



# Virginia Swimming Strategic Plan (2022-2024)

Adopted February 7, 2022

## **Mission Statement**

Virginia Swimming creates opportunities that promote sportsmanship and develop excellence through competitive swimming

## **Vision Statement**

To develop self-confident athletes with a life-long passion for swimming and strong life skills

## **Core Values**

Athlete Focused, Excellence, Inclusion, Integrity

## SWOT Analysis

### Strengths

- S1. A fiscally sound organization with sufficient and stable reserves and a developing endowment
- S2. A dedicated and professional office staff that provides a myriad of services that would otherwise be handled by volunteers
- S3. Athletes, coaches, officials, staff, and other volunteers provide strong leadership within the LSC
- S4. Numerous excellent facilities are available that can host novice- through national-level meets
- S5. As an organization, Virginia Swimming is flexible in the face of adversity

### Weaknesses

- W1. The membership of Virginia Swimming does not reflect the diversity of the population within its territory
- W2. The participation rate of individual and group members in LSC governance is poor
- W3. It is becoming increasingly difficult to recruit and retain officials
- W4. Costs at all levels, for both athlete and non-athlete members, is a barrier to participation
- W5. The process for determining championship meet hosts and locations is not very effective and often results in late assignments

### Opportunities

- O1. Support the participation of DEI athlete and non-athlete members in targeted activities that will grow their interest in the sport and aid in their retention
- O2. Create competitive opportunities that target all swimmers and all levels of swimming
- O3. Capitalize on summer league and high school swimming as feeder systems that can be used to increase participation
- O4. Offer more developmental clinics across the state for athletes

- O5. Exploit new facilities coming online as opportunities to add new clubs and new swimmers, as well as to host LSC, Zone, Sectional, and National meets
- O6. Enhance the long-term financial health of Virginia Swimming through strong leadership and adoption of financial best practices
- O7. Strengthen individual clubs through financial incentives, mentorship, and best practices
- O8. Provide and assist with developmental opportunities for coaches
- O9. Track the performance metrics of our athletes as a means of gauging club and LSC success
- O10. Increase the number of open water swimming opportunities within the LSC and grow the interest in open water swimming
- O11. Diversify the revenue streams available to Virginia Swimming to support its mission
- O12. Find creative ways to overcome Virginia Swimming's expansive and diverse geographical territory to increase participation in both competition and governance
- O13. Expand participation in Safe Sport Club Recognition so that more clubs can benefit from the knowledge gained
- O14. Invest in careful succession planning to prevent the loss of institutional knowledge and expertise as experienced individuals retire from volunteering

## **Threats**

- T1. Encroachment of Virginia Swimming territory by Potomac Valley decreases the number of athlete and non-athlete members in Virginia Swimming and it limits the availability of venues for practice and competition
- T2. Competition from other sports for economic, time commitment, or other factors decreases the number of athlete and non-athlete members in Virginia Swimming
- T3. Many group members are complacent with the status quo and do not participate in the governance of Virginia Swimming
- T4. Communication strategies need to keep pace with current technology, or we risk not communicating with our intended audience

**Broad Strategic Goal #1: Increase the number of athlete and non-athlete members of Virginia Swimming with an emphasis on making the membership reflect the diversity found in Virginia Swimming’s territory**

Objectives	Strategies
<p><b>Objective 1:</b> Increase the number of athlete members of Virginia Swimming from ~7,500 to 9,000 by 10/2024</p>	<p><b>Strategy 1:</b> Place a continual emphasis on the entry level swimmer to “build the base” across all demographics (eg, learn to swim programming, linkage to summer leagues)</p> <p><b>Milestones:</b> Push the message to individual clubs</p> <p><b>Resources:</b> Individual clubs in their local areas; LSC to develop literature</p> <p><b>Responsible:</b> All</p>
	<p><b>Strategy 2:</b> Continue the narrative that USA Swimming is not necessarily a year-round commitment (ie, it is not the case that swimming is a huge sacrifice/barrier for entry-level swimmers), (eg, develop and provide clubs with foundational advice and marketing support to attract summer league and high school swimmers to USA Swimming)</p> <p><b>Milestones:</b> Material developed in time for 2022 summer league season and 2022/2023 high school season; push the message to individual clubs</p> <p><b>Resources:</b> Social media</p> <p><b>Responsible:</b> All</p>
	<p><b>Strategy 3:</b> Establish, support, and grow the narrative that swimming is a sport that can save lives</p> <p><b>Milestones:</b> Use of grants, club support, attendance metrics to track overall participation in learn to swim programming across all levels within the LSC</p> <p><b>Resources:</b> What are the learn to swim programs out there (eg, Y, Community orgs, summer pools, municipal / parks and rec programs, church based, USA Team or public / private / university school based... is there a LSC database that captures every learn to swim, and overall participation number out there?)?</p> <p><b>Responsible:</b> Virginia Swimming Office, Age Group Committee, Senior Committee, Coaches Committee, DEI Committee, Open Water Committee</p>
	<p><b>Strategy 4:</b> Determine if high school swimming would better be positioned as a fall sport than a winter sport; if so, solicit VHSL and VISAA to move high school swimming to the fall</p> <p><b>Milestones:</b> Determine both the pluses and minuses of such a move bearing in mind that there might be unintended consequences if the move were to be made; advocate with VHSL and VISAA if determined to be a positive change</p> <p><b>Resources:</b> VHSL and VISAA</p> <p><b>Responsible:</b> Administrative vice-chair</p>
<p><b>Objective 2:</b> Increase the number of certified officials in Virginia Swimming to a minimum of 10% of the number of athlete members</p>	<p><b>Strategy 1:</b> Work with club officials chairs to increase the number of trainees being recruited, especially those with younger rather than older swimmers</p> <p><b>Milestones:</b> Rising number of certified officials within VSI; increasing average length of service as a certified official</p> <p><b>Resources:</b> Officials Committee</p> <p><b>Responsible:</b> Officials Committee</p>
	<p><b>Strategy 2:</b> Continue the use of both in-person and on-line Zoom training sessions to maximize the frequency and convenience of initial training opportunities</p>

	<p><b>Milestones:</b> Rising number of certified officials within VSI</p> <p><b>Resources:</b> Officials Committee</p> <p><b>Responsible:</b> Officials Committee</p>
	<p><b>Strategy 3:</b> Institute a one-on-one mentoring system to aid in initial training and subsequent retention</p> <p><b>Milestones:</b> Increased percentage of individuals completing the certification process when comparing mentored to non-mentored trainees; increased average years of service when comparing mentored to non-mentored certified officials</p> <p><b>Resources:</b> Officials Committee; experienced officials willing to serve as mentors</p> <p><b>Responsible:</b> Officials Committee</p>
	<p><b>Strategy 4:</b> Using VSI funds, reimburse trainees and officials for USA Swimming registration and background checks</p> <p><b>Milestones:</b> Draft reimbursement guidelines; determine fiscal impact on Virginia Swimming; determine means by which incurred costs would be recovered; present plan and needed policy changes to the fall 2022 HOD for action; implement for 2023/2024 if approved by HOD</p> <p><b>Resources:</b> PVS reimbursement policy can serve as a starting point</p> <p><b>Responsible:</b> Officials Committee to draft guidelines; Finance Committee to determine fiscal impact and cost recovery plan; Rules and Legislation Coordinator to assist in writing any required VSI Policy and Procedure changes</p>
<p><b>Objective 3:</b> Increase the diversity of the athlete and non-athlete members of Virginia Swimming</p>	<p><b>Strategy 1:</b> As a baseline, determine the diversity ratio within Virginia versus the diversity ratio within VSI; VSI numbers should be broken out for athletes, coaches, and officials</p> <p><b>Milestones:</b> Determine baseline data by 03/2022 and distribute it to Virginia Swimming constituencies (eg, Officials Committee, Coaches Committee) so that they can use it for developing future plans</p> <p><b>Resources:</b> <a href="https://www.census.gov/quickfacts/VA">https://www.census.gov/quickfacts/VA</a></p> <p><b>Responsible:</b> DEI Committee, Virginia Swimming Office</p>
	<p><b>Strategy 2:</b> Survey clubs to gather their initiatives on diversity, what are their resources, what is working, and where are the roadblocks (eg, are they working with YMCA Open Doors program? Do they match registration/monthly fees?); survey clubs to understand what they would like to see in terms of camps and clinics</p> <p><b>Milestones:</b> Survey responses due by 03/2022; review material by 04/2022; determine best practices by 05/2022</p> <p><b>Resources:</b> Survey Monkey, Google Forms, either allow the committee to compile data quickly</p> <p><b>Responsible:</b> DEI Committee</p>
	<p><b>Strategy 3:</b> Reach out to ONE Virginia (Virginia DEI) for resources and potential funding available to achieve our goals (eg, possible existence state or federal funds)</p> <p><b>Milestones:</b> Determine what resources are available by 03/2022</p> <p><b>Resources:</b> Office of Diversity, Equity, and Inclusion, Janice Underwood, PhD, Patrick Henry Building, Third Floor, 1111 E. Broad Street, Richmond, Virginia 23219, <a href="mailto:deidirector@governor.virginia.gov">deidirector@governor.virginia.gov</a></p> <p><b>Responsible:</b> DEI Committee</p>
	<p><b>Strategy 4:</b> Review and update the Virginia Swimming website and social media platforms to ensure that they reflect the diversity within the LSC</p> <p><b>Milestones:</b> Review and update Virginia Swimming platforms by 04/2022; develop consistent site update strategy</p>

	<p><b>Resources:</b> USA Swimming Eastern Zone, Diversity in Aquatics, etc.  <b>Responsible:</b> VSI DEI Committee Working Group</p>
	<p><b>Strategy 5:</b> Clubs partner with facilities in underrepresented demographic areas for Learn to Swim Program as a feeder to swim team participation  <b>Milestones:</b> Work with Hampton Aquaplex and CGBD regarding Learn to Swim Program once facility opens to create opportunities for that area's population; identify and initiate additional partnerships  <b>Resources:</b> Registration Chair, City of Hampton, Finance Chair  <b>Responsible:</b> Registration Chair</p>
<p><b>Objective 4:</b> Rediscover the “fun” in Virginia Swimming championship meets</p>	<p><b>Strategy 1:</b> “Beef Up” awards ceremonies and recognition practices at VSI championship meets (eg, parading for finals, music during introductions, awarding top 3 following final heat, senior recognition, age group parade)  <b>Milestones:</b> Reinstigate awards ceremonies and recognition practices for both Age Group Championships and Senior Championships beginning with the short course 2022 championships  <b>Resources:</b> None  <b>Responsible:</b> Age Group Committee, Senior Committee</p>
<p><b>Objective 5:</b> Reduce costs at all levels to minimize the financial burden of participating athletes and their families</p>	<p><b>Strategy 1:</b> Advertise to clubs and individuals in summer leagues the Outreach Program and its availability  <b>Milestones:</b> By 05/2022, clubs reach out to local summer league teams and inform them of options after the summer for continued swimming including options for those individuals who can't afford more than a recreational swim team; goal is to achieve 50% of VSI clubs having outreach athletes on the club by 09/2023  <b>Resources:</b> Outreach membership informational sheet  <b>Responsible:</b> Virginia Swimming Office and local swim clubs</p>

## Broad Strategic Goal #2: Ensure that competitive opportunities are available for all swimmers, ranging from novice through Olympic Trials qualifiers

Objectives	Strategies
<p><b>Objective 1:</b> Implement recommendations made by the 2021 Championship Season Task Force</p>	<p><b>Strategy 1:</b> Adopt the 2021 Championship Season Task Force recommendations that realign the VSI championship meet sequence during the short course season</p> <p><b>Milestones:</b> Recommendations incorporated into the short course season for 2022/2023</p> <p><b>Resources:</b> Championship Season Task Force recommendations</p> <p><b>Responsible:</b> Technical Planning Committee, Senior Committee, Age Group Committee</p>
<p><b>Objective 2:</b> Provide a balanced portfolio of swim meets across VSI</p>	<p><b>Strategy 1:</b> Inventory the current number of meets within the LSC, within each district within the LSC, and within the following categories: 8&amp;Under; Age-Group Developmental; Age-Group Performance; Senior Developmental; and Senior Performance (Definitions: Developmental: BB and below; Performance: A and above)</p> <p><b>Milestones:</b> Complete assessment by 5/2022 (short course) and 10/2022 (long course); annually reassess</p> <p><b>Resources:</b> None</p> <p><b>Responsible:</b> Senior Committee, Age Group Committee, Technical Planning Committee</p>
	<p><b>Strategy 2:</b> Determine the feasibility of additional or different meets to address deficiencies identified in strategy #1 and clubs' amenability to making changes to the traditional schedule of meets</p> <p><b>Milestones:</b> Complete assessment by 03/2023; annually reassess</p> <p><b>Resources:</b> None</p> <p><b>Responsible:</b> Senior Committee, Age Group Committee, Technical Planning Committee</p>
	<p><b>Strategy 3:</b> Determine what resources (eg, facility access, hosting education, officials) are needed for clubs wishing to host meets</p> <p><b>Milestones:</b> Complete assessment by 03/2023; annually reassess</p> <p><b>Resources:</b> None</p> <p><b>Responsible:</b> Senior Committee, Age Group Committee, Technical Planning Committee</p>
	<p><b>Strategy 4:</b> Set goal numbers for each level of competition while ensuring that equal competitive opportunities are offered to VSI athletes during both the short course and long course seasons</p> <p><b>Milestones:</b> Set targets by 03/2023; annually reassess</p> <p><b>Resources:</b> None</p> <p><b>Responsible:</b> Senior Committee, Age Group Committee, Technical Planning Committee</p>
<p><b>Objective 3:</b> Stimulate more focused competitions for younger swimmers</p>	<p><b>Strategy 1:</b> Extend capped splash fees and decreased rebate fees from 8&amp;U competitions to 10&amp;U competitions</p> <p><b>Milestones:</b> Prepare policy change for April 2023 HOD action</p> <p><b>Resources:</b> None</p> <p><b>Responsible:</b> Rules and Regulations Coordinator to write policy amendment; Finance Committee to account for changes in budget</p>
<p><b>Objective 4:</b> Stimulate more focused competitions for top level swimmers</p>	<p><b>Strategy 1:</b> Investigate and plan an all-star multi-LSC senior competition involving VSI in conjunction with PVS and/or NCS</p>

	<p><b>Milestones:</b> Proposal to BOD and announced HOD in spring 2023; competition to occur in 2023-24 year</p> <p><b>Resources:</b> Budgetary support from VSI</p> <p><b>Responsible:</b> Senior Committee has primary responsibility for developing the concept; Technical Planning Committee to aid with scheduling</p>
<p><b>Objective 5:</b> Provide low-cost competitive opportunities for recreational swimmers to allow their participation in the sport with a reduced financial burden</p>	<p><b>Strategy 1:</b> Encourage swim meets designed for recreation at a lesser cost to provide competition opportunities (eg, less than 2-hour length)</p> <p><b>Milestones:</b> Implement meets in 2022/2023</p> <p><b>Resources:</b> Some teams are currently hosting such meets, but not offered statewide; review sanctions of meets that fit the criteria; any other LSCs who host similar meets?</p> <p><b>Responsible:</b> Age Group Committee, Coaches Committee</p>
<p><b>Objective 6:</b> Grow open water swimming opportunities within VSI</p>	<p><b>Strategy 1:</b> Determine the number of available open water venues available within VSI territory by inventorying past events locations and by identifying new locations</p> <p><b>Milestones:</b> By 04/2022, have the identity and availability of open water venues within the LSC that are open to hosting events</p> <p><b>Resources:</b> Open Water Committee</p> <p><b>Responsible:</b> Open Water Committee</p>
	<p><b>Strategy 2:</b> Work with local organizations that host open water events in Virginia to identify existing meets that might be adapted to USA Swimming rules and regulations</p> <p><b>Milestones:</b> By 04/2022, identify existing meets that have the potential or desire to partner with VSI</p> <p><b>Resources:</b> Virginia Masters Swimming has a few open water events; Virginia Beach Lifeguard Services has a series of open water events each year</p> <p><b>Responsible:</b> Open Water Committee</p>
	<p><b>Strategy 3:</b> Identify clubs that are interested in hosting an open water meet</p> <p><b>Milestones:</b> By 04/2023, identify 3 or more clubs willing to host an open water meet</p> <p><b>Resources:</b> None</p> <p><b>Responsible:</b> Open Water Committee</p>
	<p><b>Strategy 4:</b> Identify the equipment and resources needed to host an open water meet</p> <p><b>Milestones:</b> Develop list of needed equipment and resources; inventory existing equipment and resources; identify equipment and resources that need to be purchased with corresponding budget; identify equipment and resources that might be acquired by alternative means (eg, boat distributors providing jet skis or kayaks; sponsors to provide funding)</p> <p><b>Resources:</b> VSI budget line item to purchase needed equipment that can be shared across open water meets</p> <p><b>Responsible:</b> Open Water Committee</p>
	<p><b>Strategy 5:</b> Recruit and train qualified officials to run open water meets</p> <p><b>Milestones:</b> A sufficient number (TBD) of certified open water officials to be grown over a 3-year period to allow for easy and reliable staffing of open water meets</p> <p><b>Resources:</b> Recruit national open water officials to serve as meet referees and provide initial open water training clinics; funding to cover travel expenses of national open water officials; USA Swimming-sponsored Open Water Official Clinics</p> <p><b>Responsible:</b> Officials Committee</p>

	<p><b>Strategy 6:</b> Determine the best dates on the calendar to conduct open water meets</p> <p><b>Milestones:</b> Have 3 or more events on separate non-competing weekends</p> <p><b>Resources:</b> Host clubs, officials, volunteers, seasonal weather/waters</p> <p><b>Responsible:</b> Open Water Committee, Technical Planning Committee</p>
	<p><b>Strategy 7:</b> Create an open water race series or VSI open water championship series by combining existing and new open water events into a minimum 3-event series</p> <p><b>Milestones:</b> Crown open water team and Individual champions beginning with the 2023 long course season</p> <p><b>Resources:</b> VSI funding for awards</p> <p><b>Responsible:</b> Open Water Committee</p>
	<p><b>Strategy 8:</b> Investigate and plan an open water competition with possible Eastern Zone “circuit” support</p> <p><b>Milestones:</b> Recruit host for summer 2023; proposal to the Eastern Zone for 2022-23 budget support</p> <p><b>Resources:</b> Eastern Zone funding support</p> <p><b>Responsible:</b> Open Water Committee, Technical Planning Committee</p>
	<p><b>Strategy 9:</b> Proactively communicate available open water opportunities available through e-mail, the VSI website, and social media</p> <p><b>Milestones:</b> Increase number of clubs participating in VSI open water meets</p> <p><b>Resources:</b> Open Water Committee, Virginia Swimming Office</p> <p><b>Responsible:</b> Open Water Committee</p>

## Broad Strategic Goal #3: Provide developmental opportunities (eg, camps, clinics) for athlete members of Virginia Swimming

Objectives	Strategies
<p><b>Objective 1:</b> Offer swim camps targeting different levels of swimmers and different types of swimming (eg, pool vs open water) and swimming-related (eg, dryland training, mental health, nutrition)</p>	<p><b>Strategy 1:</b> Establish a Camps and Clinics Working Group that will in turn determine criteria for selection and format for camps with a focus on DEI and developmental athletes</p> <p><b>Milestones:</b> Develop criteria and format by 04/30/2022</p> <p><b>Resources:</b> Zone camp template</p> <p><b>Responsible:</b> Age Group Committee, DEI Committee, Athletes Committee</p>
	<p><b>Strategy 2:</b> Provide camps for BB and slower athletes in 10 &amp; U age groups; participants may not have any A times (suggested guidelines)</p> <p><b>Milestones:</b> Camps offered in the southwest, central, northern, and tidewater districts during each odd numbered years; calendar of camps over multiple years, created by 09/2022 to allow lead time for planning by athletes, parents, and coaches</p> <p><b>Resources:</b> Funds for facilities, snacks, SWAG, coaches</p> <p><b>Responsible:</b> Age Group Committee has primary responsibility for putting the camps together with the Virginia Swimming Office providing logistical support</p>
	<p><b>Strategy 3:</b> Provide LSC-wide camps for 11-14-year-old athletes based on IMX scores (SCY or LCM depending on time of year of camp)</p> <p><b>Milestones:</b> Camps offered to provide camaraderie and education for this select group of athletes to create bonding amongst athletes and instill motivation to remain a swimmer through their senior swimming ages; camp to be held in the even years no later than September 30; schedule over multiple years to allow lead time for planning by athletes, parents, and coaches</p> <p><b>Resources:</b> Funds for facilities, snacks, SWAG, coaches</p> <p><b>Responsible:</b> Age Group Committee has primary responsibility for putting the camps together with the Virginia Swimming Office providing logistical support</p>
	<p><b>Strategy 4:</b> Offer camps/clinics that focus on topics such as leadership, dryland activities, mental health, and nutrition</p> <p><b>Milestones:</b> Develop a schedule and menu of offerings by 09/2022; begin offering the camps/clinics beginning at the start of the 2022/2023 season</p> <p><b>Resources:</b> Identify subject matter experts; funding for in-person opportunities and subject matter expert</p> <p><b>Responsible:</b> Senior Committee and Athletes Committee have primary responsibility with the Virginia Swimming Office providing logistical support</p>
<p><b>Objective 2:</b> Promote open water swimming by providing coaches and swimmers with education on the topic</p>	<p><b>Strategy 1:</b> Develop and provide informational material (eg, information sheet, brochure, web-based media) as to what open water swimming is</p> <p><b>Milestones:</b> By the spring 2022 HOD meeting, create and distribute the informational material to member clubs to share with their membership</p> <p><b>Resources:</b> Open Water Committee</p> <p><b>Responsible:</b> Open Water Committee with support from the Virginia Swimming Office</p>
<p><b>Objective 3:</b> Increase the diversity of the athletes attending camps and clinics</p>	<p><b>Strategy 1:</b> Offer financial assistance to eligible athletes who otherwise would not be able to attend an offered camps and clinics</p>

	<p><b>Milestones:</b> Secure funding line item in VSI budget beginning with the 2022/2023 fiscal year; measure increased participation of economically disadvantaged athletes over time</p> <p><b>Resources:</b> VSI Outreach Membership and VSI budget</p> <p><b>Responsible:</b> VSI DEI Committee Working Group has primary responsibility for identifying qualifying participants and for working with the Age Group Committee to promote an inclusive camp atmosphere</p>
<p><b>Objective 4:</b> Increase athlete participation in LSC governance and decision making</p>	<p><b>Strategy 1:</b> Offer an Athlete Leadership and Governance Conference for 14-16-year-old athletes with attendees selected by their clubs</p> <p><b>Milestones:</b> Schedule clinic no later than November 30 of even years, offering the clinic in even years; NLT December 31<sup>st</sup> of the given year, survey of participants who attended; monitor attendees for future service on the VSI BOD or VSI committees</p> <p><b>Resources:</b> Athlete Leadership Handbook, funds for facility, meals, snacks, SWAG, potential facilitator, peer facilitators</p> <p><b>Responsible:</b> Athletes Committee, Governance Committee, and Virginia Swimming Office</p>

## Broad Strategic Goal #4: Offer mentorship and educational opportunities to both professional coaches and volunteers (eg, officials, board members, meet directors) who support Virginia Swimming

Objectives	Strategies
<p><b>Objective 1:</b> Offer continuous support to all parties responsible for VSI ongoing operations</p>	<p><b>Strategy 1:</b> Embrace on-line education to minimize volunteer fatigue and to increase educational opportunities for all teams regardless of size</p> <p><b>Milestones:</b> Consider the use of virtual or hybrid formats when scheduling meetings clinics, or workshops</p> <p><b>Resources:</b> Zoom</p> <p><b>Responsible:</b> Virginia Swimming Office for Zoom support</p>
<p><b>Objective 2:</b> Ensure that club registrars are well-trained and understand their responsibilities</p>	<p><b>Strategy 1:</b> VSI staff will offer training workshops to educate club registrars about existing and newly implemented registration practices for the upcoming swim season</p> <p><b>Milestones:</b> Offer on an as-needed basis</p> <p><b>Resources:</b> Newly developed registration practices from USA Swimming</p> <p><b>Responsible:</b> Virginia Swimming Office</p>
<p><b>Objective 3:</b> Promote coach-directed educational opportunities offered by USA Swimming and other organizations</p>	<p><b>Strategy 1:</b> Survey coaches to determine their continuing education needs including desired topics, format desired (in-person or virtual), and frequency</p> <p><b>Milestones:</b> Survey developed by 04/2022; survey completed and analyzed by 6/2022</p> <p><b>Resources:</b> Coaches Committee Task Force</p> <p><b>Responsible:</b> Coaches Committee has primary responsibility with the Virginia Swimming Office providing logistical support</p>
	<p><b>Strategy 2:</b> The Coaches Committee and VSI staff will generate a monthly list of educational opportunities for coaches; the list will be emailed to coaches and posted on the Coaches page of the VSI website</p> <p><b>Milestones:</b> A list of educational opportunities for coaches will be updated by the 5<sup>th</sup> of each month</p> <p><b>Resources:</b> USA Swimming, ASCA, ISCA</p> <p><b>Responsible:</b> Virginia Swimming Office, Coaches Committee</p>
	<p><b>Strategy 3:</b> Subsidize VSI woman coach attendance at the USA Swimming Women's Leadership Workshop</p> <p><b>Milestones:</b> Develop selection criteria and develop a ranked list of potential attendees to be updated annually; send 2 coaches per year to the workshop</p> <p><b>Resources:</b> Airfare, lodging, conference cost (&lt;= \$2K)</p> <p><b>Responsible:</b> Coaches Committee</p>
	<p><b>Strategy 4:</b> Subsidize VSI Senior and Age Group Coach of the Year to attend the ASCA Conference and Workshop</p> <p><b>Milestones:</b> Send VSI Coaches of the Year to the Conference/Workshop on an annual basis</p> <p><b>Resources:</b> Travel, Lodging, Conference cost</p> <p><b>Responsible:</b> Coaches Committee</p>
	<p><b>Strategy 5:</b> Provide in-house (VSI) coaching clinics</p> <p><b>Milestones:</b> Beginning clinics in 2022</p> <p><b>Resources:</b> Coaches Committee</p> <p><b>Responsible:</b> Coaches Committee</p>

	<p><b>Strategy 6:</b> Provide stipend to continuing education opportunities for coaches</p> <p><b>Milestones:</b> Develop selection criteria and post-attendance reporting requirements; conduct survey to identify targeted educational opportunities</p> <p><b>Resources:</b> \$2,000 in 2022/2023 budget with future year budgets to be determined</p> <p><b>Responsible:</b> Coaches Committee</p>
<p><b>Objective 4:</b> Advance officiating knowledge by taking advantage of USA Swimming Officials Training Clinics</p>	<p><b>Strategy 1:</b> Send a VSI official to USA Swimming Open Water Officials Clinic and associated Open Water National Championship</p> <p><b>Milestones:</b> Develop selection criteria; one VSI official to attend the Open Water Clinic per year</p> <p><b>Resources:</b> Airfare, lodging, conference cost (&lt;=/ \$2K)</p> <p><b>Responsible:</b> Officials Committee has primary responsibility with the Open Water Committee providing input</p>
	<p><b>Strategy 2:</b> Send 2 VSI referees to USA Swimming Referees Clinic</p> <p><b>Milestones:</b> Develop selection criteria; two VSI referees to attend the Referees Clinic when offered every other year</p> <p><b>Resources:</b> Airfare, lodging, conference cost (&lt;=/ \$2K)</p> <p><b>Responsible:</b> Officials Committee</p>
<p><b>Objective 5:</b> Increase DEI presence</p>	<p><b>Strategy 1:</b> Increase the number of DEI Representatives on teams across the districts</p> <p><b>Milestones:</b> Build relationships with teams in the districts and then recruit membership from those teams</p> <p><b>Resources:</b> none</p> <p><b>Responsible:</b> VSI DEI Committee Working Group</p>
	<p><b>Strategy 2:</b> Develop DEI District Chairs</p> <p><b>Milestones:</b> Build relationships with teams in the districts and then develop current members into District Lead Members</p> <p><b>Resources:</b> None</p> <p><b>Responsible:</b> VSI DEI Committee Working Group</p>

## Broad Strategic Goal #5: Support club development by providing educational opportunities and best practices

Objectives	Strategies
<p><b>Objective 1:</b> Track the performance metrics of our athletes as a means of gauging club and LSC success</p>	<p><b>Strategy 1:</b> Generate Top Times lists from SWIMS of each gender and age group  <b>Milestones:</b> Update Top Times list monthly (November – August) and post on VSI website  <b>Resources:</b> SWIMS  <b>Responsible:</b> Records Coordinator, Virginia Swimming Office</p>
<p><b>Objective 2:</b> Encourage club recognition and excellence participation</p>	<p><b>Strategy 1:</b> Subsidize club membership dues for clubs that achieve club excellence ranking (ie, level 2 or above)  <b>Milestones:</b> Establish working group to investigate and recommend incentives by 06/2022; BOD approval by 08/2022  <b>Resources:</b> As adopted by BOD  <b>Responsible:</b> General chair to establish working group</p>
	<p><b>Strategy 2:</b> Offer online seminars on how to use club portal information  <b>Milestones:</b> Seminars offered on an as-needed basis  <b>Resources:</b> Virginia Swimming Office  <b>Responsible:</b> Virginia Swimming Office</p>
<p><b>Objective 3:</b> Strengthen individual clubs through financial incentives, mentorship, and best practices</p>	<p><b>Strategy 1:</b> Provide resources to Treasurers and BODs of individual clubs, (eg, create best practices sheets from successful clubs and share that information to less successful clubs)  <b>Milestones:</b> By 09/2022, gather best practice information from financially successful clubs and collate responses  <b>Resources:</b> Finance Committee, VSI Clubs  <b>Responsible:</b> Finance Chair and Treasurer</p>
	<p><b>Strategy 2:</b> Develop a mentor program where the Treasurer/Finance Chair meets with club BODs for financial training  <b>Milestones:</b> By 09/2022, create a mentorship program and schedule dates with interested clubs to go over financial resources available to them  <b>Resources:</b> Finance Committee, VSI Clubs  <b>Responsible:</b> Finance Chair and Treasurer</p>

## Broad Strategic Goal #6: Make safety, including all aspects of safe sport and operational risk, a priority for athletes, coaches, and volunteers

Objectives	Strategies
<p><b>Objective 1:</b> Facilitate the two-way flow of information between the VSI Operational Risk Committee and VSI clubs</p>	<p><b>Strategy 1:</b> Grow an Operational Risk Committee Working Group to as many clubs as possible having a parent and swimmer representing their club and expressing club concerns</p> <p><b>Milestones:</b> 33% participation by 08/2022, 66% participation by 08/2023, and 100% participation by 08/2024</p> <p><b>Resources:</b> None</p> <p><b>Responsible:</b> Operational Risk Committee</p>
<p><b>Objective 2:</b> Improve safety throughout VSI by identifying risks and by developing best practices to mitigate those risks</p>	<p><b>Strategy 1:</b> VSI Operational Risk Committee will identify exposure to risks and develop recommendations to avoid or minimize the risks</p> <p><b>Milestones:</b> Develop risk assessment plan and mitigation strategies by 08/2022 and update annually thereafter</p> <p><b>Resources:</b> USA Swimming Operational Risk Committee; USA Swimming Operational Risk Committee Risk Management &amp; Safety Manual</p> <p><b>Responsible:</b> Club Operational Risk Coordinator has responsibility at the club level; VSI Operational Risk Committee has responsibility for providing resources and monitoring compliance</p>
	<p><b>Strategy 2:</b> VSI Operational Risk Committee will provide brief training papers and develop 12 training modules for a consistent monthly training program</p> <p><b>Milestones:</b> Training modules and papers will be developed and released on a monthly basis beginning 03/2022; modules and papers will be reviewed and updated as necessary on an annual basis</p> <p><b>Resources:</b> USA Swimming Operational Risk Committee; USA Swimming Operational Risk Committee Risk Management &amp; Safety Manual</p> <p><b>Responsible:</b> VSI Operational Risk Committee</p>
<p><b>Objective 3:</b> Improve safety and decrease risks at both swim practices and swim meets</p>	<p><b>Strategy 1:</b> Recommend clubs have an Operational Risk Coordinator to provide education and oversight of operational risk at the club level</p> <p><b>Milestones:</b> VSI Operational Risk Committee develops educational and working material for VSI clubs; 50% compliance by 08/2022; 75% compliance by 08/2023; 100% compliance by 08/2024</p> <p><b>Resources:</b> VSI Operational Risk Committee; USA Swimming Operational Risk Committee Risk Management &amp; Safety Manual</p> <p><b>Responsible:</b> VSI Operational Risk Committee has responsibility for providing resources; Club Operational Risk Coordinator has responsibility at the club level</p>
	<p><b>Strategy 2:</b> Recommend clubs review and understand their facility Emergency Action Plan on an annual basis</p> <p><b>Milestones:</b> 50% compliance by 08/2022; 75% compliance by 08/2023; 100% compliance by 08/2024</p> <p><b>Resources:</b> VSI Operational Risk Committee; USA Swimming Operational Risk Committee Risk Management &amp; Safety Manual</p> <p><b>Responsible:</b> Club Operational Risk Coordinator has responsibility at the club level</p>
	<p><b>Strategy 3:</b> Recommend annual safety inspection of facilities used for practices and pre-meet inspection of facilities used for meets</p> <p><b>Milestones:</b> Practice facility inspections: 50% compliance by 10/2022; 75% compliance by 10/2023; 100% compliance by 10/2024.</p>

	<p>Competition facility inspections: ongoing 100% compliance</p> <p><b>Resources:</b> VSI Facility Inspection Checklist</p> <p><b>Responsible:</b> Club Operational Risk Coordinator has responsibility at the club level; VSI Operational Risk Committee has responsibility for providing resources and monitoring compliance</p>
	<p><b>Strategy 4:</b> Provide education on the importance of completing the Report of Occurrence form following any reportable incident</p> <p><b>Milestones:</b> Educational material developed by VSI Operational Risk Committee and distributed by 10/2022; increased reporting, particularly of incidents occurring at practices</p> <p><b>Resources:</b> VSI Operational Risk Committee</p> <p><b>Responsible:</b> VSI Operational Risk Committee is responsible for creating and distributing training material and for monitoring the frequency of reporting; Club Operational Risk Coordinators are responsible for filing the Report of Occurrence as needed and for the local maintenance of such reports</p>
	<p><b>Strategy 5:</b> Deploy a Meet Marshal training program that is consistent with any guidelines as established by USA Swimming</p> <p><b>Milestones:</b> Clubs adopt the Meet Marshal training program and have trained Marshals at VSI-sanctioned meets</p> <p><b>Resources:</b> Arizona Swimming, USA Swimming</p> <p><b>Responsible:</b> VSI Operational Risk Committee is responsible for developing and deploying a Meet Marshal training program (consistent with any guidelines as developed by USA Swimming); host clubs are responsible for having a sufficient number of trained Marshals available at meets</p>
	<p><b>Strategy 6:</b> Require that at least one lifeguard be on duty at all VSI-sanctioned pool-based and open water meets</p> <p><b>Milestones:</b> Implement as a VSI policy change by spring 2022 ;100% compliance thereafter</p> <p><b>Resources:</b> None</p> <p><b>Responsible:</b> Host club or facility as established by any contractual requirements</p>
	<p><b>Strategy 7:</b> Develop educational material to emphasize to clubs the importance of having lifeguards at practices</p> <p><b>Milestones:</b> Educational material developed by 09/2022</p> <p><b>Resources:</b> USA Swimming, American Red Cross</p> <p><b>Responsible:</b> VSI Operational Risk Committee is responsible for developing material; individual clubs are responsible for implementing the recommendation</p>
<p><b>Objective 4:</b> Ensure that open water meets are conducted in as safe a manner as is possible</p>	<p><b>Strategy 1:</b> Develop and deploy open water safety training course</p> <p><b>Milestones:</b> Course developed by 06/2022 and education provided to open water meet host clubs 2-3 months prior to open water meet date</p> <p><b>Resources:</b> Sample USA Swimming Water Safety Plan &amp; Checklist; Emergency Action Plan Checklist; USA Swimming Open Water Sanction Application</p> <p><b>Responsible:</b> VSI Operational Risk Committee is responsible for developing and deploying educational material; Club Operational Risk Coordinator is responsible for working with the host club to implement best practices and required elements</p>
<p><b>Objective 5:</b> Have 100% of VSI clubs be Safe Sport recognized by USA Swimming</p>	<p><b>Strategy 1:</b> Incentivize VSI clubs to obtain Safe Sport recognition by USA Swimming (eg, allow only SSR clubs to host meets)</p>

	<b>Milestones:</b> 100% compliance by the conclusion of the 2023 long course season
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	<b>Resources:</b> USA Swimming online certification database & testing
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	<b>Responsible:</b> Safe Sport Committee
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## Broad Strategic Goal #7: Ensure that Virginia Swimming remains financially stable and continues to develop its endowment funds

Objectives	Strategies
<p><b>Objective 1:</b> Enhance the long-term financial health of Virginia Swimming through strong leadership and adoption of financial best practices</p>	<p><b>Strategy 1:</b> Perform an analysis of Virginia Swimming’s financial account to ensure maximum return of assets</p> <p><b>Milestones:</b> By 04/2022, the Finance Committee will perform analysis of accounts and determine if it is necessary to switch institutions to gain better returns/savings; repeat on an annual basis</p> <p><b>Resources:</b> Finance Committee</p> <p><b>Responsible:</b> Finance Chair and Treasurer</p>
<p><b>Objective 2:</b> Diversify the revenue streams available to Virginia Swimming to support its mission</p>	<p><b>Strategy 1:</b> Perform an analysis of the VSI financial plan and implement changes if needed</p> <p><b>Milestones:</b> By 04/2022, the Finance Committee will perform analysis of accounts and determine if it is necessary to switch institutions to gain better returns/savings; repeat on an annual basis</p> <p><b>Resources:</b> Finance Committee</p> <p><b>Responsible:</b> Finance Chair and Treasurer</p>
	<p><b>Strategy 2:</b> Develop a revenue stream through sponsorships</p> <p><b>Milestones:</b> Establish sponsorship levels (eg, gold, silver, bronze) and opportunities (eg, Senior Championships, Open Water Series, Developmental Camps); on an annual basis, identify a minimum of 4 prospective sponsors and secure at least one as an active sponsor; initial goal of \$5,000 per year in sponsorships, increasing by \$5,000 per year in subsequent years</p> <p><b>Resources:</b> None</p> <p><b>Responsible:</b> Finance Committee and Virginia Swimming Office</p>
	<p><b>Strategy 3:</b> Secure funding through grant opportunities</p> <p><b>Milestones:</b> Apply for 4-6 grants per year; receive funding for one grant per year</p> <p><b>Resources:</b> State and local government websites; directed searches of public and private foundations</p> <p><b>Responsible:</b> Virginia Swimming Office with assistance from applicable constituencies</p>
	<p><b>Strategy 4:</b> Develop strategic partnerships with local aquatic facilities and governmental entities</p> <p><b>Milestones:</b> A minimum of one joint camp or clinic targeting new and developmental swimmers, especially among underrepresented populations; implement at both the VSI and local club levels</p> <p><b>Resources:</b> Funding to cover a portion of the camp/clinic costs</p> <p><b>Responsible:</b> Virginia Swimming Office</p>
<p><b>Objective 3:</b> Guarantee that reserve funds are available for “rainy day” scenarios</p>	<p><b>Strategy 1:</b> Review the current VSI reserve funds practice and recommend any needed changes</p> <p><b>Milestones:</b> Practice codified and approved by VSI BOD by spring 2022</p> <p><b>Resources:</b> None</p> <p><b>Responsible:</b> Finance Committee responsible for establishing the reserve amount</p>
<p><b>Objective 4:</b> Ensure that rebates for the endowment fund are paid for all meets as required by current LSC policies</p>	<p><b>Strategy 1:</b> Review the meet financial reports submitted by each club to ensure that amount paid for rebates is correct</p> <p><b>Milestones:</b> Ongoing review</p> <p><b>Resources:</b> VSI Meet Financial Report</p>

	<p><b>Responsible:</b> Treasurer and Virginia Swimming Office</p>
	<p><b>Strategy 2:</b> Track meets as well as meet results held in VSI by teams from other LSCs and send invoices for amount of endowment fees on a monthly basis</p> <p><b>Milestones:</b> Invoices sent and payments received monthly</p> <p><b>Resources:</b> None</p> <p><b>Responsible:</b> Virginia Swimming Office</p>
<p><b>Objective 5:</b> Develop and establish best practices to ensure that VSI receives all payments due from member clubs</p>	<p><b>Strategy 1:</b> Maintain records of registrations processed and related payments made by clubs</p> <p><b>Milestones:</b> Maintain a spreadsheet for each club detailing all registrations and payments; invoice clubs on a monthly basis for any outstanding amounts due; if payments are not received by proper deadlines, assess appropriate fines and penalties</p> <p><b>Resources:</b> None</p> <p><b>Responsible:</b> Virginia Swimming Office</p>

**Broad Strategic Goal #8: Enhance VSI’s governance structure by focusing the BOD on the strategic plan, shifting operational initiatives to the committees and coordinators, increasing the meaningful participation of athlete and non-athlete members, and increasing the participation of group members in the HOD**

Objectives	Strategies
<p><b>Objective 1:</b> Ensure that VSI BOD members, VSI committee chairs, VSI coordinators, VSI group members, and VSI athletes know and understand the governance structure of VSI so that they can participate meaningfully in governing VSI</p>	<p><b>Strategy 1:</b> Provide orientation material for new BOD members, committee chairs, and coordinators  <b>Milestones:</b> Provide orientation to new BOD members, committee chairs, and coordinators; update orientation material as needed  <b>Resources:</b> VSI BOD Orientation PowerPoint presentation; VSI BOD (2021-2023) Handbook  <b>Responsible:</b> Governance Committee</p>
	<p><b>Strategy 2:</b> Develop and provide governance orientation material and learning opportunities for VSI group members  <b>Milestones:</b> Develop and deploy governance educational material and learning opportunities by 03/2022; offer educational opportunities 2 months prior to scheduled HOD meetings  <b>Resources:</b> The VSI BOD Orientation PowerPoint presentation and the VSI BOD (2021-2023) Handbook can be tailored to needs of the VSI group members; conduct survey of VSI group members to determine what they’d like to know  <b>Responsible:</b> Governance Committee has primary responsibility for implementation; Virginia Swimming Office to provide support for needed surveys and logistical support for in-person or virtual learning opportunities</p>
	<p><b>Strategy 3:</b> Develop and provide governance orientation material and learning opportunities for VSI athletes  <b>Milestones:</b> Develop and deploy governance educational material and learning opportunities by 03/2022; offer educational opportunities 2 months prior to scheduled HOD meetings and as athletes join the BOD or committees for the first time  <b>Resources:</b> The VSI BOD Orientation PowerPoint presentation and the VSI BOD (2021-2023) Handbook can be tailored to needs of the VSI athletes; conduct survey of VSI athletes to determine what they’d like to know  <b>Responsible:</b> Governance Committee has primary responsibility for implementation; Virginia Swimming Office to provide support for needed surveys and logistical support for in-person or virtual learning opportunities</p>
	<p><b>Strategy 4:</b> Promote the use of working groups and task forces to supplement and diversify the number of individuals participating in BOD and committee activities  <b>Milestones:</b> Immediately begin promoting the use of working groups and task forces; see an increased use of working groups and tasks forces associated with the BOD and committees and see a broadening of the number of individuals participating in governance activities  <b>Resources:</b> Governance Committee  <b>Responsible:</b> Governance Committee</p>
	<p><b>Strategy 5:</b> Proactively engage coaches to offer overall direction for the LSC instead of only reactive problem solving  <b>Milestones:</b> Use of virtual meetings to discuss scheduled topics  <b>Resources:</b> Coaches</p>

	<p><b>Responsible:</b> Coaches Committee, Age Group Committee, Senior Committee</p>
<p><b>Objective 2:</b> Increase the number of group members who participate in HOD meetings</p>	<p><b>Strategy 1:</b> Determine why group members do not participate in HOD meetings</p> <p><b>Milestones:</b> No later than 06/2022, obtain survey results that provide data as to why clubs do not participate in HOD meetings</p> <p><b>Resources:</b> Governance Committee Task Force</p> <p><b>Responsible:</b> Governance Committee</p>
	<p><b>Strategy 2:</b> Based on survey results (see BSG#8/OBJ#2/STR#1), provide education to group members as to importance of participating in HOD meetings</p> <p><b>Milestones:</b> Increase the group participation rate to 90% by spring 2024 HOD meeting</p> <p><b>Resources:</b> Governance Committee Task Force</p> <p><b>Responsible:</b> Governance Committee</p>
	<p><b>Strategy 3:</b> Require HOD attendance in past year for all hosts of VSI Championship meets or other VSI-sponsored events.</p> <p><b>Milestones:</b> Implement Procedure/Policy change spring 2022 HOD, effective for the 2022-23 year</p> <p><b>Resources:</b> None</p> <p><b>Responsible:</b> Rules and Legislation Coordinator</p>
	<p><b>Strategy 4:</b> Establish “hybrid meetings” (ie, combination of in-person and virtual) as the default structure for HOD meetings</p> <p><b>Milestones:</b> Review VSI Bylaws and VSI Policies and Procedures for any needed changes; if changes are needed, develop proposed legislation in time for spring 2022 HOD action</p> <p><b>Resources:</b> None</p> <p><b>Responsible:</b> Rules and Legislation Coordinator</p>
	<p><b>Strategy 5:</b> Combine HOD meeting with additional compelling and relevant content (eg, workshops, clinics)</p> <p><b>Milestones:</b> Implement by fall 2023</p> <p><b>Resources:</b> None</p> <p><b>Responsible:</b> BOD, committee chairs</p>
	<p><b>Strategy 6:</b> Advertise upcoming meetings on a wide variety of social media</p> <p><b>Milestones:</b> Beginning immediately, in addition to placing meetings on the VSI website, also advertise them on Facebook, Instagram, and Twitter</p> <p><b>Resources:</b> Facebook, Instagram, and Twitter accounts</p> <p><b>Responsible:</b> Virginia Swimming Office</p>
<p><b>Objective 3:</b> Increase transparency in VSI committee and BOD activities</p>	<p><b>Strategy 1:</b> Restructure the facility/host club bid process for championship/VSI sponsored meets (eg, facility features, host ability and experience, price, facility availability)</p> <p><b>Milestones:</b> Implement bid process by spring 2022 so that it is used for 2022-23 bids</p> <p><b>Resources:</b> None</p> <p><b>Responsible:</b> Technical Planning Committee</p>
	<p><b>Strategy 2:</b> Hold annual VSI “open forum” and “state of VSI” meeting for parents, athlete members, and non-athlete members</p> <p><b>Milestones:</b> Implement in spring 2022 and held annually thereafter</p> <p><b>Resources:</b> Physical venue and virtual platform</p>

	<b>Responsible:</b> BOD has primary responsibility with the Virginia Swimming Office providing support
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**Broad Strategic Goal #9: Ensure that Virginia Swimming communicates effectively with its members and volunteers by adopting communications strategies that keep pace with current technology**

Objectives	Strategies
<p><b>Objective 1:</b> Continue to maintain effective communication with the VSI membership and clubs by maintaining relevant communication streams and adapt as needed</p>	<p><b>Strategy 1:</b> Use email to communicate with the VSI membership and clubs  <b>Milestones:</b> Using targeted distribution lists, emails will be sent to members with announcements and VSI updates on an as-needed basis  <b>Resources:</b> iContact  <b>Responsible:</b> Virginia Swimming Office</p>
	<p><b>Strategy 2:</b> Use the VSI website to communicate with the VSI membership and clubs  <b>Milestones:</b> Update content on website regularly; work with VSI committees and BOD to ensure web pages have relevant and current content posted  <b>Resources:</b> TeamUnify  <b>Responsible:</b> Virginia Swimming Office; Committee Chairs and Coordinators have responsibility for providing content</p>
	<p><b>Strategy 3:</b> Use social media to communicate with the VSI membership and clubs  <b>Milestones:</b> Post relevant information and announcements on VSI social media platforms; add new social media platforms as necessary; boost followers on each platform to reach a wider audience within VSI.  <b>Resources:</b> Facebook, Instagram, Twitter  <b>Responsible:</b> Virginia Swimming Office</p>
	<p><b>Strategy 4:</b> Use virtual communication platforms to communicate with VSI membership and clubs  <b>Milestones:</b> Zoom is available to committees to use to meet regularly; the promotion of the virtual platform for committees to meet frequently will lead to better communication LSC wide.  <b>Resources:</b> Zoom  <b>Responsible:</b> Virginia Swimming Office</p>
	<p><b>Strategy 5:</b> Stay abreast of emerging communications strategies and implement as appropriate  <b>Milestones:</b> Implement on an ongoing basis  <b>Resources:</b> Internet  <b>Responsible:</b> Virginia Swimming Office</p>