

Strategic Planning for 2017-2020 Stingray Swim Team

SWOT Analysis

| Internal | External |
|--|---|
| Strengths | Opportunities |
| Dedicated board members | Increased pool time/space |
| Motivated swimmers | Corporate sponsors |
| Capable coaching | Partnership with Alaska Club |
| Meet Participation | Increase in Pull Tabs |
| Growing as a business | Community awareness |
| Changing with new information (technique, technology, trying new things) | Increased travel (higher caliber meets) |
| | |
| Weaknesses | Threats |
| Tight financial situation | Economy in recession |
| Equipment shortage | Competing with other activities |
| College recruiting | Team outgrowing pool space |

Who are we?

- Mission Statement
 - The Stingray Swim Team strives to be the premier swimming organization in the Interior by providing a positive, inclusive environment where strong personal relationships can grow. Through our premium coaching, swimmers will learn the fundamentals of the sport as well as important life lessons for personal growth.
- Vision Statement
 - Changing lives through the sport of swimming

Where are we now?

- Program Performance
 - 130 members, an increase of over 325% in five years
 - Ranked 4th in Alaska
 - Ranked 900 nationally
 - Top Interior team
- Financial Performance
 - Tight – make hard-cost payments but live month-to-month
 - Not much in reserve
- Administrative Performance
 - Improved communication with members
 - Involved at LSC level
 - Improved committee outline
 - Stable, dedicated board

Strategic Planning for 2017-2020 Stingray Swim Team

- Community needs we're responding to
 - Learn to Swim program
 - Adult Masters program
 - Youth exercise and after-school activity
 - Competitive opportunities
 - Travel opportunities
 - Teamwork and social bonding
 - Collegiate athletic opportunities
- Constraints, opportunities, resources, environment factors
 - Limited pool space
 - Improved partnership with Alaska Club
 - Utilized parents to increase officials
 - Economy in recession

Where do we want to go?

- Preliminary goals/objectives
 1. Maintain 12 officials each season and progress to higher certifications
 2. Secure additional pool space/dryland facility to accommodate 200 swimmers
 3. Coaches on salary
 4. 80% of members attend meets
 5. 30% of members travel out of state
 6. Top 2 Alaska Ranking
 7. Top 400 national ranking

How will we get there?

- Financial plan/budget to support goals
 - Official's training budget – hold official's clinics/workshops
 - Increase facility rental budget by 20%
 - Increase home meet budget by 20%
 - Increase travel budget by 75%
 - Place Head Age Group Coach on salary
- Action plan for each goal
 1. Official's Action Plan
 - 12 officials in 2017-2018, including 2 meet refs
 - 13 officials in 2018-2019, including 3 meet refs
 - 15 officials in 2019-2020, including 4 meet refs
 - Officials Budget in 2017-2018
 - Purchase gift card for each official for each home meet
 - Hold one official's clinics each season (or send to one)

Strategic Planning for 2017-2020 Stingray Swim Team

2. Facility Action Plan
 - Patty Pool
 - 6 lanes for 3 hours, 6 sessions/week in 2017-2018
 - 3 dryland session/week in 2017-2018
 - 6 lanes for 3 hours, 8 sessions/week in 2018-2019
 - 6 lanes for 3 hours, 10 session/week in 2019-2020
 - Alaska Club
 - 4 lanes for 2.5 hours, 5 sessions/week in 2017-2018
 - 5 lanes for 3 hours, 5 sessions/week in 2018-2019
 - New Facility (with other local/state entities)
 - Begin facility planning/cost analysis in 2017-2018
 - Acquire funds, government/corporate backing in 2018-2019
 - Break ground in 2019-2020
 - Facility Rental Budget
 - Increase 10% in 2018-2019
 - Increase 10% in 2019-2020
3. Coach Salary Action Plan
 - Place Head Age Group Coach on salary in 2018-2019
 - Place all coaches with 1+years on salary in 2019-2020
4. Home Meet Action Plan
 - Improve medal awards in 2017-2018
 - Provide bag-tags in 2018-2019
 - Improve high point awards in 2018-2019
 - Provide team awards in 2018-2019
 - Home meet budget
 - Increase 10% in 2018-2019
 - Increase 10% in 2019-2020
5. Travel Action Plan
 - 2017-2018 travel numbers
 - 17+ to Region XII
 - 3+ to Sectionals
 - 1+ to Junior Nationals
 - 2018-2019 travel numbers
 - 22+ to Region XII
 - 6+ to Sectionals
 - 3+ to Junior Nationals
 - 1+ to Senior Nationals

Strategic Planning for 2017-2020 Stingray Swim Team

- 2019-2020 travel numbers
 - 10+ to Sectionals
 - 7+ to Junior Nationals
 - 3+ to Senior Nationals
 - 1+ to Olympic Trials
- Travel Budget
 - Increase 10% in 2018-2019
 - Increase 10% in 2019-2020
- 6. Top 2 Alaska Ranking Action Plan
 - Top 3 in 2017-2018
 - Top 3 in 2018-2019
 - Top 2 in 2019-2020
- 7. National top 400 Ranking Action Plan
 - Top 700 in 2017-2018
 - Top 500 in 2018-2019
 - Top 400 in 2019-2020
 - National Ranking Budget
 - \$3,000 for National Group training in 2017-2018
 - \$7,500 for National Group training in 2018-2019
 - \$10,000 for National Group training in 2019-2020

How are we doing?

- Evaluate progress/update plan on regular basis
 - Evaluate and update strategic plan each year
 - Review, approve, and implement changes

Strategic Planning for 2017-2020 Stingray Swim Team

2017-2018 Season Plan Overview

- Officials
 - 12 officials, including 2 meet refs
 - Purchase gift card for each official for each home meet
 - Hold one official's clinics each season (or send to one)
- Facility
 - New Facility (with other local/state entities)
 - Begin facility planning/cost analysis
- Home Meets
 - Improve awards
- Travel Meets
 - 17+ to Region XII
 - 3+ to Sectionals
 - 1+ to Jr. Nationals
- Ranking
 - Alaska Ranking
 - Top 3
 - National Ranking
 - Top 700
- Budget
 - \$3,000 toward National Group Training

Last Updated 9/15/17