annual IceWorks Ice Show (theme, structure, production)
- Coordinate participation across coaches, skaters, programs (TOI, JCP, LTS, Adult), and rink
- Manage show logistics including music, casting, costumes, staging, ticketing, and volunteers
- Drive revenue through ticket sales, ads, merchandising, and registrations
- Support club mission by showcasing skater development across all levels and promoting community engagement

2. Key Activities & Accomplishments

- Successfully delivered the 2026 Ice Show: What a Feeling (Inside Out themed) production
- Executed 62 numbers across 2 acts with total running time of 1:58 (Act 1 – 1:04, Act 2 – 54)
- Implemented a revised casting model for specialty numbers based solely on clearly defined eligibility criteria and eliminating open auditions to improve transparency, objectivity, and equity in specialty number assignments:
 - Standardized qualification thresholds were very tightly aligned to skaters' competitive level and test progression consistently across all pathways (Well Balanced, Excel, Test tracks)
 - Filled remaining placement gaps through structured, limited auditions within adjacent levels, preserving fairness while maintaining flexibility
 - Produced more balanced and appropriately matched groupings, reduced show volume, and increased clarity around how roles are earned
 - Directly responded to member feedback by delivering a more transparent and objective casting approach

3. Metrics & Results

- Strong cross-program participation across the club and all major programs:
 - ~149 total skaters participated (many in multiple numbers) which included 7 coaches
 - 3 TOI numbers, 5 JCP numbers (increase from last year), ONE coach ensemble number
 - 2 LTS numbers with 29 LTS skaters and 5 of those participating in both numbers
 - 1 Adult number with additional adult participation across other group and specialty numbers – this was an INCREASE in participation
 - 8 three-night solos, 10 split solos, 4 duets, 2 trios, and 6 small groups

- ~303 costumes purchased; 17 quick changes total with fastest quick changes being Emma Storey (1-number turnaround) and Jeremiah Kim (3-number turnaround)

4. Financial Impact (if applicable)

- Overall financial review:
 - ~1,500+ total attendees across 3 performances
 - 1,406 pre-sale tickets with door sales contributed additional revenue (~\$1K total est)
 - Strong premium seating sales (On Ice, Café, Hockey Box) – most areas sold out
 - Consistent GA volume across all three shows but opportunity to increase these sales
- Primary Revenue Streams:
 - Ticket sales (largest contributor) with total estimated ticket revenue: ~\$34,687
 - Merchandising, program ads and good luck wishes – 12 full page ads, 2 half page, and 29 Good Luck Wishes which in total covered cost of printing programs
 - Streaming / digital access – streaming did much better this year, coming close to breaking even before the video sales
- Key expense areas include ice time, choreography and music cutting, scenery and props, programs, streaming and event operations such as spotlights, specialty refreshments and show-related services (reminder – costumes are a transferred cost assumed by skater and NOT a revenue generator or bottom-line show expense)
- Ticket Sales Breakdown (all numbers are approximate):

Ticket Sales	Friday	Saturday	Sunday
Hockey Box	\$870	\$930	\$870
Café	\$1380	\$1680	\$1770
On Ice	\$3900	\$4920	\$3900
General Admission	\$4624	\$4403	\$3400
Streaming	\$360	\$600	N/A
Door	\$600	\$250	\$200

5. Challenges & Lessons Learned

- Manual ticketing processes created operational inefficiencies and surfaced room for improvement in audience experience specifically related to specialty seating (on ice)
- Need for improved data tracking and reporting for ticketing and attendance
- Balancing number of participants vs. show length required ongoing coordination especially as program participation increases resulting in additional group numbers
- Late spring (early May) timing remained challenging but scheduling around ice availability, TOI Nations Cup, and Easter present limited options for alternatives – anticipate earlier show date for next year (no Nations Cup, Easter in March)

6. Collaboration & Support

- Extensive coordination with coaching staff and TOI teams, JCP, LTS, and adult programs
- Strong partnership with rink staff for facilities and scheduling

- Cross-functional collaboration with Treasury (financial accounting), Hospitality (event support), and Volunteers (execution support)

7. Compliance & Governance (if applicable)

- Maintained SafeSport-aligned environment for all participants (skaters, coaches, volunteers)
- Ensured compliance with club policies and financial/operational practices for event execution
- Adhered to established eligibility and participation guidelines for skaters

8. Recommendations & Priorities for Next Year

- Transition to new digital ticketing platform to improve tracking, reporting, and user experience
- Explore using EntryEeze to streamline registration and reduce manual processes
- Optimize seating mix with potential new configuration and/or seat assignment process to improve on ice seating experience

9. Additional Notes (Optional)

- Ice Show remains one of the club's largest engagement and revenue-driving events
- Strong reflection of club-wide programming and development pipeline
- High reliance on volunteer support remains critical to success – THANK YOU VOLUNTEERS!!

IWSC Annual Committee Report



Committee Name: Adult Skating Committee

Committee Chair: Josie Ponte

Committee Members (if applicable): Lisa Shaw

Reporting Period: May 31, 2025 – June 1, 2026

1. Overview of Responsibilities

- Promote and support adult skater participation
- Develop adult-focused programming and events in partnership with the rink, leveraging club influence or sponsorship as needed
- Foster inclusive adult skating community
- Integrate adults into broader club activities

2. Key Activities & Accomplishments

- Significant growth in adult skating membership
- Introduced mini adult sessions focused on skill development
- Launched “Skate and Sip” community-building program
- Successfully integrated new adult skaters joining mid-season
- Significant increase in adult skater participation in the ice show
- Celebrated incredible competition success and held send-off:
 - **Adult Sectionals** – ~5 adults competed; all participants medalled
 - **Adult Nationals** – Francesca Mack won silver; Gabby Shields was 12th out of 33 skaters

3. Metrics & Results

- Noticeable increase in adult membership participation
- Strong attendance in mini sessions and social programs
- Improved engagement and retention of adult skaters

4. Financial Impact (if applicable)

- Increased financial impact through adult membership growth
- Program participation supported club income streams

5. Challenges & Lessons Learned

- Scaling programming to meet growing demand
- Balancing ice time allocation across demographics
- Need for continued targeted adult outreach

6. Collaboration & Support

- Direct partnership with rink management since adult programming is rink owned (only club supported)
- Coordinated with coaches for adult programming support
- Supported by Communications for promotion, and board for sponsorship

7. Compliance & Governance (if applicable)

- Ensured alignment with club mission of inclusivity and development
- Maintained adherence to USFS membership standards

8. Recommendations & Priorities for Next Year

- Continue to work with rink to expand adult-specific programming and events
- Explore introducing competitions or showcases for adult skaters
- Continue building community-focused initiatives with board support

9. Additional Notes (Optional)

- Adult skating is a major growth area and opportunity for IWSC

IWSC Annual Committee Report



Committee Name: Communications Committee

Committee Chair: Michelle Silicato

Committee Members (if applicable): N/A

Reporting Period: May 31, 2025 – June 1, 2026

1. Overview of Responsibilities

- Manage and support clear, consistent, and effective communication within the IW Skating Club
- Keep members, families, coaches, and prospective members informed about club activities, events, programs, and important updates while promoting a positive image of the club
- Maintain the IWSC bulletin boards, coordinate announcements and reminders; and help ensure information is accurate, timely, and accessible to members
- Support the club’s mission by strengthening member connection and engagement, promoting participation in club activities, and helping create a welcoming and informed skating community

2. Key Activities & Accomplishments

- Supported the club through consistent communication, promotion, and member engagement efforts
- Major activities included creating and distributing club announcements and event promotions to keep members informed about upcoming programs, test sessions, and club activities
- Worked to improve the timeliness and consistency of communication by organizing information more effectively and helping ensure members received accurate updates in a clear and accessible manner

3. Metrics & Results

- N/A

4. Financial Impact (if applicable)

- N/A

5. Challenges & Lessons Learned

- N/A

6. Collaboration & Support

- Board meetings were integral in getting information out to members.

7. Compliance & Governance (if applicable)

- N/A

8. Recommendations & Priorities for Next Year

- Getting information up in a timely manner
- Creating a monthly newsletter to send via email

9. Additional Notes (Optional)

- N/A

IWSC Annual Committee Report



Committee Name: Rules and Ice Committee

Committee Chair: Kim Catron, Lisa Shaw

Committee Members (if applicable): N/A

Reporting Period: May 31, 2025 – June 1, 2026

1. Overview of Responsibilities

- Responsible for developing, monitoring, and enforcing club rules related to ice usage and skating etiquette
- Works in partnership with rink management to ensure safe and effective use of ice for all skaters
- Evaluates discipline-specific demand and recommends ice allocation and session structure
- Supports compliance with IWSC policies, SafeSport standards, and U.S. Figure Skating expectations
- Establishes and reinforces consequences or corrective actions for rule violations (in coordination with the Board)

2. Key Activities & Accomplishments

- Addressed concerns over sessions being too crowded by working with rink to realign sessions to reduce overcrowding
- Provided belts for skaters to wear during program run-throughs

3. Metrics & Results

- Session realignment reduced peak overcrowding and improved distribution across sessions
- Increased belt usage led to improved awareness of program run-throughs and reduced near-collision risks
- Informal feedback from coaches indicates improved flow of sessions

4. Financial Impact (if applicable)

- Minimal – cost of belts

5. Challenges & Lessons Learned

- Ongoing challenge in consistently enforcing ice safety protocols across all sessions
- Need for stronger coach alignment and accountability regarding belt usage and enforcement
- Continued need for education of skaters (especially newer members) on ice etiquette expectations

6. Collaboration & Support

- Worked with Board of Directors and coaches
- Partnered with rink management and figure skating director on session alignment

7. Compliance & Governance (if applicable)

- Supported adherence to club policies and rink ice etiquette
- Reinforced SafeSport and club expectations
- Supported enforcement of club rules in alignment with IWSC bylaws and Board authority

8. Recommendations & Priorities for Next Year

- Explore additional measures to help coaches with safety on ice
- Reinforce ice etiquette, possibly as a seminar topic
- Partner with Communications Committee to reinforce expectations consistently

9. Additional Notes (Optional)

- Continued focus on balancing safety, ice availability, and member experience as club growth continues and programs grow
- Positive progress made with session realignment; however, long-term monitoring is needed to ensure sustained effectiveness
- Opportunity to formalize ice etiquette education for new members and families

IWSC Annual Committee Report



Committee Name: Coaches' Liaison

Committee Chair: Kim Catron

Committee Members (if applicable): N/A

Reporting Period: May 31, 2025 – June 1, 2026

1. Overview of Responsibilities

- Serve as liaison between coaching staff and Board of Directors
- Promote open communication and collaboration
- Represent coach perspectives in BOD discussions, bringing concerns to board from coaches
- Communicate BOD priorities and decisions back to coaches
- Ensure all coaches uphold standards required by bylaws

2. Key Activities & Accomplishments

- Supported integration of five new coaches into IWSC community
- Facilitated communication between coaching staff and leadership during growth period
- Promoted positive relationships across coaching staff and club leadership, leading collaboration on handbook development and virtual testing policies
- Partnered with board for sponsorship of off-ice evaluation, securing stipend to reduce skater cost
- Coordinated submission and approval of updated off-ice equipment request (Amazon list, ~\$583) to replace outdated items and expand training resources; additional storage solutions currently under review
- Reinforced accountability for shared space by directing coaches to ensure skaters clean and properly store equipment after use
- Partnered with rink and club leadership on training room improvements, including planned purchase of mobile storage unit and benches following completion of flooring updates

3. Metrics & Results

- 5 new coaches successfully onboarded
- Increased skater population associated with new coaching hires
- Expanded coaching capacity across disciplines

4. Financial Impact (if applicable)

- Indirect impact through growth in membership and lesson participation
- Contribution to retention and recruitment of skaters

5. Challenges & Lessons Learned

- Ensuring alignment between coach needs and club policies as policies continue to evolve
- Opportunity to formalize communication cadence
- Reinforcing consistent expectations among skaters for proper equipment use and cleanup

6. Collaboration & Support

- Worked with Board of Directors and President, specifically Testing, Virtual Testing, and Strategic Planning committees
- Supported Membership and Adult Skating efforts through coach engagement
- Partnered with rink management where needed

7. Compliance & Governance (if applicable)

- Supported adherence to club policies and USFS standards through coach communication
- Reinforced SafeSport and club expectation
- Clarified training room usage policy: access is limited to insured coaches working with skaters; the space (owned by the rink and outfitted by the club) may be used by other skaters only with permission and supervision of an insured coach; updated language reflects designation of the space as a “training room” rather than a gym

8. Recommendations & Priorities for Next Year

- Keep working to involve coaches more in club events
- Create more consistent feedback loop for coaching staff input
- Partner with Virtual Test Chair to revise virtual testing policies to increase club participation
- Revisit storage solutions and organization within the training room to suggest improvement designed to support increased usage

9. Additional Notes (Optional)

- Continued growth in coaching staff is a strong indicator of club health
- Ongoing coordination with rink management and board members is essential

IWSC Annual Committee Report



Committee Name: Strategic Planning Committee

Committee Chair: Tim Murray

Committee Members (if applicable): Carrie Parkin, Rosemary Marvil (Seminars), Rebecca Witko (Handbook)

Reporting Period: May 31, 2025 – June 1, 2026

1. Overview of Responsibilities

- Support the organization's mission, vision, and values.
- Conduct routine SWOT analysis to identify strengths, weaknesses, opportunities, and threats and develop yearly strategic goals.
- Develop strategies and action plans to achieve the established goals.
- Monitor progress and adjust plans as necessary based on performance metrics.

2. Key Activities & Accomplishments

- Partnered with Governance Committee to include the Mission and Vision statements in bylaws as well as clearer definition and responsibility description of all committees:

Vision Statement

The IWSC vision is to inspire our skating community to excel, foster sportsmanship, build confidence and create a lifelong passion for skating, while upholding the values of integrity and respect.

Mission Statement

The IWSC mission is to provide an inclusive environment where all skaters can develop skills through access to quality coaching, on- and off-ice programming, skating education, and opportunities to explore all disciplines.

- Supported execution of events, seminars, and member activities such as Welcome Back Party, Phillies Game, Disney on Ice trip (see Seminar report for seminars)
- Completed initial draft of Member Handbook (now posted on website); this will continue to be updated.
- Partnered with rink to lend support to Olympic Activity Committee, focused on executing initiatives and activities to celebrate the Winter Olympics.

3. Metrics & Results

- Successful progress on 6/6 key improvement initiatives identified out of membership survey (increased parent education, providing more seminars, additional group learning, sponsoring group activities, feedback opportunities, improved communications)
- Website redesign and Member Handbook completion later than expected; website revision in progress

- Seminar participation was low overall

4. Financial Impact (if applicable)

- Minimal impact

5. Challenges & Lessons Learned

- Balancing budget across growing programs

6. Collaboration & Support

- Coordinated with all committees and board members
- Worked closely with Governance and Executive committee
- Supported by rink ownership and management

7. Compliance & Governance (if applicable)

- Aligned all efforts and decisions in support of our mission and vision statements.
- Executed yearly review of how we are performing
- Ensured alignment with USFS club operational guidelines and the Checklist for Success operational and governance expectations
- Maintained adherence to IWSC bylaws and standards

8. Recommendations & Priorities for Next Year

- Determine how we can get better support and engagement at seminars.
- Implement a membership survey to determine the best days and times to hold seminars.
- Produce a monthly newsletter to further improve/expand communications channels.
- Revisit USFS Checklist for Success to assess progress and continued areas of opportunity.

9. Additional Notes (Optional)

- Measuring against the baseline assessment completed in December 2024 evaluating club health and maturity, we made significant improvements in the majority of key opportunity areas.
- For this season, the challenge is to maintain all initiatives put in place and focus efforts on improving remaining target areas.

IWSC Annual Committee Report



Committee Name: Seminars Execution Committee (Strategic Planning Sub Committee)

Committee Chair: Carrie Parkin, Rosemary Marvil

Committee Members (if applicable): N/A

Reporting Period: May 31, 2025 – June 1, 2026

1. Overview of Responsibilities

- Plan and coordinate monthly educational seminars for club members and families
- Provide informational sessions designed to support skater development and parent education
- Cover topics related to club participation, competitive skating, testing structure, and athlete readiness
- Support the club mission by helping families better understand the pathways, expectations, and opportunities within figure skating and IWSC

2. Key Activities & Accomplishments

- Organized and executed monthly seminar opportunities throughout the season
- Seminar topics included:
 - Differences between rink programming and club membership
 - Competition readiness and expectations
 - Testing opportunities and procedures within the club
 - General skating development and parent education topics
 - SafeSport certification completion working session
 - Mental training for athletes
 - Off-ice evaluation for performance improvement (partnership with rink program)
- Seminar topics were selected based on feedback and requests received from parents during strategic planning discussions and survey collection
- Created opportunities for open communication and education between club leadership and families

3. Metrics & Results

- Monthly seminars were scheduled and offered consistently throughout the season
- Parent participation and attendance remained minimal overall
- Several sessions had very low attendance, with some seminars having no attendees
- Despite limited participation, the committee identified continued interest in these topics through prior parent feedback and strategic planning input

4. Financial Impact (if applicable)

- Minimal financial impact associated with seminars; most programming was conducted using existing club resources and volunteers

- No significant revenue or expenses generated outside \$300 payment to Carter Sharpe for mental training facilitation and ~\$425 (\$25/skater) stipend donated to rink programs to reduce cost burden to skaters for off-ice evaluation

5. Challenges & Lessons Learned

- Primary challenge was low parent engagement and attendance despite topics being previously requested
- Timing, communication methods, and format may have impacted participation levels
- Learned that expressed interest during planning discussions does not always translate into active attendance
- Future efforts may benefit from:
 - Combining seminars with existing club events or practice sessions
 - Offering virtual or recorded options
 - Providing shorter, more targeted informational sessions
 - Surveying families on preferred dates/times prior to scheduling

6. Collaboration & Support

- Worked with club leadership and coaches to identify relevant seminar topics and coordinate facilitation/delivery
- Utilized parent feedback gathered during strategic planning to guide programming priorities

7. Compliance & Governance (if applicable)

- N/A

8. Recommendations & Priorities for Next Year

- Reevaluate seminar format and delivery methods to improve participation
- Explore virtual, hybrid, or on-demand educational resources for families
- Focus on fewer, more high-impact sessions tied directly to competition season, testing deadlines, or new member onboarding
- Continue gathering parent feedback to better align educational offerings with member needs and availability

9. Additional Notes (Optional)

- Consistent delivery of educational content aligned to member needs, but engagement challenges highlight the need to redesign format and accessibility.