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