

Wisconsin Swimming Year in Review April 5, 2015

George Geanon
General Chair



**WISCONSIN
SWIMMING**

Introduction

For the past eight years, in various capacities beginning with Officials' Chair, I have attended the majority of the meetings of the Board of Directors, House of Delegates, Officials Committee, Age Group/Senior Committee and Rules Committee, as well as some of the Budget Meetings, within Wisconsin Swimming. I have attended at least seven U. S. Aquatic Sports Conventions. During the course of those conventions, I have gained a broad perspective of the workings of USA Swimming and its LSCs by attending meetings of approximately 17 of the USA Swimming Committees. Wisconsin Swimming has successfully completed LEAP (LSC Evaluation & Achievement Program) Level 1 twice (a requirement every four years coinciding with the USA Swimming Quad Business plan), and is nearing completion of the voluntary LEAP Level 2. Along with several members of the Wisconsin Swimming Board of Directors, I participated in documenting our compliance with LEAP requirements. Besides participation in meetings and LEAP, I have served as a swimming official for 15 years.

As a consequence of this activity, presented here are several observations regarding strengths and weakness within the LSC and many of Wisconsin Swimming clubs.

Strengths (including but not limited to):

1. A corps of coaches who are dedicated, knowledgeable, passionate and committed to the sport and their athletes.
2. An inviting and safe environment in which parents can be confident that their children's best interests are paramount.
3. An inclusive environment in which athletes have the opportunity to develop their talents to the maximum extent of their potential.
4. An ongoing, annual effort to provide opportunities for athletes to participate in LSC Championships within the constraints of our facilities.
5. A Board of Directors that is responsive to the needs and concerns of its membership as well as fiscally responsible.
6. A well^managed Registration/Membership process.
7. Encourages the development of time management skills, goal development and commitment skills that contribute to a successful future in college and the workforce.
8. Provides a foundation fostering dedication to a purpose, dedication to a team and dedication to principles that generate good citizenship as an adult.

While the strengths are many, and extend beyond the above list, there are weaknesses as well. These are not due to lack of ability, caring or leadership, but primarily due to issues inherent in a volunteer structure, where members of the Board of Directors and LSC administration have

full time commitments such as coaching, employment outside of swimming, and other responsibilities. These challenges apply to all LSCs, not just Wisconsin Swimming, and LSCs appear to be at various stages along the road to professionalism.

Weaknesses (including but not limited to):

1. Inadequately maintained Policy & Procedure/Rules & Regulations Manual: changes adopted by the House of Delegates have not always been incorporated into the manual.
2. Inadequately maintained LSC Bylaws
3. Inconsistent incorporation of Athlete input
4. BOD position term limits out of compliance with Bylaws
5. Lack of published job descriptions for BOD positions and lack of BOD orientation/education
6. Operational “traditions” that rely on institutional memory and not written procedures
7. Inconsistent compliance with mandated USA Swimming report requirements as defined in the Bylaws
8. Inconsistent compliance with USA Swimming/Non^Profit status financial reporting requirements/audits
9. Inadequate processes to sustain the recently adopted and enhanced Annual Meeting structure and ensure regular use of the USA Swimming supported Swimposium structure (every 3 years)
10. Lack of utilization of social media, website enhancements and other electronic communication techniques
11. Inadequate use of educational tools/templates for coaches and club leadership
12. Reactive rather than proactive support regarding aquatic facilities: pool closures, referendums for aquatic facilities, and lack of participation in facility design and planning.

Many of these issues become more complex and time consuming as an LSC increases in size, as Wisconsin Swimming has. What follows is a review of the progress, or lack thereof that has been made towards addressing these weaknesses. Self – evaluation, for an individual and for an organization, is a critical component of reaching a higher level of function and achieving successful results.

Self – evaluation by the Wisconsin Swimming Board of Directors can be well guided and performed by addressing the questions recently submitted to the BOD by Wisconsin Swimming’s Immediate Past General Chair, Drew Walden:

1. Have we moved forward and have we met our goals? Are we close?
2. What might be the next steps?
3. Have we spent our money wisely or received value for our investments?
4. Can we determine if our critical issues and choices have changed or evolved?
5. What’s next?

Strategic Planning

In late 2013, the BOD voted to proceed with a formal Strategic Planning session. This was performed in two sessions during the 2014 Annual Meeting. Jane Grosser, USA Swimming Governance Consultant, facilitated this initiative.

The purpose of Strategic Planning is to:

1. Improve the effectiveness of an organization
2. Create a plan to focus the energy and coordinate the efforts of members towards the same goals
3. Assess the environment in which an organization operates
4. Shape the future, rather than react to the future
5. Establish goals to achieve within the 1² years after the Strategic Planning session.

At our Strategic Planning sessions, 4 areas of focus were identified:

1. Education
2. Communication
3. Facilities
4. Governance

In addition to the areas of focus, the merits of an Executive Director versus a Non[^]Profit Consulting/Management organization to assist with enhancing the management of the extensive issues facing an LSC were discussed.

Attachment A is a copy of the Strategic Plan with comments regarding the status of the various strategies that were adopted by the BOD. Comments in red indicate the progress, or lack thereof, that has been made in the last 9[^]12 months. The Wisconsin Swimming Strategic Plan will be a major focus of our next BOD meeting on April 24, the evening prior to the Annual meeting on April 25.

This is a summary of the areas of focus.

A. Education

- a. Club Recognition Program: Goal of 50% participation by 9/1/2015 ^ no significant activity to date.
- b. Club Development Chair: volunteer identified however, activation of a job description and process has yet to be developed.
- c. Club education through Annual Meeting and/or Swimposium – has been implemented.
- d. Club development tab on LSC site map

- i. Posting of club templates (Bylaws, Policy/Procedures Manual, Club Handbook, etc.) – no significant activity to date
 - ii. Posting of informational resources from USA Swimming – no significant activity to date.
- e. Coach Clinics – no significant activity to date
- f. Mentor Coach Program – no significant activity to date
- g. Coach^centric track for Swimposium – completed

B. Governance

- a. Orientation of Board Members
 - i. To be held at the June BOD meeting, with newly elected and retiring BOD members
 - ii. Creation of BOD manual – under active development
 - iii. BOD job description manual – 50% complete
 - iv. Re^instatement of Bylaws mandated term limits – completed
- b. Increase Professionalism and Accountability of BOD
 - i. Explore feasibility of Executive Director position: Knight Public Affairs, LLC (association management company) hired
 - ii. Define paid versus volunteer BOD positions
 - 1. Transition Treasurer and Registration/Membership to paid staff, non^voting BOD positions – underway
 - 2. Create Director of Program Operations position: project cancelled.
 - 3. Meeting effectiveness and efficiency – minimal development of consent agenda structure
 - 4. BOD/LSC Administrative Calendar – initiated but not complete
- c. Increase involvement of other members within the LSC
 - i. Task forces for Communications, Safe Sport, Website enhancement and Annual Meeting Planning – minimal activity except for Annual Meeting Planning
 - ii. Define/Revise/Refine Committee structure – minimal activity to date, spreadsheet created
- d. Improve Communication
 - i. Identify most effective methods for stakeholder groups – no significant activity to date
 - ii. Communication and Website enhancement task forces – no significant activity to date.

C. Communications

- a. Identify most effective methods for stakeholder groups – no significant activity to date

- b. Identify who should be responsible for communications (such as social media, etc.) – no significant activity to date
- c. Create a communication improvement plan
 - i. Create/Maintain Wisconsin Swimming Facebook – no significant activity to date
 - ii. Create email distribution lists – minimal activity to date
- d. Website enhancement/re^design – no significant activity to date

D. Facilities

- a. Save/Maintain existing pools in Wisconsin
 - i. Commission a Facility Survey – outside consultant obtained, survey underway
 - 1. Identify existing facilities, their age, suitability for practice/competition
 - 2. Regional population figures and projected growth
 - 3. Identify areas of facility need
 - ii. Hire/Retain lobby firm to advocate for facilities and programs – completed through engagement of KPA
 - iii. Identify planned new facilities/assist where possible with referendums – completed through engagement of KPA.

Please disregard where specific names are listed in the strategic plan for implementation as they are not responsible for lack of activity. That responsibility rests with the General Chair and the BOD, not with individuals.

As you can see from Attachment A and the outline presented above, we have made significant strides in the Governance and Facility focus areas, and those efforts will continue to completion in the second year of the strategic plan.

Little progress has been made in the Education and Communication focus areas, and these will be primary efforts in the second year of the strategic plan.

At the April 24th BOD meeting, we will discuss potential revisions to the strategic plan.

Attachment B (Wisconsin Swimming, Inc. Board of Directors Table of Organization) and Attachment C (Wisconsin Swimming, Inc. Standing Committee Organization Structure) are drafts created from the LSC Bylaws. It is difficult to easily sort through the Bylaws to obtain this information.

Knight Public Affairs, LLC Affiliation

In August 2014, a one year contract was signed with Knight Public Affairs, LLC (KPA), an association management firm, to assist with the administration of the LSC, effective September 1, 2014. There are two components to their involvement: LSC Administration and Government Activity. The original agreement entailed the following:

Association Management

Phase 1: Provide limited association management support (1 Year)

- Provide administrative support for elected board members and committees.
- Attend Board Meetings; record and distribute minutes in a timely manner.
- Assist in the rewriting and organizing of by^laws.
- Assist in helping the LSC accomplish tasks set forth with the USA Swimming LEAP initiatives.
- Assist with the writing of WS policies.
- Assist with coordination of a symposium.
- Provide support for social media and website communication.

Government Relations

Phase 1: Establish a government relations program (1Year)

- Work with Kevin Baseheart to develop information to identify areas in need of immediate and long^term government relations.
- Work with WS Board of Directors to identify and create a legislative initiative that will directly benefit WS and member organizations. (e.g. WIAA changes, concussion reform, Safe Sport, Insurance)
- Proactively begin to meet with local and state elected officials in identified areas to build long^term relationships and educate on the economic impact of WS.
- Identify communities proposing school and pool referendums and create a campaign plan to be implemented in support of the construction of competitive pools.
- Reach out to all member teams to identify areas of local political concern.
- Serve as Chief Information Officer (CIO) for WS.

Summarizing the achievements some of the achievements of this affiliation:

A. LSC Administration

- a. Thorough documentation of meeting minutes for the Age Group/Senior Committee, BOD and HOD (delays in posting meeting minutes have been due to LSC leadership issues, not KPA issues – drafts of meeting minutes are available from KPA within 72 hours).
- b. Assistance with the preparatory work for the LSC Annual Meeting and Swimposium.
- c. Thorough comparison of our current LSC Bylaws and the USA Swimming LSC Bylaws Template to correct deficiencies.
- d. Formatting of our LSC BOD Job Description Manual and our Policies and Procedures Manual.
- e. Serving as our Crisis Management spokesperson.

B. Government Activity

- a. Facility Projects: Preliminary discussions with at least five communities/organizations regarding present or future pool referendums.
- b. Meeting with a State Representative, the Milwaukee County Parks Director and other officials to establish a relationship with Wisconsin Swimming and help safeguard against additional pool closures.
- c. Meetings with the Government Affairs Director for the Association of Wisconsin School Boards, as well as several School District Superintendents to discuss pending or active pool referendums.
- d. Meetings with the Governor's Counsel of Tourism
- e. Meetings with various Visitor and Convention Bureaus and Sports Marketing Directors throughout the state
- f. Meeting with representatives from Visit Milwaukee about working with teams to assist with bidding on current and future meets
- g. Assistance with emails to Wisconsin Swimming families in the Germantown area, encouraging participation in the Germantown School District community survey regarding a new pool
- h. Assistance with emails to Wisconsin Swimming families to encourage voting in the upcoming Whitnall pool referendum
- i. Meeting with members of the Governor's counsel regarding final passage of funding for the University of Wisconsin, Madison aquatic facilities.

Please see Attachment D, which is Eric Knight's Updated Government Activity Report and Attachment E, which is KPAs Staff's Association Management Service Provided in Addition to Government Affairs Activities Report

The affiliation with KPA has been, from my perspective, very valuable and is critical to moving forward with our strategic plan. The LSC Administrative component will keep the LSC current in changes to Bylaws, the Policy/Procedure Manual, and the Rules/Regulations Manual. They provide much more comprehensive minutes than we are capable of providing. They turn around the meeting minutes in 72 hours as directed. If they were not posted in a timely fashion in the past, that was because the minutes were not reviewed in a timely manner by me and others. To avoid this, they will be posted with 72 hours (with the occasional delay due to complicated meetings), and revised prior to the next meeting where they are approved. They have also been extremely valuable in the preparations for the Annual Meeting/Swimposium. Jeff and Eric Knight have extensive experience in the government sector and have greatly increased the visibility of Wisconsin Swimming with state and local government entities. This aspect of the affiliation is an **investment** in the future of Wisconsin Swimming and its clubs. We cannot provide funds to assist clubs or communities with construction of facilities, but we can provide extensive facility resources/information from USA Swimming and advice/support with the referendum process.

In hiring KPA, we have hired a TEAM, not one individual which would be the case with an Executive Director. This team brings a multitude of skills and experience that we did not have in the past.

As we are in the second half of our one year contract with KPA, I have asked them to come to our BOD meeting on April 24th, with a two year proposal which will include some additional duties. The contract for this first year was \$30,000. Increased duties will necessitate an increase in the consulting fee. As we decided to cancel the Director of Program Operations effort, for which we budgeted \$20,000, we have some additional money available. Also, as we move forward, obtaining sponsorships will also be part of the contract, which will help offset some of the cost.

The following items will be included in the next proposal.

Knight Public Affairs
September 2015 to September 2017

- I. LSC Administration
 - A. Comprehensive meeting notes
 - 1. Board of Directors
 - 2. House of Delegates
 - 3. Age Group/Senior Committee

- B. Document maintenance
 - 1. LSC Bylaws
 - 2. Rules and Regulations Manual (print/cite individual chapters or entire document)
 - 3. Policy and Procedures Manual (print/cite individual chapters or entire document)
 - 4. Operations Manual
 - 5. Maintenance items
 - a. Consistency of format
 - b. Annual updates of Bylaws
 - c. Make appropriate changes to Rules/Regulations Manual and Policy/Procedures Manual as adopted by BOD/HOD

- C. Annual Meeting/Swimposiums
 - 1. Determine venue availability and define parameters for suitable meeting sites.
 - 2. Tour and recommend appropriate venues
 - 3. Negotiate venue contract and prepare a budget
 - 4. Publicize event to the target audience
 - 5. Create meeting flyers and advertisements, populate the website
 - 6. Coordinate the registration process
 - 7. Assist with lodging and travel arrangements for guest speakers
 - 8. Assist in the selection of promotional items
 - 9. Oversee copying of speaker handouts, nametags, registration table, determine proof of presence for club registration refund.
 - 10. Secure voting devices, power point availability

- D. Aquatic Sports Convention
 - 1. Secure block of rooms
 - 2. Coordinate Registrations (with Pat Lewno)
 - 3. Work with Athlete Liaison to coordinate athletes
 - 4. Assist with the logistics surrounding the convention process

- E. Assist with LEAP

- F. Communications
 - 1. Website enhancement and re[^]organization
 - 2. Mail lists: coaches, officials, club presidents
 - 3. Write news briefs
 - 4. Coordinate Social Media
 - a. LSC Facebook
 - b. Twitter

- G. Sponsorships
 - 1. Create levels of sponsorship
 - 2. Create sponsor materials
 - a. Forms
 - b. Letters
 - c. For use at LSC and Club level
 - 3. Provide training for sponsor activists

II. Government Activity

- A. Assist with pool referendums in which USA Swimming Clubs are involved
- B. Work with Tourism/Convention Bureaus
- C. Lobby on behalf of Wisconsin Swimming with local and state officials
- D. Explore collaboration with other Aquatic entities in the LSC, such as WIAA
- E. Promote the interests of Wisconsin Swimming and serve as our voice at the local and state level.

This affiliation has shown very tangible benefits in the brief 6 months of its existence. To some extent, we are still working on some processes which is inherent in any new affiliation. This is a big step forward for Wisconsin Swimming, and investment in our future. The better we perform administratively, the better we position ourselves at the local and state level as a leader of competitive swimming and aquatic activities, the greater the impact on and opportunity for our athletes.

Additional Achievements and Projects

It has been a busy year competitively and administratively in the LSC. Not all of these items have been completed, but will be. Some will not be readily apparent to the membership of Wisconsin Swimming, but that does not undermine their value to our membership.

1. Using the USA Swimming LSC Bylaws Template, changes were made to the template to reflect our previously accepted Bylaws changes. In addition, new Bylaws recommendations are included for review by the BOD and HOD. Our current Bylaws are missing several items, contain incomplete sentences, and do not adequately reflect some of the format changes we have adopted over the years. The Bylaws will be reviewed by the Rules Committee 3/31/2015, then brought to the BOD meeting April 24 and HOD meeting April 25. If passed, it will be submitted to USA Swimming.
2. An LSC Job Description Manual for the BOD and LSC positions is 50% complete.
3. Re^establishing compliance with Wisconsin Swimming Bylaws regarding term limits for LSC BOD and Committee elected positions. Compliance with Bylaws is a requirement for maintaining 501 C (3) status.
4. Arranging a swimposium 4/25/2015, the first since 2009 for Wisconsin Swimming.
5. A Board Orientation to occur at our June BOD meeting.
6. Separating our current Policy/Procedure manual into a Rules/Regulations manual and Policy/Procedure manual, as well as creation of an Operations Manual.
7. Meetings to be arranged with Jim Mohr, a former General Chair of Wisconsin Swimming (who has been retired from the LSC), to mentor and assist us with Financial aspects of the LSC (Jim is a lawyer and CPA). He has also agreed to provide some financial/retirement talks for our coaches (he does not sell any products, and our younger coaches have asked for information on financial planning/retirement planning).
9. The Knight Public Affairs, LLC partnership. A new contract will be coming up for negotiation. It will include assistance with the management of LSC Communications and Social Media. They will also manage meeting arrangements for annual meetings, future swimposiums, completion of LEAP submissions, and assist with a website organization review.
10. KPA met with committee members and politicians on the Governor's panel that grants final approval to the \$100 million dollar proposal to upgrade athletic facilities at University of Wisconsin ^ Madison, including new pool construction. The proposal passed, and though we were not actively involved in that process, the committee members were impressed with the interest and support of Wisconsin Swimming. KPA has been exploring ways to increase access at a reasonable cost to pools within the University of Wisconsin system for club meets. We will soon start exploring ways to increase cooperation and unity with our high school organization,

WIAA. We sent a member of KPA to the build a pool conference in San Diego to learn more about developing competition pools as a component of "Aquatic Wellness Centers". We are encouraging pool referendums that have a USA Swimming club associated with them to make use of the Nelsons for early planning and advice to try and ensure issues such as deck space, Spectator seating, HVAC and UV issues are properly addressed. We would like clubs/communities to make use of USA Swimming Facility development advice through the Nelsons.

12. Start planning to enhance club development tools on our website: Club bylaws templates, parent manual, policy/procedure manuals (some from the USA Swimming website, some from other LSCs, and some from clubs with the LSC).

13. Established a policy and position for an Athlete Liaison. Trina Schaetz serves in this role. Athlete meetings have been established, occurring on the day of HOD meetings, giving greater voice to our athletes.

14. The largest number yet of Wisconsin Swimming representatives on Zone and USA Swimming Committees:

A. David Anderson: USA Swimming Board of Directors, Central Zone Coach Co^Director, Member President's Task Force: Safe Sport Program Review Task Force Report

B. Jeanne Drzewiecki: USA Swimming Times and Recognition Committee

C. George Geanon: USA Swimming Safe Sport Committee, Chair of Safe Sport Certified Club Subcommittee, National Board of Review Committee, appointed by the President of USA Swimming to the 3 member Swim Assist Panel, for victim assistance.

D. Angela Monty: USA Swimming Diversity and Inclusion Committee.

E. Kim Stoll: Central Zone Vice Chair of the Zone Board of Review panel

Goals for the second year of our Strategic Plan and for Wisconsin Swimming

- Website enhancement and re^design.
- Implementation of the strategic plan elements for Communication: social media, news stories, email lists, etc.
- Implementation of the strategic plan elements for Education.
- Renewal of our KPA contract for two years, with an enhanced list of responsibility (all under the supervision of the BOD).
- Transition from voting members to paid staff of the LSC for Treasurer and Registration/Membership (required by legislation passed at convention 9/2014 and effective 1/1/2016).

- Creating the necessary processes for paid staff: job descriptions, performance evaluations, etc.
- Assistance with budgeting and financial reporting through mentorship with Jim Mohr, former General Chair.
- Continue the efforts of the Age Group/Senior Committee to provide Regional, Silver, and LSC Championship Meet Announcement templates for posting on the site map of our website, as well as timely posting of time standards.
- Continue the efforts of the Age Group/Senior Committee and Tech Planning to make the LSC Championships as inclusive as possible, within the constraint of our facilities.
- Explore potential programs to enhance athlete education/training and Coach education/training/mentoring.
- Your thoughts?

It has been an exciting and very busy year. The Board of Directors has gone above and beyond with the additional meetings that have occurred. No single person “runs” the LSC. It is a team effort at the BOD and HOD levels, and those entities are the ultimate decision makers. To those of you who will be rotating off the BOD, you have the sincere gratitude from me and from the membership of Wisconsin Swimming for all the time and heart you have put into the organization on behalf of the athletes and the membership. We look forward to your continued active participation in Wisconsin Swimming and your dedication to the sport and our athletes.

Change can be difficult. Some of our endeavors may not succeed, and others will (possibly opening the door to new opportunities and direction). I hope you feel some of the excitement I do about the future of Wisconsin Swimming. I am proud of the 15 years that I have been associated with Wisconsin Swimming and USA Swimming. It is a great privilege to work with the coaches, volunteers, my fellow officials and the athletes. Coaches have a tremendously positive affect on the lives of their athletes, as my wife and I saw with our own children. Thank you for all that you do!



WISCONSIN SWIMMING BOARD OF DIRECTORS 2014 – 2016 STRATEGIC FRAMEWORK



ATTACHMENT A

Core Values: Opportunity, Excellence, Sportsmanship, Inclusion

Vision: Wisconsin Swimming creates opportunities to achieve excellence in swimming and life in an inclusive environment

Mission: Wisconsin Swimming serves the sport through our core objectives: Build the base; Promote the sport; Achieve competitive success.

Focus Areas

- ✓ **Education**
- ✓ **Communication**
- ✓ **Facilities**
- ✓ **Governance**

Summary: The Board of Directors of Wisconsin Swimming met on Saturday and Sunday, April 26-27, 2014, at the Marriott Milwaukee West in Waukesha, WI, to construct a strategic plan that will act as a guide for the future of Wisconsin Swimming for the next two-five years. The entire Board of Directors of Wisconsin Swimming was invited to participate. All BOD members attended except for three. The program presented by the LSC Governance consultant (Jane Grosser) included a Saturday evening Governance session followed by an all day Sunday planning session. Other activities during the weekend included a Saturday morning Board of Directors meeting and House of Delegate meeting along with three mini education sessions presented in the afternoon back to back. The sessions presented included: 1) Concussion presentation, 2) OME and meet directors procedures meeting presented by various members of the BOD, 3) Parent education session presented by the LSC governance consultant (Jane Grosser).

Within the framework of the governance session, and along with the above identified focus areas, the BOD developed specific goals in each of the areas along with timelines for completion and point people for each goal. The document created was designed to be a working document to be reviewed annually with updates at each meeting of the Wisconsin Swimming Board of Directors.

Participants in attendance at the planning session include: George Geanon, (General Chair), Jeanne Drzewiecki (Admin Chair), Pat Lewno (Treasurer), David Anderson (Senior Chair), Brent Boock (Age Group Chair), Dave Westfal (Board of Review), Brett Wilson (Coaches Rep), Kevin Milak (Club Development), Troy Engstrom (Finance Chair), Blaine Carlson (Secretary), Dave Joyce (Records, Top 16), Kim Stoll (Rules), Rick Potter (Officials Chair), Angela Monty (Diversity), Cathie Marty (Board of Review), Lexi Monty (Jr. Athlete rep), Drew Walden (immediate past General Chair).



WISCONSIN SWIMMING BOARD OF DIRECTORS 2014 – 2016 STRATEGIC FRAMEWORK



Attached are the specific goals, objectives, and action steps related to each focus area of the 2014-2016 priorities: Education, Communication, Facilities, and Governance. Each goal was presented and affirmed by the whole group at the conclusion of the session.

KEY AREA: Education					
STRATEGIC GOAL	MEASURABLE OBJECTIVES	ACTION STEPS	TASK What needs to be done?	WHO? Responsible Party	WHEN? Deadlines/Milestones
Club Education	Club Recognition Program	Complete USA Swimming CRP Level 1	Incentive\$	Club Development Chair	50% Participation by 9/1/15 No significant activity to date.
	Professional	Determine Full-Time or contract work	Develop job description Salary Hiring Performance review	WI BOD Club Development Chair	Ball Rolling April 2015 Person in Place April 2016 No significant activity.
	Club education through annual meeting and swimposium underway				
	In the next year, create club develop area on site map and post club templates (bylaws, P&P)				
Coach Education	Coach attendance @ Clinics	Develop policy of clinics and reimbursement schedule	Rules Budget Research	Rules chair Finance chair Coaches rep	October 2014 No significant activity to date.
	Mentor coach program	Determine full-time or contract work	Develop job description Salary, hiring	Board, club development BOD	April 2015 April 2016 No significant activity to date.
	Swimposium	Have coach-centric track	Find coaches to speak/present	Meeting committee	October 2014 To be completed April 2015



WISCONSIN SWIMMING BOARD OF DIRECTORS 2014 – 2016 STRATEGIC FRAMEWORK



KEY AREA: Governance

STRATEGIC GOAL	MEASURABLE OBJECTIVES	ACTION STEPS	TASK What needs to be done?	WHO? Responsible Party	WHEN? Deadlines/Milestones
Increase Professionalism and Accountability of BOD	Orientation of new BOD members	Create a BOD handbook Job descriptions 50% complete. Board orientation to occur at June 2015 meeting. Term limits, per LSC Bylaws re-established. Board Manual in development	Create job descriptions/consult bylaws (Is there redundancy.conflicting information?) Identify attendance requirements Provide job descriptions to new members Structure of BOD Term limits (when elected) Appointed position Zero based committee structure P&P included Bylaws included Mission/Vision/Core Values of WI Swimming BOD member duties and responsibilities Description of fiduciary responsibilities List of all board members/position/contact information Chart of accounts	Task force of George, Kim, Pat, Troy Chart of accounts—Pat Lewno	May 3—George will confirm job descriptions, email them to task force members as well as table of contents-- Reconciliation of published USA Swimming’s job descriptions for task force to check for consistency with WI current bylaws June 1—Task force members will email the reconciled job descriptions to George Prior to June BOD meeting— email job descriptions and BOD manual to BOD members for review June BOD meeting— discuss BOD manual August 26—BOD orientation



WISCONSIN SWIMMING BOARD OF DIRECTORS 2014 – 2016 STRATEGIC FRAMEWORK



KEY AREA: Governance					
STRATEGIC GOAL	MEASURABLE OBJECTIVES	ACTION STEPS	TASK What needs to be done?	WHO? Responsible Party	WHEN? Deadlines/Milestones
Increase Professionalism and Accountability of BOD	Explore the feasibility of having an paid Exec Director Define paid vs. volunteer components of the positions of Treasurer, Membership, Admin Vice Chair	Discussion needed-- What financial resources are needed Investigate how this position is utilized in other LSCs (George) Develop job description Develop performance review	Explore: long term financial resources to support this position Explore: Job performance reviews Explore: Insurance & benefits	Governance Task force	House of Delegate meeting in Oct with details of Admin Vice Chair, Treasurer, Membership Non-profit consultant (Knight Public Affairs) hired 9/2014 for LSC admin support and gmvt support.
	Meeting effectiveness and efficiency	*Adopt Consent Agenda Philosophy *Attendance requirement per bylaws *Review meeting materials prior to meetings	Communicate expectations with BOD members Provide an optional committee meeting agenda and minutes template Create timeline that details when agendas need to be posted, minutes need to be posted, frequency of meetings, notice of meetings, etc.	General Chair— expectations George & Pat—createtemplate and timeline	June 24, 2014—BOD meeting for consent agenda Sept 1, 2014—attendance enforced Minimal development of consent agenda concept.
	BOD Calendar LSC Administrative Calendar		Establish what dates are vital to include Include in BOD manual	Carol, Jeanne, George	January 2015 Calendar development Initiated but incomplete



WISCONSIN SWIMMING BOARD OF DIRECTORS 2014 – 2016 STRATEGIC FRAMEWORK



KEY AREA: Governance					
STRATEGIC GOAL	MEASURABLE OBJECTIVES	ACTION STEPS	TASK What needs to be done?	WHO? Responsible Party	WHEN? Deadlines/Milestones
Increase Involvement of Other Members within the LSC	Create opportunities for nonBOD volunteers to participate in committee work	Four task forces developed: Communications, Safe Sport, Website Enhancement, Annual Meeting Planning	Distribute to BOD and post on website	George	Within two weeks Minimal progress to date.
	Define/revise/refine committee structure	What committees are currently defined in bylaws? Do appointed chairs have a committee? Define committee structure	Review bylaws concerning make up of committees What additional committees are needed What committees are no longer needed Define difference between task force, adhoc committee, zero term committee	Troy—bylaws examination (make a chart) Follow up with discussion of needs/and opportunities to involve non BOD	June 24 th BOD meeting Minimal activity to date. Spreadsheet developed.
Improve communications	Identify the most effective communication methods for each stakeholder groups.	Exploring how to use team unify better	Review capabilities of team unify.	Communication and Web enhancement task forces.	By October No significant activity to date.
	Gaps identified by types of stakeholders. Coaches, Team Boards, officials, board members, athlete reps.	Survey, Research existing tools and identify new ones.	Survey and identify what the gaps are	Communication and Web enhancement task forces.	By October No significant activity to date.



WISCONSIN SWIMMING BOARD OF DIRECTORS 2014 – 2016 STRATEGIC FRAMEWORK



KEY AREA: Communication					
STRATEGIC GOAL	MEASURABLE OBJECTIVES	ACTION STEPS	TASK What needs to be done?	WHO? Responsible Party	WHEN? Deadlines/Milestones
Improve communications No significant activity to date.	Identify most effective communication methods for each stakeholder.	Establish targeted email groups in the LSC	Survey	Communication and Web enhancement task forces.	By October
	Identify who should be responsible for communications.	To identify opportunities to leverage social media within safe sport guidelines.	Have task force develop recommendations for who is responsible to oversee communications for each stakeholder group	Communication and Web enhancement task forces.	By October
	Create a communication improvement plan	Identifying resource requirements needed to execute a communication improvement plan	Create a Pilot Wisconsin Swimming Facebook Page	Communication and Web enhancement task forces.	Annual 2015 HOD Meeting
		Identify how to implement the communication plan	Create email distribution lists	Communication and Web enhancement task forces.	Annual 2015 HOD Meeting
Implement these communication methods for stakeholder groups.		Review effectiveness of communication plan	Formation and implementation of the communication and website navigation task forces	Communication and Web enhancement task forces.	Annual 2015 HOD Meeting No significant activity to date.



WISCONSIN SWIMMING BOARD OF DIRECTORS 2014 – 2016 STRATEGIC FRAMEWORK



KEY AREA: Facilities					
STRATEGIC GOAL	MEASURABLE OBJECTIVES	ACTION STEPS	TASK What needs to be done?	WHO? Responsible Party	WHEN? Deadlines/Milestones
Save/Maintain Existing pools in WI	Commission a study that:	ID existing facilities, their age & use WI population / projected growth	Determine the cost to have a study done and who would do it	Dave	June 24 th Survey is in progress.
			ID under utilized pools	Angela	Later if after study
	Hire / retain lobby firm / expert that can advocate for facilities and programs	ID a person or group	Determine the rate for a save a pool campaign	Drew	Significant activity through Knight Public Affairs
Promote new facilities	Myrtha pool or similar plan for both training and teaching pool that could be applicable at multiple sites around the LSC	Ask for direction from USA Swimming's Mick Nelson		Blaine	June 24 No significant activity to date.
	ID planned new facilities	Determine the rate to advocate for a new pool		Drew	June 24 Significant activity through KPA

Attachment B (Draft)						
Wisconsin Swimming, Inc. Board of Directors Table of Organization						
Board of Directors Position	Supervising Vice;Chair	Election Cycle	Term Limits	Voice +/-; Vote	Executive Board	Convention Delegates
Officers of the Board of Directors						
General Chair		Odd	2 terms	Voice/Vote	Chair	Attendee (voting)
Administrative Division ; Administrative Vice Chair		Even	2 terms	Voice/Vote	Member	Attendee (voting)
Age Group Division ; Age Group Vice;Chair		Odd	2 terms	Voice/Vote	Member	Attendee (voting)
Senior Group Division ; Senior Vice;Chair		Even	2 terms	Voice/Vote	Member	Attendee (voting)
Finance Division ; Finance Vice;Chair		Odd	2 terms	Voice/Vote	Member	
Athlete Division ; Senior Athlete Representative	Senior	Even	2 terms	Voice/Vote	Two Athletes	Attendee (voting)
Coach Division ; Coach Representative (2)		Even & Odd	2 terms	Voice/Vote	Member	Attendee (voting)
Non;Officer Chairs, Coordinators						
Membership/Registration Coordinator	Administrative	Even	No term limit	Voice/Vote		Attendee
Officials Chair	Administrative	Odd	2 terms	Voice/Vote		Attendee
Safety Chair	Senior	Odd	2 terms	Voice/Vote		
Secretary	Administrative	Odd	No term limit	Voice/Vote		National and Zone
Treasurer	Finance	Even	No term limit	Voice/Vote		Committee Members
Technical Planning Coordinator	Age Group	Even	2 terms	Voice/Vote		
Athlete Representatives						
Athlete Representative	Senior	Odd	2 terms	Voice/Vote		
Athlete Representative	Senior	Even	2 terms	Voice/Vote		
Athlete Representative	Senior	Odd	2 terms	Voice/Vote		
Appointed Chairs/Coordinators						
Records, NTV Coordinator	Administrative		Same as GC	Voice		
Rules Chair	Administrative		Same as GC	Voice		
Disability Coordinator	Age Group		Same as GC	Voice		
Diversity Coordinator	Senior		Same as GC	Voice		
Safe Sport Coordinator	Administrative		Same as GC	Voice		
Sanction Coordinator	Administrative		Same as GC	Voice		
Ex;Officio						
Immediate Past General Chair				Voice/Vote		
Quorum: 1. 17 voting members 2. Quorum is majority of voting members, therefore 9.						
Terms and Term Limits						
Officers and Non;Officer Chairs/Coordinators: Two, 2 year terms (4 consecutive years). May serve again after a 2 year lapse.						
Membership/Registration, Treasurer, Secretary: No term limits.						
Appointed Chairs/Coordinators: 1) appointed by General Chair with the advice/consent of BOD and Supervising Vice;Chair.						
2) serve until election of the next General Chair (+ 60 days if needed)						
Aquatic Sports Convention Attendees: General Chair, Admin Vice;Chair, Senior Vice;Chair, Age Group Vice;Chair, Senior Athlete Rep, Coach Rep, Officials Chair, Membership/Registration Chair, National Committee Members, Zone Committee Members						

Attachment C (Draft)

Wisconsin Swimming Inc. Standing Committee Organization Structure

	Age Group/Senior Committee	Athlete Committee	Audit Committee	Budget Committee	Finance Committee	Officials Committee	Personnel Committee	Rules Committee
Chair	Age Group/Senior Vice0Chairs	Senior Athlete Rep	Finance Vice0Chair	Finance Vice0Chair	Finance Vice0Chair	Officials Chair	General Chair	Rules Chair
Members	Tech Planning Coordinator	Athlete Members BOD	Admin Vice0Chair	General Chair	General Chair	Certified Official	Admin Vice0Chair	General Chair
	Admin Vice0Chair	Club Athlete Members HOD	Senior Coach Rep	Admin Vice0Chair	Admin Vice0Chair	Certified Official	Finance Vice0Chair	Officials Committee Rep
	Officials Committee Chair/Rep			Coach Rep	Treasurer	Additional Officials	Senior Vice0Chair	Coach
	Coach Members			Age Group Vice0Chair		as desired	Age Group Vice0Chair	Secretary
	Non0Athlete Members			Senior Vice0Chair				Athlete
Coordinator Format	Membership/Registration	Safe Sport	Safety	Technical Planning				

Attachment D
Wisconsin Swimming Government Affairs Activity Log
New Additions in Red

Brief Summary of Meetings

- **Wisconsin Dells**

Had three separate phone calls and meetings with representatives in the Dells. They are interested in someone coming to the area to discuss pool options. We are currently trying to arrange a meeting in Pleasant Prairie with the key officials responsible for the construction of the Rec Plex. We are shooting for a meeting in mid-January.

UPDATE: (4/1/15) Met with Thad Meister of the Wisconsin Dells Recreation Department. Thad is heading up the effort to build a pool on behalf of the City. They have submitted a RFP to five feasibility companies and are awaiting a response this week. The names of recommended companies have been provided to them, after reaching out to Mick Nelson of USA Swimming.

- **Appleton**

Held a meeting with Fox Cities Visitor and Convention Bureau to discuss the possibility of the inclusion of a pool into their current plans of building a sports complex. They asked Angela Monty to come back to them with plans for what a pool would look like and the cost.

UPDATE: (4/1/15) Mick Nelson has agreed to complete a free Enterprise Plan for Appleton based on my attendance at the Build A Pool Conference in San Diego. Mick has been emailed the form that is required for Angela to complete the plan. We are currently in the process of completing it.

- **Mt. Horeb**

Presented at a joint meeting of the Mt. Horeb School and Village boards during a discussion of the possible construction of a 50-meter indoor facility. They are currently attempting to raise dollars to fund a survey as to whether or not a referendum would successfully pass. We are currently working towards a January meeting with the architects of the Mt. Horeb project.

UPDATE: (4/1/15) Mt. Horeb is interested in working with Verona on a project and would like to set up a meeting for the two communities to discuss it.

- **Milwaukee County**

Held a meeting with Milwaukee County Parks Director, John Dargle. Two team representatives and State Representative Evan Goyke joined as well. The intent of this meeting was to build a relationship on behalf of Wisconsin Swimming with Milwaukee County, in case of future budget cuts to the pools being used by our teams. The meeting was very promising and we were told at this point that no future pool closings are being considered.

- **Association of Wisconsin School Boards**
Met with a Government Affairs director for the AWSB to discuss possible upcoming referendums. This will be a key relationship when going into communities to advocate for the construction of new pools.
- **Governor Council on Tourism**
Attended and will continue to attend the Governor's Council on Tourism Meetings. The Sports Marketing Sub-Committee has identified the cost and access to University facilities as a top priority, and there have been discussions with them in regards to our interest in working closely on that issue.
UPDATE: (4/1/2015) Spoke with James Bolen, Chair of Governors Sports Marketing Committee, and he will be meeting with Eau Claire this month to get the blue print for the improved access to University facilities. Jim is very interested in working with Wisconsin Swimming to identify other partners in our efforts to improve access to University facilities.
- **Wisconsin Visitors and Convention Bureau Sports Marketing Directors Meeting**
Presented to about 15-20 sports marketing directors from around the state and talked about the growth of the sport. Delivered to them a copy of all of the meets we host across the state and about possible partnerships our teams could build with them to strengthen current meets. Was approached after the meeting by at least 4-5 people, in regards to meeting with individual teams. Work will begin on that in January.
- **Visit Milwaukee**
Met with representatives from Visit Milwaukee, and they are interested in working with our teams on future bidding for current and future events.
- **UWX Madison Pool and State of Wisconsin Building Commission**
Set up meetings and met with the Offices of Building Commission members Sen. Terry Moulton, Sen. Jerry Petrowski, Sen. Janis Ringhand, Rep. Rob Swearingen, and Rep. Mark Born. Rep. Rob Kahl asked these members to vote in favor of the construction of a new SERF project on the campus of UWXMadison. All of the meetings were very encouraging, and the Commission approved the project the next day, which is headed by Governor Walker. The next step for the proposal is to move to the Joint Finance Committee for a vote, before moving to the full Assembly and Senate for passage.
- **Representative Evan Goyke**
Met with Evan, and he is interested in working with Wisconsin Swimming to spearhead future state initiatives that would address the issue of drowning. Currently working on collecting data to bring back to Evan that would be useful in the cause.

- Germantown School District:
At the request of Scott Muller of MFSC, contact was made with the President of the Germantown School Board. Currently working on a meeting in April, along with Matt Miller of SSTY. While speaking with the President, he informed us that the Germantown School District was in the process of surveying its residents regarding a future spending in the district, along with the question of building a pool. We immediately had George pull all of the email addresses of USA Swimming families who reside in the district, and we sent them a link to the survey encouraging them to respond in favor of a pool.
- Whitnall School District
Reached out to the School Board President and coordinated efforts of emailing residents and nonX residents near the district. This will assist in the efforts to distribute information on a referendum to remodel the pool. A second email was sent to strictly residents of the district on Monday before the election, reminding them to vote. Also met with JP Cullen, the builders responsible for the project, and we have built an ongoing relationship with them.
- Madison Area Sports Commission
Like Milwaukee, they are very interested in assisting our teams on bringing in future state, regional, and national competitions to the Dane County area.
- Fond du Lac Area Convention and Visitors Bureau
Met with representatives from this organization at the Governor's Conference on Tourism held in LaCrosse. Currently working on setting up a meeting in Fond du Lac to explore how they could be helpful to our teams in that area.
- DeForest School District
We have set up a meeting for April 27th to meet with officials in DeForest regarding future plans build a pool.
- WIAA

Spoke briefly with Dave Anderson from the WIAA and are currently in the process of setting up a meeting with them.



Attachment E

Association Management Services Provided in Addition to Government Affairs Activities

- Attended all meetings, took notes to draft minutes, sent minutes to review committee within 72 hours of meeting, made edits to minutes based on feedback from review committee if applicable, sent minutes to Dale Nickels to be posted on the WSI website, made any changes if necessary once minutes are brought to board to be reviewed and approved, and sent final copy to Dale to replace draft minutes
 - **Board of Directors: Oct. 2014, Dec. 2014, Jan. 2015, & Feb. 2015**
 - **House of Delegates: Oct. 2014 & Jan. 2015**
 - **Age Group/Senior Cmte: Sept. 2014, Oct. 2014, Jan. 2015, & Mar. 2015**
- Synchronized Wisconsin Swimming Policies & Bylaws with USA Swimming Policies & Bylaws by meeting with the WSI Chair to review the task, then independently reviewing, editing, and submitting for review and acceptance by the WSI Board of Directors bylaws committee
- Held a conference call with the WSI Chair every other week to provide lobbying efforts and support tasks effort updates, to review upcoming assignments and/or to discuss any pressing matters at hand
- Researched materials relevant to swimming topics that are requested by the Board of Directors or the WSI Chair
- Created email templates to communicate with WSI members and swimmer families related to new referendums, surveys, voting, and promotion of events through newsletters and emails
- Used the WSI email templates, along with KPA's subscription to iContact, to send out an email blast to WSI families living in the Germantown School District to encourage them to fill out a survey in support of a new swimming pool
- Used the WSI email templates, along with KPA's subscription to iContact, to send out two email blasts to the Whitnall School District area: 1) To encourage public awareness of the new referendum across the local area, through distribution of signs and literature, and 2) To remind families living within the district to vote in favor of the new referendum

Swimposium/Annual Meeting Responsibilities

- Through the efforts of the KPA graphic design team, a brand was created to promote the WSI Swimposium. Images were designed to be used in promotional fliers, on the WSI website and across other media platforms
- Created a PowerPoint presentation for the Annual Meeting to be presented by the WSI Chair
- Researched data collection devices, organized proposals from various clicker companies, met with select board members to discuss findings, and participated in device training necessary to administer the poll voting that will take place at the Annual Meeting/Swimposium
- Additional duties included: designing and printing name tags, organizing information to create a schedule of events, preparing maps to distribute to those attending, and writing bios of the Swimposium speakers
- At the request of the WSI Chair, KPA created a consistent WSI position description booklet that included general descriptions of the positions, the duties and responsibilities and board terms
 - **General Chair, Age Group Chair, Admin Vice0Chair, Finance Chair, Treasurer, Safety Chair & Secretary**
- At the request of the WSI Board of Directors, KPA networked with key tourism officials to find potential locations for next year's Annual Meeting based on criteria provided to KPA staff
 - **Milwaukee, Green Bay, Appleton**