SWOT Analysis

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| **Internal** | **External** |
| Strengths | Opportunities |
| Dedicated board members | Increased pool time/space |
| Motivated swimmers | Corporate sponsors |
| Capable coaching | Partnership with Alaska Club |
| Solid financial situation | Increase in Pull Tabs |
| Growing as a business | Community awareness |
| Changing with new information (technique, technology, trying new things) | Increased interest during Olympic year |
|  |  |
| Weaknesses | Threats |
| Number of officials | Economy in recession |
| Meet participation | Competing over members with other teams |
| Team culture as a secondary activity/afterthought | Retention of coaches/board members |
| Team culture of hard work and taking ownership of one’s training | Team outgrowing pool space |
| Parent involvement |  |

**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
	+ none

**Where are we now?**

* Program Performance
	+ 80 members, an increase of over 150% in three years
	+ Ranked 7th in Alaska
	+ Ranked 1209 nationally
	+ 2nd place at conference
* Financial Performance
	+ Stable – can make all hard cost payments
	+ A few months of reserve for hard costs
	+ Provided raises for coaches with 1+ years on staff
* Administrative Performance
	+ Improved communication with members
	+ Involved at LSC level
	+ Improved committee outline
	+ Stable, dedicated board
* Community needs we’re responding to
	+ Learn to Swim 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
	+ Limited number of qualified coaches
	+ Improve partnership with Alaska Club
	+ Utilize parents to increase officials

**Where do we want to go?**

* Preliminary goals/objectives
	1. Maintain ten 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. 20% of members travel out of state
	6. Number 1 Alaska Ranking
	7. Top 300 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 40%
	+ Increase travel budget by 75%
	+ Place Head Age Group Coach on salary
* Action plan for each goal
1. Official’s Action Plan
	* + 6 officials in 2015-2016, including 2 meet refs
		+ 10 officials in 2016-2017, including 3 meet refs
		+ 10 officials in 2017-2018, including 4 meet refs
		+ Officials Budget in 2015-2016
			- Purchase gift card for each official for each home meet
			- Hold one official’s clinics each season (or send to one)
2. Facility Action Plan
	* + Patty Pool
			- 6 lanes for 2 hours, 7 sessions/week in 2015-2016
			- 2 dryland session/week in 2015-2016
			- 6 lanes for 2 hours, 10 session/week in 2016-2017
		+ Alaska Club
			- 4 lanes for 2.5 hours, 5 sessions/week in 2015-2016
			- 5 lanes for 3 hours, 5 sessions/week in 2016-2017
		+ New Facility (with other local/state entities)
			- Begin facility planning/cost analysis in 2015-2016
			- Acquire funds, government/corporate backing in 2016-2018
			- Break ground in 2018-2019
		+ Facility Rental Budget
			- Increase 10% in 2015-2016
			- Increase 10% in 2016-2017
3. Coach Salary Action Plan
	* + Place Head Age Group Coach on salary in 2016-2017
		+ Place all coaches with 1+years on salary in 2017-2018
4. Home Meet Action Plan
	* + Improve medal awards in 2015-2016
		+ Provide bag-tags in 2015-2016
		+ Improve high point awards in 2016-2017
		+ Provide team awards in 2016-2017
		+ Home meet budget
			- Increase 20% in 2015-2016
			- Increase 20% in 2016-2017
5. Travel Action Plan
	* + 2015-2016 travel numbers
			- 10+ to Region XII
		+ 2016-2017 travel numbers
			- 10+ to Region XII
			- 4+ to Sectionals
			- 1+ to Junior Nationals
		+ 2017-2018 travel numbers
			- 15+ to Region XII
			- 8+ to Sectionals
			- 3+ to Junior Nationals
		+ 2018-2019 travel numbers
			- 20+ to Region XII
			- 12+ to Sectionals
			- 5+ to Junior Nationals
			- 1+ to Senior Nationals
		+ 2019-2020 travel numbers
			- 20+ to Sectionals
			- 8+ to Junior Nationals
			- 3+ to Senior Nationals
			- 1+ to Olympic Trials
			- Travel Budget
				* Increase 15% in 2015-2016
				* Increase 20% in 2016-2017
				* Increase 20% in 2017-2018
				* Increase 20% in 2019-2020
6. Number 1 Alaska Ranking Action Plan
	* + Top 5 in 2015-2016
		+ Top 4 in 2016-2017
		+ Top 3 in 2017-2018
		+ Top 2 in 2018-2019
		+ Top 1 in 2019-2020
7. National top 300 Ranking Action Plan
	* + Top 1,000 in 2015-2016
		+ Top 800 in 2016-2017
		+ Top 600 in 2017-2018
		+ Top 400 in 2018-2019
		+ Top 300 in 2019-2020
		+ National Ranking Budget
			- $5,000 for National Group training in 2016-2017
			- $7,500 for National Group training in 2017-2018
			- $10,000 for National Group training in 2018-2019
			- $12,500 for National Group Training in 2019-2020
* Plan for review, approval, implementation
	+ Review, approve, and implement Strategic Plan during November 2015 board meeting

**How are we doing?**

* Evaluate progress/update plan on regular basis
	+ Evaluate and update strategic plan each year during August board meeting
	+ Review, approve, and implement changes during September board meeting

**2015-2016 Season Plan Overview**

* Officials
	+ 6 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
	+ Patty Pool
		- 6 lanes for 2 hours, 7 sessions/week
		- 2 dryland session/week
	+ Alaska Club
		- 4 lanes for 2.5 hours, 5 sessions/week
	+ New Facility (with other local/state entities)
		- Begin facility planning/cost analysis
	+ Facility Rental Budget
		- Increase 10%
* Home Meets
	+ Improve medal awards
	+ Provide bag-tags
	+ Home meet budget
		- Increase 20%
* Travel Meets
	+ 10+ to Region XII
	+ Travel Budget
		- Increase 15%
	+ Alaska Ranking
	+ Top 5
	+ National Ranking
	+ Top 1,000