

Mission

Minnetonka Aquatics, a national standard for community aquatics, will support and promote education, wellness, competition and safety by providing excellence in programming and outstanding facilities for all ages and abilities in the Minnetonka School District and the broader community.

Beliefs

We believe:

- The aquatics facilities and programs are a strategic asset for everyone in the Minnetonka School District and surrounding communities.
- Aquatics is a unique endeavor with many diverse components and requires specialized focus and expertise to reach its full potential.
- The benefits of participation in aquatics include life-long skills as well as physical, social and emotional wellness; you can be in it for life.
- Access to excellent pools and programs will promote water safety and save lives.
- Aquatics success is dependent upon common vision, shared decision-making, community partnerships, open communication and collaborative respectful relationships.
- Volunteers are essential to the success of our programs.
- Community outreach is the right thing to do to meet the needs of the community.

Guiding Principles (guidelines we will enforce)

- We will demonstrate equal respect for all programs and users.
- All programs and facilities will meet our high standard of world-class excellence, quality and safety.
- We will maintain a focus on education.
- All aquatics programs will seek to understand each others programs.
- Vision, strategy and leadership will be informed by national-level best practices.
- Individuals with responsibility for carrying out the mission and strategies for aquatics will be knowledgeable and passionate about aquatics.
- The scheduling process will be collaborative and flexible, and seek outcomes that provide the best overall benefit to maintain programming excellence for each program.
- Effective internal and external communication is essential and will be a foundation of the District's aquatics programs.
- We will make all decisions based on the best interest of our program participants and in fairness to all.
- Maximum utilization of aquatics facilities will be a top priority.

Strategies

1. We will generate and be stewards of sufficient resources to achieve our mission and insure excellence in aquatics programming and facilities.
2. We will effectively market to expand programs and enhance the district and community image as a national standard in community aquatics.
3. We will establish safety, scheduling, and facility use protocols that are collaborative and flexible and that seek outcomes that maintain programming excellence for each program.
4. We will collaborate to strengthen all aquatics programs, expand opportunities, reach out to new audiences, and begin to achieve the high standards set forth in our mission.
5. We will be recognized as a national standard for community aquatics.

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Action Plan

STRATEGY NUMBER: 1
 PLAN NUMBER: 1.1
 DATE: 5/26/2009
 MODIFIED: 12/17/2014

STRATEGY [Finance/Resources]: We will generate and be stewards of sufficient resources to achieve our mission and ensure excellence in aquatics programming and facilities.

SPECIFIC RESULT: Maintain a comprehensive yearly budget and build and maintain a five-year comprehensive model that supports the strategic plan.

#	ACTION STEPS
1.	Ongoing review of Minnetonka’s aquatics programs financials every 4-6 weeks with District; quarterly review with Anchor Club: <ul style="list-style-type: none"> • Budget to actual • Year over year
2.	Create re-investment target levels, priorities and procedures for: <ul style="list-style-type: none"> • Ensure aquatics revenue stays in aquatics • Long-term goal of aquatics programs being profit generating, • Achieve consistent growth in programs, participation and revenue
3.	Maintain a financial plan with goals for all aquatics programs that include: <ul style="list-style-type: none"> • Identify primary programs that will be revenue generating • Have transparent overall aquatics budgets (showing the various budget entities that support aquatics programs) • Fund raising opportunities and plans • National and local sponsorships • Anchor Club support • Concessions revenue • Scholarship parameters and opportunities • Rental rates • Camps and clinics • Sub-programs fees for use • Consideration of naming rights in accordance with School District policy • Annual Debt service obligations will be covered Anchor Club \$20,000/year (in kind)



Action Plan

STRATEGY NUMBER: 1

PLAN NUMBER: **1.2**

DATE: 5/26/2009

(Cross Reference to 4.8)

MODIFIED: 12/17/2014

STRATEGY [**Finance/Resources**]: We will generate and be stewards of sufficient resources to achieve our mission and ensure excellence in aquatics programming and facilities.

SPECIFIC RESULT: Build upon the current staffing model that will continue to lead to excellence in aquatics that includes recruitment, orientation, leadership, evaluation, recognition and development.

#	ACTION STEPS
1.	Maintain a plan for recruitment and orientation, leadership, evaluation and recognition and development of coaches/aquatics personnel.
2.	Incorporate use of USA Swimming Club Recognition Program (levels 1-4) when developing a retention plan.
3.	Incorporate use of USA Swimming Club Recognition Program (levels 1-4) when creating a Coach development and education plan.



Action Plan

STRATEGY NUMBER: 1

PLAN NUMBER: **1.4**
(1.3 retired)

DATE: 5/26/2009

MODIFIED: 12/17/2014

STRATEGY [**Finance/Resources**]: We will generate and be stewards of sufficient resources to achieve our mission and ensure excellence in aquatics programming and facilities.

SPECIFIC RESULT: **Ensure quality facility maintenance and equipment maintenance/replacement and upgrades.**

#	ACTION STEPS
1.	Work with District Administration (i.e. CFO, Buildings and Grounds) to create and maintain an updated deferred maintenance plan for facility maintenance and equipment maintenance/replacement that is incorporated in the annual budget.



Action Plan

STRATEGY NUMBER: 2

PLAN NUMBER: **2.1**

DATE: 5/26/2009

MODIFIED: 12/17/2014

STRATEGY [Marketing]: We will effectively market to expand programs and enhance the district and community image as a national standard in community aquatics.

SPECIFIC RESULT: Engage in activities that strengthen a unified Minnetonka Aquatics brand.

#	ACTION STEPS
1.	Maintain a Web site for Minnetonka Aquatics that acts as a portal to all aquatics programs and leverage the site to promote program accomplishments, market coaches expertise and interface with social media tools – Floswimming.org, Facebook, Twitter, etc.
2.	Maintain visual representations of Minnetonka Aquatics – swim caps, apparel, wall banners.
3.	Review and refine marketing messages that differentiate and promote Minnetonka Aquatics among competitors.
4.	Engage internal audiences in branding campaign.
5.	Promote external recognition <i>c.f.</i> 2.2.
6.	Ongoing surveys of aquatics audiences to obtain feedback.
7.	Brand Lifeguard program as Minnetonka Aquatics.



Action Plan

STRATEGY NUMBER: 2

PLAN NUMBER: **2.2**

DATE: 5/26/2009

(Cross Reference to 4.10 and 5.5)

MODIFIED: 12/17/2014

STRATEGY [Marketing]: We will effectively market to expand programs and enhance the district and community image as a national standard in community aquatics.

SPECIFIC RESULT: Evolve an [external-facing] recognition program for Minnetonka Aquatics.

#	ACTION STEPS
1.	Create visual display of accomplishments within all pool areas for participants and spectators to read.
2.	Post accomplishments on Minnetonka Aquatics Web site.
3.	Develop PR plan for publicizing aquatics programs.
4.	Leverage existing recognition programs to acknowledge program and participant accomplishments.



Action Plan

STRATEGY NUMBER: 2

PLAN NUMBER: **2.3**

DATE: 5/26/2009

MODIFIED: 12/17/2014

STRATEGY [**Marketing**]: We will effectively market to expand programs and enhance the district and community image as a national standard in community aquatics.

SPECIFIC RESULT: **Expand Minnetonka facility usage through rental agreements and community service opportunities and partnerships.**

#	ACTION STEPS
1.	Identify available time slots in pool schedule for rental opportunities (for all three tanks, the deck and the concession area).
2.	Maintain a system that protects the integrity of the rental relationship including liability issues.
3.	Advertise Minnetonka pools to the community (year-end sports banquets, birthdays, graduation, scouting activities, etc.).



Action Plan

STRATEGY NUMBER: 2

PLAN NUMBER: **2.4**

DATE: 5/26/2009

MODIFIED: 12/17/2014

STRATEGY [**Marketing**]: We will effectively market to expand programs and enhance the district and community image as a national standard in community aquatics.

SPECIFIC RESULT: **Establish the standards and process for new program marketing.**

#	ACTION STEPS
1.	Establish marketing goals and budget parameters.
2.	Establish timelines and task list.
3.	Evaluate effectiveness of each marketing campaign.



Action Plan

STRATEGY NUMBER: 2

PLAN NUMBER: **2.5**

DATE: 5/26/2009

MODIFIED: 12/17/2014

STRATEGY [Marketing]: We will effectively market to expand programs and enhance the district and community image as a national standard in community aquatics.

SPECIFIC RESULT: Leverage cross-marketing opportunities to promote Minnetonka Aquatics.

#	ACTION STEPS
1.	Create a marketing plan that leverages existing participants into programs that have capacity.
2.	Create community partnerships – Hammer Residences, Youth Triathlon, Polar Plunge, Wayzata/Excelsior Lake Swim, Triathlon Clubs (Dream Makers Dinner).
3.	Include Minnetonka Aquatics in existing District communications – Alumni magazine, Theatre programs, MCE catalog, Employee eNews, News in 90, School Newsletters and other sports programs, etc.
4.	Engage volunteers as ambassadors of Minnetonka Aquatics.
5.	Continue to operate community events and any “open” opportunities to promote rec programs.
6.	Establish event sponsorships/business partnerships with local businesses.



Action Plan

STRATEGY NUMBER: 4

(Plan 4.1 is retired)

PLAN NUMBER: **4.2** (

DATE: 5/26/2009

MODIFIED: 12/17/2014

STRATEGY [Programming]: We will collaborate to strengthen all aquatics programs, expand opportunities, reach out to new audiences, and begin to achieve the high standards set forth in our mission.

SPECIFIC RESULT: Evaluate and strengthen existing programs.

Note: Portions of this Action Plan may not apply to the MHS Swim & Dive Teams).

#	ACTION STEPS
1.	Review and revise scope and sequence of existing programs; identify gaps in scope and areas where sequence
2.	Reference a quality matrix for evaluating current programs using criteria such as: <ul style="list-style-type: none"> • Revenue generated • Participation by audience segment • Participation retention • Participation across multiple programs (may require additional research) • Safety • Impact on facility and schedule • Impact on staffing • Collaboration with other programs • National standards • Participant satisfaction • Ability to meet demonstrated need • Adherence to mission and beliefs
3.	Identify opportunities for collaboration with other district programs.



Action Plan

STRATEGY NUMBER: 4

PLAN NUMBER: **4.5**

DATE: 5/26/2009

MODIFIED: 12/17/2014

STRATEGY [**Programming**]: We will collaborate to strengthen all aquatics programs, expand opportunities, reach out to new audiences, and begin to achieve the high standards set forth in our mission.

SPECIFIC RESULT: **Expand programming opportunities for adults [ongoing].**

#	ACTION STEPS
1.	Research best practices and popular programs in aqua fitness classes.
2.	Identify and evaluate current adult programs that could impact aquatics programs.
3.	Prioritize those adult program areas of greatest need and that have the greatest potential for success: <ul style="list-style-type: none"> • Deep water aerobics • Shallow water aerobics • Aqua fitness • Aqua jog • Aqua therapy • Triathlon training • Adult learn-to-swim • Distance swimming • Lap swimming • Water aerobics for pregnant women • Parent/toddler classes • Personal training • Swim lessons for seniors
3.	Develop and implement a plan that would involve District staff in fitness/wellness activities in the pools; collaborate with District Wellness Committee to promote opportunities to staff.



Action Plan

STRATEGY NUMBER: 4

PLAN NUMBER: **4.6**

DATE: 5/26/2009

MODIFIED: 10/27/2014

REVIEWED 12/17/2014

STRATEGY [**Programming**]: We will collaborate to strengthen all aquatics programs, expand opportunities, reach out to new audiences, and begin to achieve the high standards set forth in our mission.

SPECIFIC RESULT: Develop and implement aquatics programs/classes for adults and children with disabilities (ongoing).

#	ACTION STEPS
1.	Identify and evaluate current adapted aquatics programs in the area.
2.	Research best practices in adapted aquatics programs, including medical, recreational, and educational adapted aquatic intervention techniques for individuals with mental, physical, sensory, and/or health related impairments, as well as theoretical models, approaches and strategies, and current methods in aquatic rehabilitation.
3.	Survey District families with children with special needs, social workers, special education staff, and Project SOAR instructors and participants to identify greatest areas of need.
4.	Identify 2-3 programs to meet community needs, especially those that promote aquatic readiness and safety; develop timeline for implementation.
5.	Recruit high quality staff with appropriate training, experience, and qualifications to deliver programs; identify necessary training models for training current staff.
6.	Identify adaptive equipment necessary for program success; explore options for acquiring equipment.
7.	Evaluate accessibility of pool facilities.
8.	Comply with the Americans with Disabilities Act, and create an environment of inclusion in all recreation programs where reasonable.



Action Plan

STRATEGY NUMBER: 4

PLAN NUMBER: **4.7**

DATE: 5/26/2009

MODIFIED: 12/17/2014

STRATEGY [**Programming**]: We will collaborate to strengthen all aquatics programs, expand opportunities, reach out to new audiences, and begin to achieve the high standards set forth in our mission.

SPECIFIC RESULT: **Develop and maintain programs that meet the needs of underserved audiences (as defined by demographics).**

#	ACTION STEPS
1.	Identify target populations in Minnetonka School District community.
2.	Identify barriers to participation (<i>e.g.</i> , cost, transportation, accessibility, awareness); explore ways to overcome barriers.
3.	Develop partnerships with other community groups and programs to leverage resources and to facilitate access to aquatics programs (<i>e.g.</i> , Explorers, Minnetonka Heights, Minnetonka Family Collaborative, social service agencies, non-profit organizations).
4.	Create and publicize scholarship program for low-income families.
5.	Develop and implement outreach and service projects for teens to work children in aquatics programs.
6.	Explore funding opportunities and collaborative opportunities to support scholarships and transportation needs.



Action Plan

STRATEGY NUMBER: 4

PLAN NUMBER: **4.8**

DATE: 5/26/2009

(Cross Reference to 1.2)

MODIFIED: 12/17/2014

STRATEGY [**Programming**]: We will collaborate to strengthen all aquatics programs, expand opportunities, reach out to new audiences, and begin to achieve the high standards set forth in our mission.

SPECIFIC RESULT: Develop and maintain a plan for recruiting, training, and retaining high quality staff.

#	ACTION STEPS
1.	Ongoing examination of criteria and qualifications of current aquatics positions; update where needed to require the highest levels of training, experience, and certification appropriate for each position.
2.	Clearly define expectations of current staff, including a commitment to mutual understanding, respect, and support of all aquatics programs, as well as an expectation that all staff will align their program goals and practices to the Minnetonka Aquatics mission, beliefs, and strategic plan.
3.	Annually evaluate performance of coaches, instructors, and lifeguards to ensure that performance standards are being met.
4.	Provide annual opportunities for all Aquatics staff to celebrate and share highlights.
5.	Develop a recruitment process and identify recruitment avenues for future open positions.
6.	Require all new coaches, instructors, and lifeguards to have current certifications in all appropriate classifications; and develop a plan to help current staff earn the certifications required for their position.
7.	Establish an annual professional development plan for each Aquatics employee identifying goals, training, and evaluation process.
8.	Maintain appropriate in-service training for lifeguards and swim instructors.



Action Plan

STRATEGY NUMBER: 4

PLAN NUMBER: **4.10**

DATE: 5/26/2009

(Cross Reference to 6.1)

MODIFIED: 12/17/2014

STRATEGY [**Programming**]: We will collaborate to strengthen all aquatics programs, expand opportunities, reach out to new audiences, and begin to achieve the high standards set forth in our mission.

SPECIFIC RESULT (or Action Plan title): **Develop an internally focused recognition program for the Aquatics Community including staff, participants, families, and volunteers.**

#	ACTION STEPS
1.	Identify areas of recognition for each group. <i>For example:</i> <ul style="list-style-type: none"> • Staff—Internal (<i>e.g.</i> program growth, scores on surveys, efforts beyond expectations, favors, etc.) and external (<i>e.g.</i> MN Coach of the Year). • Participants—Most improved and/or milestones achieved and/or state, zone, national-level success, record-holders for school and club programs; contributions to outreach programs when they are put into place; number of years of participation (5-year, 10-year awards). • Families/Volunteers—Time and effort spent during season or year; year-over-year contributions, cross-program participation. <i>C.f 6.1</i>
2.	Establish rewards system. May include: <ul style="list-style-type: none"> • Recognition area (<i>i.e. Wall of Pride</i>) in Aquatics areas. • Documentation in personnel files (staff). • Tokens of appreciation, including coins, plaques. • Rewards such as gift cards or fee discounts on programs. • Recognition event.
3.	Collaborate with District Marketing and Communications to develop protocols to announce/publicize programs, develop nomination and reward protocols (including decision-making process and individuals responsible and frequency of recognition), and publicize award winners.



Action Plan

STRATEGY NUMBER: 5

PLAN NUMBER: **5.1**

DATE: 5/26/2009

MODIFIED: 12/17/2014

STRATEGY [**National Standard**]: We will be recognized as a national standard for community aquatics

SPECIFIC RESULT: Create a comprehensive framework that identifies the critical success components for community aquatics and provides the basis for planning and evaluation.

(Note: This will serve as a guide for others seeking to understand or adopt our approach)

#	ACTION STEPS
1.	<p>Expand and modify the USA Swimming Club Recognition model to encompass all aspects of community aquatics as envisioned by Minnetonka Aquatics. An essential element of this model will be to define important outcomes and measurement criteria associated with each component.</p> <ul style="list-style-type: none"> • Expand here means taking the scope beyond a swim club to include all of the “pillars” and participants in key programs. • Modify here means simplify and scale back.
2.	<p>Research current best practices for aquatics components identified in our mission statement:</p> <ul style="list-style-type: none"> • Education • Wellness • Competition • Safety
3.	<p>Review all relevant existing District strategies, initiatives, and research on the topic of excellence and seek to leverage existing philosophy and lessons learned.</p>
4.	<p>Review action plans of other aquatics strategies (1.x; 2.x; 3.x; 4.x; 5.x) to determine common elements and overlap.</p>
5.	<p>Design a process to review and revise the framework and measurement criteria on a regular basis (perhaps annually).</p>

Note: USA Swim provides a framework, but is not an adopted model for all programs.



Action Plan

STRATEGY NUMBER: 5

PLAN NUMBER: **5.4**

DATE: 5/26/2009

MODIFIED: 12/17/2014

STRATEGY [**National Standard**]: We will be recognized as a national standard for community aquatics.

SPECIFIC RESULT: Annually review and revise a Minnetonka Aquatics vision and strategy document that provides the context and desired outcomes that form the basis of our mission.

(Note – this will help us explain, promote and advocate for aquatics and show the important linkages and synergy between and among our programs.)

#	ACTION STEPS
1.	Measure accomplishment to goals; publish an annual report.
2.	Form and convene a committee to review report and strategy.
3.	Validate strategies and action plans; and make recommendations for changes as needed.



Action Plan

STRATEGY NUMBER: 6

PLAN NUMBER: **6.1**

DATE: 12/18/2014

STRATEGY [**Volunteers**]: Establish a culture of volunteerism to support aquatics programming, build community, establish role models, and enrich the experience for both participants and volunteers.

SPECIFIC RESULT: Refine the structure of Minnetonka Aquatics volunteer organization into smaller teams of co-leads to simplify volunteer roles and make it easier for people to find a “fit” as well as feel more welcome to participate.

#	ACTION STEP
1.	Identify and prioritize volunteer areas that can be managed through a team approach, modeled after the current Concessions team.
2.	Recognize and meet with existing team leaders to share team leadership concept and identify additional candidates for being on the core team; coordinate with the Volunteer Team Lead Coordinator and other teams to minimize multiple groups targeting the same personnel.
3.	Collaborate with the team leads to determine their team’s marketing/communications needs as well as priorities for engaging new team members.
4.	Collaborate with Volunteer Team Lead Coordinator and Aquatics Staff to identify and communicate/promote specific volunteer opportunities.



Action Plan

STRATEGY NUMBER: 6

PLAN NUMBER: **6.2**

DATE: 12/18/2014

STRATEGY [Volunteers]: Establish a culture of volunteerism to support aquatics programming, build community, establish role models, and enrich the experience for both participants and volunteers.

SPECIFIC RESULT: Create a position for a Volunteer Team Leader Coordinator who will collaborate with team leaders to leverage efforts and resources across all teams, on behalf of all of aquatics.

#	ACTION STEP
1.	Identify a Volunteer Team Leader Coordinator who will oversee teams, understanding each role and needs.
2.	Work with team leaders to share best practices of engagement, organization and building community.
3.	Develop a process that minimizes multiple teams pursuing the same personnel for leadership.
4.	Develop a process by which teams can leverage resources for communications, resources and purchases (negotiations) made for events.



Action Plan

STRATEGY NUMBER: 6

PLAN NUMBER: **6.3**

DATE: 12/18/2014

STRATEGY [Volunteers]: Establish a culture of volunteerism to support aquatics programming, build community, establish role models, and enrich the experience for both participants and volunteers.

SPECIFIC RESULT: Provide marketing and communications resources that support recruiting and maintaining volunteers by communicating need, responsibility, and benefits in a manner consistent with the demands and culture of each volunteer group.

#	ACTION STEP
1.	Each group of team leads should identify those resources that they feel would help promote their volunteer needs, roles and benefits, both for recruitment and for training purposes.
2.	Leverage District, Aquatics and Anchor Club communications personnel to develop video, print, website presence and email communications (or other) for each team as appropriate, to create understanding and frame the volunteer culture to be one of enthusiastic and rewarding service.
3.	Work with District, Aquatics and Anchor Club communications personnel to develop video, print, website presence and email communications (or other) for each team as appropriate to reflect specific team objectives.
4.	Create a review and revision schedule for materials, to ensure ongoing relevance to each team's needs and objectives as well as the overall volunteer culture.



Action Plan

STRATEGY NUMBER: 6

PLAN NUMBER: **6.4**

DATE: 12/18/2014

STRATEGY [Volunteers]: Establish a culture of volunteerism to support aquatics programming, build community, establish role models, and enrich the experience for both participants and volunteers.

SPECIFIC RESULT: Create depth, continuity and succession planning for volunteer positions.

#	ACTION STEP
1.	Work with Aquatics staff to identify volunteer candidates.
2.	Work within teams to create a personal approach to invite and engage new volunteers into leadership group and into event positions.
3.	Create a presence on deck during practices, lessons, meets and other events as well as be present in group parent meetings, to engage new parents and invite into participation.
4.	Create a schedule to engage team, with planned rolling leads (i.e. one year in as co-lead, one year as first lead and out) so that new personnel are continually engaged and contributing, and supported by development of incoming personnel to team.
5.	Create team schedules within each season to balance responsibilities across the shared team, ensuring that all team members share leadership and no one is expected to work every event or every session (for example).



Action Plan

STRATEGY NUMBER: 6

PLAN NUMBER: **6.5**

DATE: 12/18/2014

STRATEGY [Volunteers]: Establish a culture of volunteerism to support aquatics programming, build community, establish role models, and enrich the experience for both participants and volunteers.

SPECIFIC RESULT: Develop recognition and celebration of volunteers.

#	ACTION STEP
1.	Create and promote a culture that celebrates volunteers and invites volunteers at all levels of engagement, through recognition of volunteers
2.	Determine District recognition media and events that may be leveraged for Aquatics volunteers
3.	Develop a multi-tier recognition program that includes: a) Recognition of all volunteers b) Recognition of leadership c) Recognition of multi-hours or multiple years (year-over-year) d) Recognition of new developments/outstanding accomplishment or efforts
4.	Create multiple avenues for recognition: i.e. celebratory events, stories/published recognitions, earned awards or earned “patches/pins”, etc.
5.	Engage in recognition events, media, and promote on a scheduled basis.

**Retired
Strategies
and
Action Plans**



Action Plan

STRATEGY NUMBER: 1
 PLAN NUMBER: **1.3**

DATE: 5/26/2009
 (Cross Reference to 6.x)
 RETIRED: 10/27/2014

STRATEGY [Finance/Resources]: We will generate and be stewards of sufficient resources to achieve our mission and ensure excellence in aquatics programming and facilities.

SPECIFIC RESULT: **Develop and maintain a well- trained volunteer base.**

#	ACTION STEPS
1.	Work with the Anchor Club to secure volunteer involvement. <ul style="list-style-type: none"> • Volunteer coordinator • Communication (web site, email etc...) • Meet specific skills (timing, official, etc...) • Concessions • Transportation to other locations • Parent Education
2.	Incorporate use of USA Swimming Club Recognition Program (level 1-4). Recommend following guidelines provided on Parent & Volunteer Development.
3.	Develop procedures that include recruitment and orientation, leadership, evaluations and recognition, and development of volunteer resources.



Action Plan

STRATEGY NUMBER: 3

PLAN NUMBER: **3.1**

DATE: 5/26/2009

RETIRED: 10/27/2014

STRATEGY [**Facility Operations**]: We will establish safety, scheduling, and facility use protocols that are collaborative and flexible and that seek outcomes that maintain programming excellence for each program.

SPECIFIC RESULT: **Form an Aquatics Operations Committee (AOC) that will develop, prioritize, and maintain schedules for all aquatics tanks (pools) and deck space.**

#	ACTION STEPS
1.	Person responsible for all aquatics (for purposes of this document, called Aquatics Director) leads operating committee. The Aquatics Director will have the deciding vote in Committee decisions.
2.	Identify a representative from each aquatics program (i.e. phys ed teachers or representative, high school and club coaches, learn-to-swim, red cross training, water aerobics, etc.) and other applicable stakeholders (i.e. custodial staff). Recommendations: <ol style="list-style-type: none"> 1. Aquatics Director 2. Head Coach High School Boys' Swim & Dive Team 3. Diving Coach High School Boys' Swim & Dive Team 4. Head Coach High School Girls' Swim & Dive Team 5. Diving Coach High School Girls' Swim & Dive Team 6. Head Coach Minnetonka Swim Club 7. Aquatics Programming Manager to represent MCE Fitness program, Lifeguard program, triathlon, and any other aquatics programs 8. Manager of Learn-to-Swim Programs 9. Phys Ed Teacher—MMW 10. Phys Ed Teacher-MME 11. Administrative Representative—MMW 12. Administrative Representative—MME 13. Custodial Representative—MMW 14. Custodial Representative—MME 15. Anchor Club Representative
3.	Identify needs for each program (e.g. time constraints, water temperatures, space needs, safety needs, equipment needs).
4.	Meet to establish facilities protocols (see Plan #2) and develop seasonal pool/deck schedules (see Plan #3).
5.	Meet on a regular, predictable schedule (see Plan #3) to: <ul style="list-style-type: none"> • Review and discuss aquatics scheduling issues and changes • Manage or advise on issues affecting facilities and aquatics community as needed
6.	Work with District Marketing and Communications personnel to publicize decisions and information as applicable to the aquatics community.



Action Plan

STRATEGY NUMBER: 3

PLAN NUMBER: **3.1**

DATE: 5/26/2009

RETIRED: 10/27/2014

7.	Establish a liaison/contact and protocol to fill space when a scheduled group cancels with advance notice. <i>For example</i> , if a swim practice is cancelled due to last-minute participation in a meet or alternative to pool practice, the Coach must notify the AOC liaison within a specific time period (e.g. 12 hours of finalizing the decision not to use the pool) so that space can be re-scheduled.
8.	Determine a point of decision/contact who can, without AOC approval, schedule a last-minute “event” into space during a time period that is not already occupied.



Action Plan

STRATEGY NUMBER: 3

PLAN NUMBER: **3.2**

DATE: 5/26/2009

RETIRED: 10/27/2014

STRATEGY [**Facility Operations**]: We will establish safety, scheduling, and facility use protocols that are collaborative and flexible and that seek outcomes that maintain programming excellence for each program.

SPECIFIC RESULT: **Aquatics Operations Committee (AOC) to develop a Facilities Use document and protocol to be used by the AOC for planning and scheduling.**

#	ACTION STEPS
1.	Develop and manage the Facilities Use protocol, taking into account the needs of all participants.
2.	Assess and document all program needs and considerations for optimal performance/excellence (see Plan #1); verify and update this assessment each season (fall, winter, spring, summer).
3.	Assess and document all facilities considerations (times for availability, maintenance, safety and access considerations, water temperatures including timing/effort/cost to change temperatures, and non-aquatic space); verify and update this assessment each season.
4.	Based on these inputs, determine requirements and guidelines for use of facilities. This would include consideration of (but not be limited to): <ul style="list-style-type: none"> • Different water temperatures impact program outcomes (i.e. warmer temps are desired for learn-to-swim and very young/older participants; cooler temperatures are desired swimmers training at a more vigorous level) • All competitive programs need opportunity to practice starts • Divers need to dive in safe depth • Time of programs for school-aged children is impacted by their need for working parents to be available to drive and their need to not be scheduled too late in the evening • Fitness programs require ongoing continuity of days/times in order to build a following • Part-time coaches and teachers may be time restrictions • Other programs needs identified by the AOC • Maintenance needs to be scheduled at specific intervals/defined circumstances • Access to pools, locker rooms, and concessions area may have time restrictions/considerations in order to maintain safe environments at the schools • There is a need for all groups to have opportunity to use and exposure to the newest facilities
5.	Create document that outlines <i>as guidelines</i> , facilities use for Priority Use determination by tank type, deck space, and hours of operation. Document must include requirements however, that clearly state those considerations that are not variable. <i>(For example, a safety requirement may state that during daytime hours when school is in session, doors between locker rooms must remain locked and only the pool locker room is accessible to users at this time. Or, a maintenance requirement may state that the pool must be drained X times/ year or there must be “down” time X times per month for testing or shocking; this requirement would not specify timing, just the need for scheduled time).</i>
6.	Work with District Marketing and Communications to distribute document (post on School Web site) appropriately within District and Aquatics Community..
7.	Review document briefly seasonally, and update annually or as AOC determines need.



Action Plan

STRATEGY NUMBER: 3

PLAN NUMBER: **3.3**

DATE: 5/26/2009

RETIRED: 10/27/2014

STRATEGY [**Facility Operations**]: We will establish safety, scheduling, and facility use protocols that are collaborative and flexible and that seek outcomes that maintain programming excellence for each program.

SPECIFIC RESULT: **Aquatics Operations Committee (AOC) will develop, document, and manage schedules for the three district tanks (pools) and applicable deck space.**

#	ACTION STEPS
1.	<p>Meet prior to each season to determine a priority use schedule for all aquatics programs. The AOC will use the program and facilities needs/availability information from the Facilities Guidelines, as well as and understanding of program needs to meet standards of excellence, in establishing all protocols and making all decisions. Additionally, the AOC will consider known impact to building and grounds when determining schedule.</p> <p><i>(For example, a major meet should not be scheduled during the same weekend as another major non-aquatics event, in order to manage issues around parking, etc.)</i></p> <p>The AOC will let priorities be guided by logic of program needs; priorities for each schedule will be established at time of scheduling during a face-to-face, collaborative meeting.</p>
2.	<p>Present to the School Board, the need to change prioritization for aquatics programs, and create a motion for this to be passed. [This would be done by the Aquatics Director or designated AOC or District representative.]</p>
3.	<p>Recognize and document certain programs as primary users. Primary users are currently recognized to include: Phys ed, high school swim and dive, Minnetonka Swim Club, learn-to-swim, Red Cross (lifeguards), and fitness programs, as well as maintenance.</p> <p>Considerations when recognizing primary users includes:</p> <ul style="list-style-type: none"> • Number of participants • Revenue opportunities generated • Breadth of community served • Alternatives for the program within the community • Number/level of volunteers the program generates • Other factors as identified by the AOC <p>Primary users should reviewed each season and updated annually as new programs are established and participants change.</p>



Action Plan

STRATEGY NUMBER: 3

PLAN NUMBER: **3.3**

DATE: 5/26/2009

RETIRED: 10/27/2014

4.	<p>Develop the schedule by laying the needs of primary users into the schedule, followed by other programs.</p> <ul style="list-style-type: none"> This is to be used as a method of organizing priorities but does NOT mean that primary user programs get their optimal time at the expense of other programs. AOC members must collaborate and agree upon priorities for the season by pool, time in pool, by lane (when the pool/tank can be shared), and use of deck space, with the needs of the entire aquatics community taking precedence over those of any individual group. This means that a group may have to change a practice venue or time (assuming it does not impair achieving its standards of excellence) in order to accommodate the needs of another group or a revenue-generating opportunity that benefits the aquatics community.
5.	<p>Establish a protocol for relinquishing scheduled time in each tank/deck. For example:</p> <ul style="list-style-type: none"> If a group (program) uses their time/space but finishes <i>early</i>, the group/activity leader may verbally relinquish the remaining time to the next incoming (or other) group. If a group (program) knows in advance that they will not be using their scheduled space/time, they must notify the AOC liaison/lead within an established timeframe (i.e. 12 hours upon knowing the time/space is not needed), so that the AOC can make that space available for another group's/program's use.
6.	<p>Meet on a regular basis throughout the season as mutually agreed (each season), to discuss any schedule changes and/or new or changed program needs that affect the schedule or are impacted by District facilities. It should be understood by all AOC members that participation—in person, by phone, or through a representative—is required in order to ensure proper consideration of that each member's program's needs and priorities.</p>
7.	<p>Establish an agenda for each meeting, to be distributed so that AOC participants can prioritize their participation. The AOC should set a deadline for adding agenda items for each meeting (e.g. all agenda items must be communication to the Aquatics Director by Wednesday noon for the Friday meeting).</p>
8.	<p>Engage District facilities scheduling software and District staff for “publishing” the established schedule and setting the program to allow the view of the pool schedule to be seen by the public.</p> <ul style="list-style-type: none"> It will be the responsibility of the Aquatics Director (or appointed representative) to direct the initial schedule as well as changes to the facilities schedule program/staff.
9.	<p>Create a communications protocol to inform all AOC members (who in turn are responsible for informing their program participants) of schedule and changes as they occur. The AOC also will create a collaborative process with district marketing departments and others (including volunteers) to facilitate this process.</p>
10.	<p>Review scheduling and communications protocols on an annual basis to ensure they continue to meet the needs of the aquatics community.</p>

Note: Coaches' verbal agreements must be communicated to the Aquatics Director for documentation on the scheduling software.



Action Plan

STRATEGY NUMBER: 3

PLAN NUMBER: **3.4**

DATE: 5/26/2009

RETIRED: 10/27/2014

STRATEGY [Facility Operations]: We will establish safety, scheduling, and facility use protocols that are collaborative and flexible and that seek outcomes that maintain programming excellence for each program.

SPECIFIC RESULT: **Form a protocol for maintaining and replacing shared equipment in the aquatics facilities. (Aquatics Operating Committee responsible)**

#	ACTION STEPS	
1.	Identify shared equipment used at each facility, who uses it, where it is stored, and current responsibility for purchasing/replacing (if known). This includes but is not limited to equipment that exists and equipment that is desired:	
	<p style="text-align: center;">Current Equipment</p> <ul style="list-style-type: none"> • Pull buoys • Kickboards • Fins • Lane Lines • White boards • Clocks • Swim platforms • First-aid equipment • Backstroke flags • Bleachers • Chairs • Tables • Touch pads • Timing system • Pace clocks • Bungee cords • Lost & Found bin 	<p style="text-align: center;">Desired Equipment</p> <ul style="list-style-type: none"> • Laptop • Stop watches • Video Camera/tripod/TIVO (computer?)/monitor* • Mats (tri-fold) • Jump ropes <p>*some of this may exist but unsure</p>
2.	Categorize items by who is responsible for them at this time.	
3.	Identify any current process is in place to replace or repair existing equipment and/or purchase new equipment. If such a process exists, identify what equipment is currently covered by the process.	
4.	Determine recommendations for changes in current processes, protocols, and “ownership” of shared items, and for creation of new processes/protocols where none exist today.	
5.	Document and communicate protocols and resources to user groups.	
6.	Review protocols and equipment annually and update documentation.	



Action Plan

STRATEGY NUMBER: 3

PLAN NUMBER: **3.5**

DATE: 5/26/2009

RETIRED: 10/27/2014

STRATEGY [Facility Operations]: We will establish safety, scheduling, and facility use protocols that are collaborative and flexible and that seek outcomes that maintain programming excellence for each program.

SPECIFIC RESULT: **Standardize pool/facility safety protocols across all pool/facility users.**
(Aquatics Operations Committee responsible)

#	ACTION STEPS
1.	Determine legal/District requirements for published “rules of safety” at each facility.
2.	Determine any other safety considerations of which AOC members are aware. These may include but not be limited to: <ul style="list-style-type: none"> • Safe use of equipment / diving area • Walking on deck and where slippery (i.e. no running) • Using stairs instead of climbing over rails • No swimmers in the pool without a coach/teacher on deck • No electronics near water • Areas of building that are off limits during certain times (access issues)
3.	Develop protocols to be used in the pools, on deck, and in the concessions area.
4.	Identify any special needs for safety equipment, including floatation devices and a first aid kit equipped for divers/swimmers; make recommendations to District. <i>For example, the diving coach recommends a first aid kit with additional tape and XX snap ice packs, as these are items often in use.</i>
5.	Identify protocol to keep first aid equipment current and ready; mark first aid kits with information on how to repair/replace items in kits.
6.	Develop standard awareness/training for program facilitators to ensure they understand safety measures and area able to communicate the protocols to program participants. Protocols should include <ul style="list-style-type: none"> • Expectations for verbal communication of safety rules to each participation group, at the start of each season/session • Methods for ensuring that each program/group is following these protocols • Methods for measuring effectiveness of protocols
7.	Collaborate with District Marketing and Communications departments to develop appropriate signage (and other communications) about protocols, to be appropriately placed /distributed (as determined by AOC) in pool, deck, and concessions areas.
8.	Review protocols on a regular basis, as agreed by AOC and/or any District policy regarding safety measures.



Action Plan

STRATEGY NUMBER: 3

PLAN NUMBER: **3.6**

DATE: 5/26/2009

RETIRED: 10/27/2014

STRATEGY [**Facility Operations**]: We will establish safety, scheduling, and facility use protocols that are collaborative and flexible and that seek outcomes that maintain programming excellence for each program.

SPECIFIC RESULT: **Form a protocol for a lost/found area in each aquatics facility.**

#	ACTION STEPS
1.	Identify an area in each facility for collecting lost/found items. Ideally, the area should be the same in each facility
2.	Obtain a "bin" or container for placing lost/found items.
3.	Establish timeframes when program participants are able to review the lost & found items. This may be just during program hours, but the lost/found bin must be visible to participants.
4.	Establish a protocol for notifying people if there are lost/found items with names on them.
5.	Establish a protocol for how long lost/found items are held, and what happens to them when they are not claimed.
6.	Develop a communications plan to notify all pool/facility users of the lost/found area and protocols.



Action Plan

STRATEGY NUMBER: 3

PLAN NUMBER: **3.7**

DATE: 5/26/2009

RETIRED: 10/27/2014

STRATEGY [**Facility Operations**]: We will establish safety, scheduling, and facility use protocols that are collaborative and flexible and that seek outcomes that maintain programming excellence for each program.

SPECIFIC RESULT: **Form a protocol for managing and scheduling the concessions area of the new aquatics facility.**

#	ACTION STEPS
1.	Identify groups who will use concessions area and determine their frequency.
2.	Determine if a single group (similar to the MHS Booster Club) will have primary responsibility of the concessions area and manage it on a volunteer (or personnel) basis, or designate a district resource to handle scheduling.
3.	Develop inventory of concessions resources (equipment, refrigerator, microwave, utensils, etc.).
4.	Develop protocol and documentation for scheduling and prioritizing concessions area. Must include considerations of building access and maintenance.
5.	Develop protocol and documentation for any shared contracts (within the district and not just aquatics community) for food or beverages.
6.	Develop protocol and documentation for concessions area users. This could include but not be limited to: <ul style="list-style-type: none"> • Rental fees and/or shared revenue commitments; if there are fees/revenues, determine who keeps them. • Access • Storage of equipment/food if a multiple-day event • Notification of problems or damaged equipment • Clean-up after use



Action Plan

STRATEGY NUMBER: 4

PLAN NUMBER: **4.1**

DATE: 5/26/2009

RETIRED: 12/17/2014

STRATEGY [Programming]: We will collaborate to strengthen all aquatics programs, expand opportunities, reach out to new audiences, and begin to achieve the high standards set forth in our mission.

SPECIFIC RESULT: **Maintain a plan to ensure that all current aquatics programs understand, respect, and support all other programs and staff.**

#	ACTION STEPS
1.	Plan and conduct annual Minnetonka Aquatics Open House to showcase aquatics programs, publicize Aquatics mission and beliefs, foster collaboration, build community pride, and increase participants and volunteers.
2.	Include responsibilities for creating a positive culture and supporting all aquatics programs in each staff member's job description and performance evaluation and in volunteer guidelines.
3.	Create regular opportunities for open dialogue among Aquatics Strategic Planning team members, (e.g., bi-monthly / annual /semi-annual meetings) to foster mutual understanding and support and to develop collaborative opportunities.
4.	Create a history of Minnetonka aquatics programs and identify ways to publicize and showcase (e.g., Walls of Pride, web sites, marketing and communication efforts, staff and participant handbooks, etc.).
5.	Link all Aquatics web pages, and include a "Learn more about other Minnetonka Aquatics programs" button on each to encourage broader and deeper understanding of all programs, to develop a shared vision, and to facilitate collaboration.
6.	Develop a Blackboard page or Face Book page for Aquatics team members to share information and updates about specific programs and events. (<i>Cross Reference to Strategy 2</i>)
7.	All Minnetonka Aquatics team members commit to participate in / volunteer for at least two aquatics events or activities per year outside their primary program.
8.	Program leaders invite all other program leaders, staff, and volunteers to special events and activities (varsity home meets and sectionals, Swim Club and high school invitational meets, youth triathlon, open houses, Masters gatherings, etc.) to encourage mutual respect and support and to facilitate collaboration.
9.	Establish "walls of pride" at each pool site and on web pages to recognize successes in all programs.
10.	Conduct annual celebrations for Minnetonka Aquatics.
11.	Maintain ongoing Strategic Planning process (annual?) to ensure continuous improvement and to ensure that all Minnetonka Aquatics programs advance our mission and beliefs.
12.	Have a party at the conclusion of our Strategic Planning – this was hard work!



Action Plan

STRATEGY NUMBER: 4

PLAN NUMBER: **4.3**

DATE: 5/26/2009

RETIRED: 10/27/2014

STRATEGY [**Programming**]: We will collaborate to strengthen all aquatics programs, expand opportunities, reach out to new audiences, and begin to achieve the high standards set forth in our mission.

SPECIFIC RESULT: Develop and implement new ways to reach out to untapped audiences for existing programs with the goal of increasing overall participation in existing programs by up to 20%, or as capacity allows.

#	ACTION STEPS
1.	Survey District residents to determine a baseline of knowledge about current aquatics programs and suggestions for new programs. Offer free Open Swim passes to encourage survey completion.
2.	Collect and analyze data about current program participants.
3.	Identify new audiences that would benefit from current programs.
4.	Identify five community partners who have the greatest opportunity to be influential (<i>eg.</i> , Lions, senior organizations, cities, Rotary, VFW, Home School organization, health clinics, athletic organizations); develop partnerships with these groups to increase awareness of and participation in current aquatics programs.
5.	Identify and implement opportunities for collaboration and cross-marketing.



Action Plan

STRATEGY NUMBER: 4

PLAN NUMBER: **4.4**

DATE: 5/26/2009

RETIRED: 10/27/2014

STRATEGY [**Programming**]: We will collaborate to strengthen all aquatics programs, expand opportunities, reach out to new audiences, and begin to achieve the high standards set forth in our mission.

SPECIFIC RESULT: **Develop a process for expanding programming.**

#	ACTION STEPS
1.	Develop an inventory of existing aquatics programs and activities.
2.	Develop a list of competing aquatics programs in the Minnetonka School District and surrounding areas.
3.	Survey District residents to determine a baseline of knowledge about current aquatics programs and suggestions for new programs. Offer free Open Swim passes to encourage survey completion.
4.	Develop a list of potential new programs / activities for future development.
5.	Determine the physical, programmatic, and financial feasibility of each option, including facility capabilities, scheduling opportunities, Buildings & Grounds capabilities, and staffing and volunteer capabilities.
6.	Establish standards for new programs following the criteria in the quality matrix (<i>cf.</i> Plan 2 Step 5).
7.	Establish a priority list of new program options based on above findings; develop a timeline for implementation that takes into consideration our capacity for expansion and our commitment to maintain quality.
8.	Collaborate with Marketing Dept. to launch campaign to generate excitement and encourage participation in new programs.
9.	Annually evaluate the success of new programs measured against quality matrix.
10.	Promote acceleration of plans to renovate facility at MMW to accommodate successful program expansion.



Action Plan

STRATEGY NUMBER: 4

PLAN NUMBER: **4.9**

DATE: 5/26/2009

(Cross Reference to 6.x)

RETIRED: 10/27/2014

STRATEGY [**Programming**]: We will collaborate to strengthen all aquatics programs, expand opportunities, reach out to new audiences, and begin to achieve the high standards set forth in our mission.

SPECIFIC RESULT: **Develop a volunteer program and coordinate volunteers across all aquatics programs.**

#	ACTION STEPS
1.	Assess areas/activities currently fulfilled by volunteers, by program.
2.	Determine additional volunteer needs and opportunities, by program.
3.	Identify ways in which volunteers are recruited today, and document.
4.	Establish a structure to implement a volunteer coordinator in each team/program; optionally (or in addition) for each major event. Depending upon the program, this might be a shared responsibility and/or have a coordinator at different program levels.
5.	Identify volunteer roles; with detailed responsibilities.
6.	Establish a structure for recruiting volunteers within programs and across programs, including: <ul style="list-style-type: none"> • [New] staff requirements to volunteer (2x) for an aquatics program that is not one in which they are directly involved; recruit from other district staff • Protocols and methods for recruiting from other programs within aquatics as well as other sports (<i>e.g.</i> a phone tree to other volunteer coordinators, communications vehicles available, coordination with TonkaPride and other booster clubs). • Program for recruiting volunteers from alumni. • Ways to potentially involve community members who do not have family participants in programs.
7.	Identify and ensure availability of resources needed by volunteers to successfully support programs.
8.	Explore options (including researching competitive program offerings) for making volunteer participation an obligation and/or providing barter (incentives) options in select programs. <i>For example:</i> <ul style="list-style-type: none"> • Consider creating a hours/season obligation in Swim Club, with a buyout option. The buyout option could be post-season or the Club could charge fees upon program registration, escrow funds, and refund participants who meet obligations at season end. • Consider reducing program fees for volunteers who have significant impact/time commitments to program.
9.	Work with District Communications and Marketing as well as other staff appropriately to authorize volunteer options and to create messaging and communications to participants. If obligations or incentives are put into place, this will be a change that requires management to program participants.
10	Develop a protocol and documentation for tracking volunteer participation. Use this information to: <ul style="list-style-type: none"> • Fulfill any incentive/obligatory requirements. • Recognize volunteer efforts (<i>cf</i> 4.10).
11	Create a volunteer page on the website, highlighting volunteer opportunities and recognizing successes.
12	Establish a ConnectEd account for recruiting volunteers to special events.



Action Plan

STRATEGY NUMBER: 5

PLAN NUMBER: **5.2**

DATE: 5/26/2009

RETIRED: 12/17/2014

STRATEGY [National Standard]: We will be recognized as a national standard for community aquatics.

SPECIFIC RESULT: **Establish an advisory board to ensure we continually pursue innovation, creativity, and excellence.**

#	ACTION STEPS
1.	Define the scope (type of representation) and create a list of ideal candidates and define roles and Expectations
2.	Develop the invitational pitch and make the invitations/calls.
3.	Design a process that allows participation while respecting the high-levels of demands on advisory board members time and talent. Brainstorm ways to make their participation and contributions fun and rewarding....what must we do to generate quotes like “this is my favorite board position, it’s lively and I feel we are making a significant contribution”
4.	Develop a mechanism, in conjunction with the District resources and ideas, to communicate awareness, progress and important outcomes to the community and stakeholders. (synchronize action step with those of the Marketing strategies).



Action Plan

STRATEGY NUMBER: 5

PLAN NUMBER: **5.3**

DATE: 5/26/2009

RETIRED: 12/17/2014

STRATEGY [National Standard]: We will be recognized as a national standard for community aquatics.

SPECIFIC RESULT: Create a plan for establishing and maintaining relationships with aquatics organizations, leading experts, and others on the forefront of aquatics practices and research. (*Note – this will help us “design in” innovation and creativity in all areas of aquatics.*)

#	ACTION STEPS
1.	Develop a list of key relationships and prioritize.
2.	Build an informational package to introduce ourselves and reach out to those organizations and individuals deemed as key relationships. In the case of organizations, determine appropriate Contact
3.	Develop a plan to maintain this aquatics network including frequency, format, follow-up, and potential contributions seeking a mutually beneficial relationship.