



ALASKA SWIMMING BOARD OF DIRECTORS 2012 – 2016 STRATEGIC FRAMEWORK



Vision: Alaska Swimming
Driven to Excellence.

Committed to Character.

Mission: *Alaska Swimming promotes competitive swimming by inspiring excellence and empowering its members to succeed.*

Core Values:

- Dynamic
- Excellence
- Character
- Commitment

Key Areas – Original:

- Member Development – Volunteers, Growth & Retention, Education, Recruitment, Marketing, Achievement/Recognition (Note: Need to separate into two key areas: Volunteer Development and Membership Growth & Retention)
- Athlete Performance – Summer Meet Schedule, Zones, Financial Support
- Facility Utilization & Development – Partnerships (Note: Roll into Athlete Performance)

Key Areas – Revised:

- Athlete Performance
- Volunteer Development
- Membership Growth & Retention

Immediate Needs: Appoint a task force to review and update all LSC governance documents – rules & regs, policies & procedures, etc. Consider the following for the task force appointments: Greg McDuffy, Dave Auldridge, Tom Rogers, Max Mertz, Denise Brakora, Zachariah Olson, and Romona Reeves.

Summary: LSC leaders of Alaska Swimming met on January 20 & 21, 2012, in Anchorage, Alaska to: (1) assess the current LSC environment including its governance structure, programming, membership, and performance, and (2) construct a two-five year strategic plan to help guide the future of Alaska Swimming. The LSC leadership team agreed to focus on the three key areas outlined above as revised. Realizing that the LSC will encounter future unknown opportunities and challenges, the intent is for this to be a working document to be reviewed annually with continual updates and discussion at each meeting of the Alaska Swimming Board of Directors. Board members will provide the support and resources necessary to accomplish the stated goals while holding each other accountable to insure appropriate progress is made. Below are the agreed upon goals, objectives, and action steps related to the key areas of Athlete Performance, Volunteer Development, and Membership Growth & Retention.

KEY AREA: Athlete Performance – Patty, Cliff, Gary, Ben, Alyssa, Ramona, and Greg

STRATEGIC GOAL	MEASURABLE OBJECTIVES	ACTION STEPS
To improve athlete performance statistics	Improvement in # of 18 & Under Athletes achieving National Time Standards B through AA: 1% (per year), over the next 5 years	<ul style="list-style-type: none"> • Educate membership through heat sheet compulsory inclusion of times and explanation. • Time standards in event information; headers required • Create B, BB, A, etc., All-Alaska Teams. Recognized at end of season. Certificates, patches, pins, other
	Hold a summer championship by 2013, LCM preferred, SCM alternatively	<ul style="list-style-type: none"> • Create Task Force to work Anchorage/other government bodies. • Could be merged with pool utilization task force.
	Increase in participation in IMX: 2.5% (per year), over the next 3 years,	<ul style="list-style-type: none"> • Educate membership through heat sheet compulsory inclusion of IMX program description, etc • Include IMX/power points in posted results • Recognize and IMX 1500+ (patches, shirt, other)
	LSC hosted All-Star Training camp by summer 2013	<ul style="list-style-type: none"> • Task Force <ul style="list-style-type: none"> ○ Swimmer/Coach Selection ○ Camp objective ○ Location(s), Date(s)
To increase facility utilization to better meet the needs of Alaska Swimming athletes	Offer more 50-meter competitive opportunities for LSC athletes	<ul style="list-style-type: none"> • Schedule long-course competitions during the swim season (September – May) • Offer a 50-meter time trial the Sunday after the high school state meet • Sponsor the Great Alaska Open in Anchorage every other year (even years) instead of every four years (SCM in odd years in Fairbanks)
Task: What needs to be done?	Who? Responsible Party	When? Deadlines/Milestones
Create National Time Standards/IMX info page	Patty	April 10 th . In time for inclusion in JO's heat sheet.
Create Task Force for Summer Championship	Gary	2012 HOD. Push Coach involvement/coach meeting prior to HOD. Schedule & plan AK AG Champs coach's meeting
Create IMX/National Time Standard Recognition Awards	Cliff	2012 HOD. Come up with budget, awards, proposal for funding and concept to House
Create Performance Camp Task Force	Gary	2012 HOD. Push Coach involvement/coach meeting prior to HOD. Schedule & plan AK AG Champs coach's meeting
Appoint a task force to create a proposal to increase in-state 50-meter opportunities	Robby and board members with vested interest – Ben Kitchen, Scott Griffith, and Gary Crowe	<ul style="list-style-type: none"> • Task force formed in March 2012 (3 or 4 people) • Proposal presented at April 2012 HOD • Implement via email and teleconference by September 2012

KEY AREA: Volunteer Development – Sharon, Michelle, Denise, and Mary

STRATEGIC GOAL	MEASURABLE OBJECTIVES	ACTION STEPS
To create a Volunteer Liaison appointed position on the LSC Board of Director to serve as a Liaison & Resource to Clubs	Facilitate New Parent Meetings	Provide speakers...be available to personally conduct and /or find correct liaisons
	Encompass all breakdown of volunteer positions with job descriptions, roles, etc.	Devise a plan; implement media for this
	Create a tracking system for volunteers	Supply list/copy of AK 101
	Conduct webinars	Plan webinar content and delivery
To develop strategies for the recruitment and retention of new volunteers	Create a volunteer education program that emphasizes the progressive development of volunteers	Develop education program content utilizing LSC resources and best practices from other LSCs/ clubs Create a calendar to roll-out the program using meets, clinics, and other forums
	Create a volunteer recognition program	Develop the program content – criteria, awards, etc.
		Construct a calendar to roll-out and execute the program
Task: What needs to be done?	Who? Responsible Party	When? Deadlines/Milestones
A. Construct and HOD proposal to vote on creation of the position B. Establish job description & guidelines for position	A. General Chair B. Task force appointed by General Chair	A. 2012 HOD agenda B. Completed by April 2013
Complete the action steps	Volunteer Liaison/Task Force	2013-2014 (ongoing after that)

KEY AREA: Membership Growth and Retention – Sharon, Michelle, Denise, and Mary		
STRATEGIC GOAL	MEASURABLE OBJECTIVES	ACTION STEPS
To construct an Alaska Swimming athlete development program	Write an AK 101 manual to help educate families and athletes about swimming and AK Swimming	Distribute selected components in meet heat sheets - include as a Did you know? section at all meets
	Conduct athlete education clinics	Coordinate with the LSC calendar so that they are better attended; promote the dates and topics
	Improve the LSC camps program for athletes	Coordinate with the LSC calendar so that they are better attended; promote the dates and topics
	Construct an athlete recognition program	<ul style="list-style-type: none"> • Include the achievements of collegiate swimmers • Engage the Hall of Fame existing committee • Use a web spotlight/ASI Facebook
To develop a comprehensive coach education program that targets novice coaches	Sponsor traveling coaches clinics throughout the LSC	<ul style="list-style-type: none"> • Devise a financial plan to support the clinics • Research USA Swimming regional coaching clinic opportunities
	Improve coach participation in regional training programs, webinars, etc.	<ul style="list-style-type: none"> • Provide financial incentives to teams whose novice coaches participate in webinars and training • Institute recognition programs for participating teams and coaches
Task: What needs to be done?	Who? Responsible Party	When? Deadlines/Milestones
A. Form a task force to develop the AK 101 at April HOD B. Develop athlete recognition process & procedures	A. General Chair; Denise & Sharon B. Coaches submit information after each meet	A. April 2012 HOD B. Send the recognition information to the LSC webmaster no later than the Wednesday after each meet
A. Look into Canadian coach from ASCA to facilitate traveling clinics B. Address incentives in the new budget discussion at HOD	A. Patty B. Coaches Rep - Gary	A. TBD B. April 2012