



ILLINOIS SWIMMING 2016 BUSINESS PLAN

The mission of Illinois Swimming is to GOVERN in a fiscally responsible manner in accordance with USA Swimming and Illinois Swimming by-laws and rules and regulations; to SUPPORT the growth and development of our membership through educational initiatives, financial assistance and program development at all levels; PROMOTE the sport, athletes and membership to achieve excellence in swimming.

INTRODUCTION

Four years ago the Board of Directors had extensive discussions about a Strategic Plan for Illinois Swimming moving forward into the next quadrennial. Along with that plan, a Business Plan was also created as a roadmap for our organization. The Strategic Plan and Business Plan were both intended to make Illinois Swimming an even more successful organization, with a commitment to providing our membership the necessary programs, services and other resources to achieve excellence. I am submitting this next quadrennial business plan to further the objectives of the previous plans. This plan expands upon our commitment to excellence and achievement. In addition to this commitment, this plan works towards promoting an organizational culture in which we are always striving to improve, to find solutions to problems which we encounter, explore new opportunities, to not be afraid to act upon these new opportunities, acknowledge and appreciate our past, and be determined to reach even greater heights in this next quadrennial.

With a membership of approximately 18,000 athletes, Illinois Swimming is one of the largest Local Swim Committees within our National Governing Body – USA Swimming. With the real possibility that our organization could grow to 20,000 members within this quadrennial, we must address issues that in the past were not as immediate. Programming, retention, Championship Meet formats, creation of other “on-schedule” meets so as to accommodate all of our athletes’ needs and facilities are just some of the issues that will need to be addressed within this next quadrennial. These are all issues that will need to have continual appraisal, evaluation, creativity and the confidence to explore ideas that might otherwise not be undertaken. While membership growth is always looked upon with great positive favorability, we must also make sure that we are able to accommodate this growth and provide the necessary resources to retain these athletes within our sport and provide for their success and personal growth.

As a not-for-profit membership organization, one of our prime responsibilities as stated in our mission statement is to govern in a fiscally responsible manner. As in the past we will work diligently to manage our finances carefully and to protect the financial interests of our membership. With new revenue sources our financial picture has improved and these revenue sources have had positive economic impacts for our organization.

This plan has been designed to be a “living document” in that as issues and events occur which might not have been addressed initially, we will be able to react to them in the best interests of our membership. As always, our members’ ideas, thoughts and comments are welcome and appreciated.

Respectfully submitted,

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Executive Director
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USA SWIMMING CORE OBJECTIVES & DIRECTIONAL PRIORITIES

For more than a decade, USA Swimming has aligned its business strategy to the three core objectives of BUILD, PROMOTE & ACHIEVE. For the 2016 Quad Business Plan, USA-S reaffirms its' commitment to these objectives and they remain the directional beacons for their ongoing efforts. USA-S has also identified three key directional priorities for each objective, with the intent of providing an even tighter focus as we develop and implement strategies and programs. Below is an overview of their core objectives and key directional priorities for the coming quad.

BUILD the Base -

USA-S seeks to expand its membership and strengthen the sport at the grassroots level in order to engage as many people as possible in the sport of swimming. The directional priorities for the 2016 quad are:

1. Stronger LSC's
2. Stronger Clubs
3. Grow Membership

PROMOTE the Sport -

USA-S seeks to promote awareness of the sport and its organization to inspire participation in swimming and raise financial support to benefit the overall mission of USA Swimming and the USA Swimming Foundation. The directional priorities for the 2016 quad are:

1. Promote the sport of swimming
2. Promote the governing body of USA Swimming
3. Grow Revenue

ACHIEVE Sustained Competitive Success -

USA-S seeks to continue the rich tradition of performance success at the Olympic Games and other high-level international competitions. The directional priorities for the 2016 quad are:

1. Success in Rio and beyond
2. Serve and Support the Athletes
3. Serve and Support Coaches

USA SWIMMING CULTURAL VALUES

The organizational and business culture of USA Swimming is founded upon a strong value system. This value system is the cornerstone for the attitude and work ethic to which we are all committed. In short, USA Swimming will continue to:

1. Embrace the responsibilities of leadership and strive for excellence in everything it does.
2. Act with integrity and openness.
3. Be service-oriented with their members, business partners and each other.
4. Engage in disciplined planning, but not be afraid to act intuitively to confront challenges and seize opportunities.
5. Identify clear priorities and allocate time and resources accordingly.
6. Hold themselves and each other accountable to the highest standards of performance results and professionalism.
7. Exhibit an entrepreneurial spirit, enthusiasm for growth, and a “positive” can do attitude.
8. Encourage environments in which members are safe.
9. Promote the importance of diversity and inclusion.
10. Strive to learn and improve, always be open to questions, and maintain a willingness to change.

As a Local Swim Committee of USA Swimming, Illinois Swimming is committed to maintaining the above listed values as guidelines for its staff, Board of Directors and membership. In addition, Illinois Swimming will continue to:

1. Make decisions and work with the overriding priority of doing what is in the best interests of our membership as a whole.
2. Make sound and responsible fiscal decisions.

KEY PRIORITIES FOR 2013-2016

BUILD.....*Increase Membership*.....RETAIN

Objective: Increase membership during the next quadrennial: 12-15%.

In the 2009-2012 quadrennial USA Swimming athlete membership showed the following increases/decreases: 2009: 11.3%; 2010: 0.3%; 2011: 1.5%; 2012: 3.3;

For the same period Illinois Swimming showed the following increases/decreases: 2009: 8.6%; 2010: (1.8%); 2011: (0.5%); 2012: 3%;

Thus, reaching our objective - in 2016 Illinois Swimming would have 19,776 – 20,306 members.

Strategies:

- Assist clubs with improving retention rates for first, second and third year participants. This will be done in conjunction with the USA Swimming program.
- Develop partnerships to assist transitions from club learn to swim programs to club competition teams.
- Expand diversity and inclusion efforts and programming.
- Communicate the benefits of USA Swimming and Illinois Swimming by creating a welcome packet for new clubs.
- Encourage clubs that have learn to swim programs to become “Make a Splash” local partners.
- Further support Illinois Swimming involvement and support of the USA Swimming Foundation.
- Challenge and encourage clubs to expand volunteer participation primarily as non-athlete member officials.

PROMOTE.....SUPPORT.....ACHIEVE

Objective: Promote and bring awareness to Illinois Swimming, our athletes, clubs and the sport of swimming. Support our clubs and athletes in their pursuit of performance excellence.

Strategies:

- Provide a safe environment for all of our athletes to train and compete.
- Expand efforts to promote and bring awareness of Illinois Swimming and its’ member clubs and athletes by optimizing and creating public relations opportunities through our public relations liaisons.
- Continued support of age group and senior clinics, camps and other programs that will help put our athletes in the best possible position for National level performance success leading to the 2016 Olympic Trials and Games.

- Focus our attention to providing more pathways for more athletes to acquire experiences that will lead them to sustain higher levels of competitive swimming and performance success in the future.
- Work towards the creation of an Open Water competition schedule.
- Encourage Meet Host Clubs to develop meet formats that would provide competitive opportunities for a broader range of athlete performance levels.
- Better recognition of our athletes accomplishments - be it at the Olympic level all the way to the Age Group level.
- Provide educational opportunities for coaches to learn from their peers.
- Attract and retain corporate partners.
- Encourage business to business cross promotions between our corporate partners.
- Create more collaborative links and partnerships with like-minded organizations such as the YMCA, Boys and Girls Clubs, Chicago Park District and Masters Swimming.
- Mobilize the local and regional aquatic industry to support participation growth and to help facilitate new or renovated facilities for competitive events.

GOVERN:

Objective: To be fiscally responsible and provide transparency and communication to the membership of ongoing activities within the Board of Directors.

Strategies:

- Establish a clearer succession plan for future Board of Directors and Committee members
- Provide members minutes of Board and House of Delegates meetings in a timely manner.
- Provide members minutes/recaps of all organizational committee meetings.
- Provide financial support for coaches and clubs to help support more athletes towards higher levels of competitive swimming and ultimately to the National level.