 

**COLORADO SWIMMING BOARD OF DIRECTORS**

**2014 – 2019 STRATEGIC FRAMEWORK**

***The Vision, Mission, and Slogan of Colorado Swimming***

**Vision: *Colorado Swimming aspires to enable our members to achieve excellence in swimming and in life.***

**Mission:** ***Colorado Swimming is dedicated to competitive excellence.***

***We P.L.E.D.G.E. to keep swimming fun!***

**Core Values**

* **Performance**
* **Leadership**
* **Education**
* **Diversity**
* **Governance**
* **Excellence**

**Focus Areas**

* **Education**
* **Governance**
* **Meet Development/Competitive Opportunities**
* **Resource Development**
* **Volunteer Development**
* **Facilities**

**Summary:** The Board of Directors of Colorado Swimming met on Saturday and Sunday, April 5 & 6, 2014, at the Doubletree by Hilton Denver-Thornton, Colorado to: (1) assess the existing LSC environment and (2) construct a strategic plan to help guide the future for Colorado Swimming for the next two-five years. Among numerous goals, the LSC leaders resolved to focus on the four areas outlined above. Realizing that Colorado Swimming and the sport of swimming will encounter unknown challenges and opportunities in the future, it is intended for this to be a working document to be reviewed annually with continual updates at each meeting of the Colorado Swimming Board of Directors so that the plan can evolve and grow.

Participants in the planning session were: Linda Seckinger (General Chair), Kim O’Shea (Executive Secretary/Club Development), Jenny Anderson (Age Group Chair), JP Beach (Athlete Representative), Alice Coffman (Secretary), Mike Dilli (Incoming Officials Chair), Marnie Dwyer (Zone 1 Representative), Jay Gorham (Finance Vice Chair), Steve Hansen (Age Group Technical Planning), Alexis Keto (Coach Representative), Janet Kralik (Safe Sport Chair), Kathleen Scandary (Outgoing Officials Chair), Wayne Sherman (Disability Chair), Shawn Smith (Technical Planning Chair), Jackie Stiff (Open Water Chair), and Mike Stromberg (Zone 5 Representative).

On the following pages are outlines of specific goals, objectives, and action steps related to the 2014-2019 priorities: Education, Governance,

Meet Development/Competitive Opportunities and Resource Development (Volunteers and Facilities) as identified and presented by each focus group and approved by all present.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **KEY AREA: EDUCATION – Kim, Janet, and Wayne** | | | | | |
| **STRATEGIC GOAL** | **MEASURABLE OBJECTIVES** | **ACTION STEPS** | **TASK**  **What needs to be done?** | **WHO?**  **Responsible Party** | **WHEN? Deadlines/Milestones** |
| Create a new board member orientation program | * Smoother transition of BOD positions * More volunteers willing to serve on BOD * More confident new BOD members | Schedule the new board member orientation during the December 2014 Board Meeting | Create a new board member orientation outline | Previous board member or designee who passes along the information in a notebook | October 2014 |
| **STRATEGIC GOAL** | **MEASURABLE OBJECTIVES** | **ACTION STEPS** | **TASK**  **What needs to be done?** | **WHO?**  **Responsible Party** | **WHEN? Deadlines/Milestones** |
| Develop a club education program to include new club education, remote club education, and continuing club education | * More informed new clubs * Increased number of new clubs moving into Level 1 Club Recognition | After accepting a new club application, the CSI office will work with the new club through the  Level 1 Club Recognition items. | Regular follow-up with new clubs | CSI office and specific BOD members as needed (or other resources) | Start now with new clubs; ongoing, continuous |
| Better educated clubs through participation in annual club education programs sponsored by the LSC | Create a Club Development Education Committee to conduct annual swimposiums (Oct.), annual camps (April & Nov), and monthly newsletters | Create a task force to propose and develop the committee – description, role, composition, etc. | Club Development Chair and task force | Task force be active until October 2014; committee becomes a standing committee |
| **STRATEGIC GOAL** | **MEASURABLE OBJECTIVES** | **ACTION STEPS** | **TASK**  **What needs to be done?** | **WHO?**  **Responsible Party** | **WHEN? Deadlines/Milestones** |
| Use House of Delegates as an educational vehicle for coaches, athletes, parents, and officials | More informed new coaches | Club Development Committee will make contacts with new coaches. | Club Development Committee will create a new coach orientation packet. | Club Development Committee | January 2016 |
| Athletes are informed and educated | Create an athlete communication network | Create a news page/FB page or email roster | Athletes Committee | January 2016 |
| Educated, informed parent groups | Develop and collect existing parent education materials  Possibly create a parent email roster |  |  |  |
| The number of male/female officials to become more balanced | Develop a “bring a friend” program where each official is charged with recruiting one new official | Use existing officials’ email chain to communicate the recruitment process | Officials Chair and Officials Zone Reps | October 2014 |
| More motivated volunteers with better delegation of  responsibilities | Zone reps will seek and recruit new volunteers who are not officials or coaches for all committees | Develop a recruitment plan | Board of Directors; specifically the Zone Reps | October 2015 |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **KEY AREA: GOVERNANCE – Linda, Alice, and Jay** | | | | | |
| **STRATEGIC GOAL** | **MEASURABLE OBJECTIVES** | **ACTION STEPS** | **TASK**  **What needs to be done?** | **WHO?**  **Responsible Party** | **WHEN? Deadlines/Milestones** |
| Enhance the LSC board development procedures | Better define and communicate the roles of LSC board members | Board members have been issued a binder which includes their job description; this should be passed along to their successors | Insure that action step is accomplished | Board of Directors | At the beginning and end of officers’ terms; ongoing |
| Upon term end, a new board member must sign that they have received the outgoing board member’s binder | Insure that action step has been accomplished | Board of Directors | At the beginning of an officer’s term; ongoing |
| Develop a new board member orientation program | Construct an agenda and curriculum for the new board member orientation program | Determine who will be responsible for the development of the program | TBD | October elections; conduct new board member orientation/transition at the November BOD meeting; December meeting – pass the torch to new officers |
| **STRATEGIC GOAL** | **MEASURABLE OBJECTIVES** | **ACTION STEPS** | **TASK**  **What needs to be done?** | **WHO?**  **Responsible Party** | **WHEN? Deadlines/Milestones** |
| Improve the effectiveness of LSC committees | Determine what each committee does and if/how they have met their objectives | Study the current committee structure and description of roles to see if they need to be revised | Assign the committee study to an individual or task force | TBD | TBD |
| Determine who and how the evaluation of LSC committees is accomplished | Construct an ongoing committee evaluation procedure | TBD | TBD  Ongoing |
| Establish clearly defined lines of communication between the committees and LSC board | Educate committee chairs regarding the expectations of communication from the committee to BOD | Develop a clearly defined communications model | Committee Chair as member of BOD | Ongoing |
| Develop a Resource Evaluation Committee | Write a proposal for the creation of the committee including job description/purpose and committee composition | Present committee proposal to BOD and HOD | TBD | TBD |
| Populate the committee | TBD | TBD |
| **STRATEGIC GOAL** | **MEASURABLE OBJECTIVES** | **ACTION STEPS** | **TASK**  **What needs to be done?** | **WHO?**  **Responsible Party** | **WHEN? Deadlines/Milestones** |
| Be the first LSC in the Western Zone to complete LEAP Levels 2 & 3 | Successful completion of each level within 18 month time period | Include LEAP activity on the agenda for the next BOD meeting (May) | Go through all LEAP items in Levels 2 & 3 and designate one BOD member to complete each task | Designated BOD members | Initiate at May 2014 BOD meeting; complete/submit each level within the 18-month deadline periods |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **KEY AREA: KEY AREA: GOVERNANCE (Continued) – Linda, Alice, and Jay** | | | | | |
| **STRATEGIC GOAL** | **MEASURABLE OBJECTIVES** | **ACTION STEPS** | **TASK**  **What needs to be done?** | **WHO?**  **Responsible Party** | **WHEN? Deadlines/Milestones** |
| Improve club participation in LSC House of Delegates | Increased club representation at the Colorado Swimming House of Delegates  (75%? – Need to establish desired participation level) | Have the BOD Zone Representatives make personal contact with teams in their Zones via phone, email, etc. to encourage participation in HOD | Personal contacts to each club | Zone Representatives | Starting at least 60 days out from HOD meeting |
| Have Zone Representative advise and educate clubs on the HOD agenda and available programming for coaches, parents, and athletes | Included in personal contacts to each club | Zone Representatives | Determined time period before each HOD meeting |
| Zone Reps to be accountable for advocating to and for the teams in their Zones | Construct a Zone Reps team communication model; share expectations | BOD | TBD |
| **STRATEGIC GOAL** | **MEASURABLE OBJECTIVES** | **ACTION STEPS** | **TASK**  **What needs to be done?** | **WHO?**  **Responsible Party** | **WHEN? Deadlines/Milestones** |
| Enhance transparency of the Board of Directors | Board meetings to be posted on the events page of the web site and also shown on the calendar | Completed | Completed | CSI Office | Ongoing |
| Publish an annual calendar of BOD meetings | Completed for 2014 | Completed for 2014 | BOD at its December BOD meeting | Annually at December BOD meeting |
| Post BOD meeting minutes to the web site after each meeting | Completed | Completed | CSI Office and Secretary | Ongoing |
| **STRATEGIC GOAL** | **MEASURABLE OBJECTIVES** | **ACTION STEPS** | **TASK**  **What needs to be done?** | **WHO?**  **Responsible Party** | **WHEN? Deadlines/Milestones** |
| Institute a LSC Public Relations Program | Develop a work force to create and implement an LSC crisis management plan | Appoint a task force for this purpose | Populate the task force | General Chair | December 2014 |
| Appoint/select and LSC Public Relations Correspondent | BOD to discuss positions and qualifications | Appoint/Select the person; suggest GC and Admin in that order | Board of Directors | TBD |
| Arrange for an attorney to be on retainer | BOD to discuss possibilities | Contact potential candidates | Board of Directors | TBD |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **KEY AREA: RESOURCE DEVELOPMENT – VOLUNTEER DEVELOPMENT; Jackie, Mike D., Kathleen, and Alexis** | | | | | |
| **STRATEGIC GOAL** | **MEASURABLE OBJECTIVES** | **ACTION STEPS** | **TASK**  **What needs to be done?** | **WHO?**  **Responsible Party** | **WHEN? Deadlines/Milestones** |
| Increase the number of volunteers in Colorado Swimming  Note: Volunteers to include Officials, Admin Officials, Meet Directors, Hospitality, Timers, Club Boards of Directors, Safety Marshals, Coaches/HOD Members | Achieve a 1:25 ratio of officials to swimmers | * Follow-up email – each Zone officials rep to contact teams with regard to officiating needs * Re-evaluate financial incentive implementation after a reasonable period of time * Financial remuneration for Meet Referee and/or driving officials | See Action Steps | Officials Committee/  Technical Planning | Officials – in process; ongoing  Follow-up call by June 1, 2014 |
| 25% of each team’s membership is active as parent volunteers | * Create a Resource File – for both recruiting and/or meet hosting that is available on web site * Create a sense of community – awareness to run a meet or run a team * Recognition – bring one volunteer/team to the banquet as a reward – paid by CSI * Recognition – coach recognize meet volunteer of the year; nominated by team and voted by coaches | See Action Steps | Coaches’ Representative with Club Development | October 4 – 5, 2014 (Swimposium) |
| Each LSC board member to bring one “outsider” to a board meeting and HOD | Using a list of months when the board meets, rotate who/when is bringing a “outside” friend | Set calendar for rotation for each BOD member | All Board Members | June 7, 2014 Meeting  In future years, to be done at annual scheduling meeting in October |
| Each team has a minimum of one representative at the House of Delegates | * Video broadcast and/or facilitate carpools * Establish a later start time – 10:00 AM start * Provide breakfast/lunch * Change incentives to reflect HOD participation | Distribute information with Swimposium information and at state meet | HOD Planning Committee/finance vice-chair | July 1, 2014 |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **KEY AREA: RESOURCE DEVELOPMENT – FACILITIES; Jackie, Mike D., Kathleen, and Alexis** | | | | | |
| **STRATEGIC GOALS** | **MEASURABLE OBJECTIVES** | **ACTION STEPS** | **TASK**  **What needs to be done?** | **WHO?**  **Responsible Party** | **WHEN? Deadlines/Milestones** |
| Improve existing facilities for competitive purposes | Create a grant application process for funding repairs | * Create a Facilities Committee * Create a budget line item/fiscal process for application | * Populate the committee * Evaluate legal, fiscal, and competitive application process * Present to Board for approval * Identify pools that regularly host championship meets and support facility improvements | Board of Directors  Finance Vice Chair  Facilities Committee | July 1, 2014 – Present to BOD  May 2015 – Recruit 1-2 outside parties  Initial Committee Meeting – December 1, 2015 |
| Develop a resource file of information and statistics to promote learn-to-swim | * Develop a letter to send to city councils/community/schools/   newspapers/swim teams   * Work with Make-A-Splash to help promote learn-to-swim initiatives within the community to keep pools open – facilitate swim lesson instruction | Compile information and create resource file | TBD | March 31, 2015 |
| Host meets in un-used pools | * Model an LSC training meet – like Northern Colorado * Have Zone reps get in involved with promoting meet hosting by developing relationships within teams | Ask Northern Colorado for their model and implementation | Zone Reps or Designee  Officials Chair or Designee | TBD |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **KEY AREA: RESOURCE DEVELOPMENT – FACILITIES - Continued; Jackie, Mike D., Kathleen, and Alexis** | | | | | |
| **STRATEGIC GOAL** | **MEASURABLE OBJECTIVES** | **ACTION STEPS** | **TASK**  **What needs to be done?** | **WHO?**  **Responsible Party** | **WHEN? Deadlines/Milestones** |
| Keep existing pools operational | Identify pools that are in jeopardy | * Improve community relations * Increase team awareness of support systems/pools | See Action Steps | Community Liaison at Large  Facilities Committee | July 1, 2014 – Present to BOD  May 2015 – Recruit 1-2 outside parties  Initial Committee Meeting – December 1, 2015 |
| **STRATEGIC GOAL** | **MEASURABLE OBJECTIVES** | **ACTION STEPS** | **TASK**  **What needs to be done?** | **WHO?**  **Responsible Party** | **WHEN? Deadlines/Milestones** |
| Create new competitive facilities | Create a grant application process for support | Create a budget line item/fiscal process for application | * Evaluate legal, fiscal, and competitive application process * Present to Board for approval | Finance Vice Chair  Facility Committee | July 1, 2014 – Present to BOD  May 2015 – Recruit 1-2 outside parties  Initial Committee Meeting – December 1, 2015 |
| Find partnerships within the community -  school/community/centers/  corporations | Develop corporate/team relationships to create proper pool building | * Develop model of championship meet profitability * Develop model of lesson profitability | Facilities Committee  Outside Resources TBD | See above |
| Ride the Missy-wave |  |  |  |  |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **KEY AREA: MEET DEVELOPMENT/Competitive Opportunities – Marnie, Steve, Jenny, and Shawn** | | | | | |
| **STRATEGIC GOAL** | **MEASURABLE OBJECTIVES** | **ACTION STEPS** | **TASK**  **What needs to be done?** | **WHO?**  **Responsible Party** | **WHEN? Deadlines/Milestones** |
| Establish an Age Group Circuit | Promote growth and retention | See next page | See next page | AG Technical Planning | 2014 Scheduling meeting |
| Create shorter meets to better compete with other sports | See next page | See next page | AG Technical Planning | 2014 Scheduling meeting |
| Increase officiating opporutnit8ies by offering more appropriate level of competition for new officials | See next page | See next page | AG Technical Planning | 2014 Scheduling Meeting |
| **STRATEGIC GOAL** | **MEASURABLE OBJECTIVES** | **ACTION STEPS** | **TASK**  **What needs to be done?** | **WHO?**  **Responsible Party** | **WHEN? Deadlines/Milestones** |
| Co-Host Four Corners Sectionals | Promote growth and performance | See below | See below | Colorado Swimming | Summer Sectional  July 15-20, 2014 |
| Comply with Sectional legislation | See below | See below | Colorado Swimming | Summer Sectional  July 15-20, 2014 |

**2015 Sectionals at UT March 11-15, 2014**

Purpose

1. Comply with USAS Sectional Legislation
2. Better serve needs of Senior Swimmers in western Zone (specifically former Western Region Sectional Meet –not CA, NV)

Who:

1. Four Corners states
2. Teams from Western Region Section, that are not in the four corners states, can apply to attend the “Other” section (Austin/Seattle)
3. Host: Colorado Swimming and Longhorn Aquatics

Entries:

1. Tiered priority entry system will be created (four corners given priority registration window, then other can apply on a space available basis)

Qual Times: Established by task force (Shawn Smith & Skip Runkle) and presented at business meeting at LCM Sectionals in Portland this summer for approval.

Colorado Swimming’s responsibilities:

1. Meet Information
2. Officiating
   1. Establish Team Lead: Meet Referee, Admin Referee, Team Lead CJ, and Team Lead Starter
   2. Fund additional Colorado Officials to train (4-5 officials)

**CSI Age Group Circuit**

***Purpose:***

* Promotes growth in the sport and retention of athletes.
* Shorter, one (preferred) or two day meets for competition (Silver State and below) that allows swimming to compete with other sports in respect to time commitment for competitions.
* Addition of circuit finale meet(s) at conclusion of each season.
* Athlete-based initiative to provide more relevant competitive opportunities, and grow the number of competitions in Colorado.
* Additional training opportunities for CSI Officials.

***Age Group Circuit Meet Structure:***

* 14 & Under swimmers with Silver State qual times or slower per event.
* Retain swimmers during their first years in the sport.
* Meet Criteria:
  + Minimum 4 Teams compete in each meet, including host team.
  + No more than 60% of meet entries from host team.

***Circuit culminates in Regional Finale Meets:***

*Long Course Aug 2-3, 2014*

*Short Course: March 14-15, 2015*

*Long Course Aug 1-2, 2015*

***Incentive to host Age Group Circuit meets:***

* + CSI subsidizes $2.50 per athlete registered in meet (maximum $700 per day of competition)
  + Meet Entry Fee: 1 day meet – $15/swimmer, 2 day meet - $30/swimmer (intended to keep swimmer cost down)
  + No individual event fee.
  + Open sanction (not an invitational)
  + No per splash fee
  + Meets can be hosted on CSI Sponsored meet weekends
* Non-competing format creates an opportunity to incorporate demographic of athletes not qualifying for or attending CSI Sponsored meets.

***CSI Officials training opportunity:***

* Creates more appropriate training opportunities for Officials.