



Club Development Division Strategic Plan

Presentation to the USA Swimming Board of Directors
November 15, 2003

The following outline highlights the key points addressed by Club Development Director Pat Hogan in a report to the USA Swimming Board regarding the progress and direction of the Club Development initiative.

I. Club Development Mandate

- a. Historical Perspective – a brief review of USA Swimming’s efforts in the area of technical support for grassroots swimming.
 - Bob Steele era (early 1980s – early 1990s)
 - Athlete/Coach/Club Services phase (mid to late 1990s)
 - Impact of “Zone Coordinator” positions created in 2000.
 - Opportunity presented by Dues Increase funding approved in 2002.

- b. Governance Study Impetus
 - Observation: “critical lack of attention to clubs.”
 - Finding: “clubs are the vehicle for broadening the membership base, promoting the sport and achieving competitive success.”
 - Recommendation: “a major focus on club development and service to clubs should be addressed immediately.”
 - Led to reorganization of headquarters staff and creation of the Club Development Division and a strong commitment to focus on developing and providing enhanced services and programs for all member clubs.

- c. Club Development Activities for 2003 – In addition to continued service to clubs through club visits and projects/commitments already on the table for 2003, the Club Development Division staff has ...
 - Sought feedback & opinions from a wide variety of sources.
 - Identified key challenges & issues facing clubs, coaches, & USA Swimming in general.
 - Assessed critical needs and opportunities.
 - Conducted an evaluation of existing programs & services and have initiated changes as recommended.
 - Participated in the Dues Increase task force process and assimilated task force recommendations into long-term planning.

II. Strategic Plan Components

Developed through the collective efforts and input of the Club Development staff.

- a. VISION: Excellence in club swimming.
- b. MISSION: Serving the sport by delivering programs, services, education, & counsel that support, strengthen, & elevate club swimming.
- c. OVERRIDING PRINCIPLES:
 - Offer superior service.
 - Provide effective communication & counsel.
 - Strive for sustainability.
 - Empower self-responsibility.
 - Positively impact clubs everyday.
- d. STRATEGIC OBJECTIVES
 - Elevate the overall performance level of USA Swimming club athletes.
 - Advocate athlete development progressions and training strategies that advance long-term success.
 - Promote membership growth and retention.
 - Develop, promote and facilitate delivery of parent education.
 - Raise the level of professionalism of clubs as businesses and organizations.
 - Provide effective counsel and support to coaches and clubs.
 - Advance coach professionalism, leadership, and education.
 - Assist local swimming committees in serving and building the sport.
 - Maximize access to and utilization of current facilities.
 - Foster the development and construction of new facilities.
 - Enhance delivery and utilization of CDD programs and services.
 - Coordinate and integrate Club Development services and programs with other USA Swimming services and programs.
- e. PROGRAMMING PRIORITIES (see attachment)

III. Staffing Initiatives

- a. New Positions – As recommended by the Dues Increase Task Forces, the following positions will be added to the headquarters staff over the course of 2004 and 2005. Some of the best candidates will likely come from the coaching ranks. In order to respect commitments to athletes and to ensure getting the best people, some of these positions may not be filled until September, 2004 or after.
 - *Facilities Development Director* – director-level position responsible for providing comprehensive facility expertise to USA Swimming members with the ultimate goal of developing resources to help member clubs gain greater access to existing facilities, upgrade existing facilities and to foster the development of new facilities. This individual will have expertise in the areas of pool construction, pool operations, and facility programming.

- *Community Relations Director (2005)* – director-level position responsible for developing advocacy efforts to promote competitive swimming in general and facilities in particular. This individual will be familiar with political trends in recreational sports and facilities and will seek out public funds for pools and related projects and assist member groups through political process once a pool project has been slated for a local referendum.
 - *4 Additional Field Service Positions* - see description in next section.
 - *Rural/Urban Program Coordinator (2005)* – will oversee and coordinate Outreach program including the “Pool of Dreams” rural/urban initiative recommended by the P & S task force.
 - *Resource Development Specialist*- resource development position with a primary focus on curriculum development and delivery of programs and services to coaches, clubs, and local swim committees.
 - *Field Services Director*- will supervise the Field Services Department. This individual will also hold one of the field service positions (see below).
- b. Field Services Program –Based on the success of the current field service efforts, the #1 recommendation of the Programs & Services Task Force was the addition of 4 new field service positions. After considering a variety of models, the following structure has been adopted for the field service program. The Field Service Director will come from one of these positions.
- *Sport Development Consultants* (formerly “Zone Coordinators”) – current field service positions providing service and support focused on communication and education to coaches, clubs, and local swim committees (LSCs) in assigned zone territory.
 - *Sports Performance Consultants* - new field service position providing sport science and technical education and support to coaches and clubs with the goal of enhancing athlete performance. These individuals will have expertise in and an affinity for sport science and technology. They will promote utilization and provide delivery of technical services and programs such as race analysis, stroke analysis, lactate testing and analysis, strength testing, etc. Two positions will be added in 2004.
 - *Master Coach Consultants* - part-time, contract positions providing field service consultation and support to coaches and clubs with the goal of enhancing athlete performance and educating and mentoring coaches. The intent is to utilize the talents and experience of recently retired coaches with recognized achievement at the highest levels of coaching. Two positions will be added in 2004.
- c. Organization Chart – attached is an organization chart outlining the structure of the Club Development Division and the lines of supervision. As recommended by the Governance Study, there is provision for a Membership Marketing Director at some point in the future (see attachment).

IV. 2004 Priorities

- a. Implement 9 Task Force proposals targeted for 2004.
- b. Hire, train and assimilate new staff members.
- c. Develop new, comprehensive Outreach initiative (strategic discussion for January Board meeting).
- d. Create Club Resources section on new website (to replace current Club Toolbox).
- e. Initiate efforts to create Learn-to-Swim membership category.

V. A Look Forward to 2008

Looking to the future in four areas, following are some of the objectives that we hope to see USA Swimming realize by 2008. While optimistic and aggressive, it is important that we establish visible benchmarks. Not only because these are worthy objectives for our sport, but because achievement of these goals will require a partnership effort by many USA Swimming member groups – clubs, coaches, LSCs, volunteers, and staff.

- a. Athlete membership
 - Increase in number of year-round athlete members from 235,000 to 280,000.
 - Increase in percentage of males from current level of 39% back to 45% level of the early 1990s.
 - 300,000+ Learn-to-Swim members.
 - Increasingly diverse membership population.
- b. Club Development
 - Increase in the average number of athletes per club from 83 to 94.
 - 45% clubs have 100+ swimmers (currently only 30% have at least 100 athlete members).
 - Highly successful Club Recognition program.
 - Significant increase in the number of clubs w/ Learn-to-Swim programs.
 - Well utilized “best practices” info based on data from club research efforts.
- c. Coach Development
 - Wide utilization of USA-S coach support, education and mentoring resources.
 - Greater application of current sport science & technology in teaching & training programs.
 - Quality & quantity of coach leadership making greater contribution, particularly at LSC level.
- d. Facility Development
 - Significantly improved access to pool facilities through public/private partnerships & community relations efforts.
 - Increase in construction of new facilities based on new and effective capital funding protocols.
 - Increase in number of clubs owning/operating facilities.

Club Development Division Programming Priorities

Existing Programs & Services

- Athlete Development
 - LSC Camps
 - Regional Distance Camps
 - National Select Camps
 - Open Water Domestic Camp
- Coach Education & Development
 - Coach Certification
 - Coach Education Clinics
 - ASCA/Regional Coaches Clinics
 - Coaches Quarterly
 - Coach of the Year Awards
- Club Education & Development
 - Club Excellence Program
 - Club Governance Programs
 - Club Toolbox (Club Resources section on website)
 - Outreach Programs
 - Swim-A-Thon

New Programs & Services for 2004

- Dues Increase Task Force Programs
 - Expanded Video Resources & Services
 - High School Swimming Initiative
 - Expanded Coaches Education
 - Club Recognition Program
 - Integrated Template System
 - Facilities Conference
 - Expanded Build-A-Pool Handbook
 - Create Facilities Resources section on website
 - Inventory of Pools
- New Initiatives based on Strategic Objectives
 - Outreach Program Review
 - Learn-To-Swim Membership

New Programs & Services for 2005

- Dues Increase Task Force Programs
 - Club Research Initiative
 - Coaches' Mentoring Program
 - Enhanced Parent Education Program
 - Rural/Urban "Pool of Dreams" Program
 - Science & Technology Research Initiative