# **HAC 2016 – 2019 Strategic Plan (Tokyo / 2020 Quad)**

In keeping with our proud team **tradition** of **excellence**, Hershey Aquatic Club strives to provide the **highest quality** swim program to enable our swimmers to **achieve success** in and out of the water.

## 2016 - 2019 Goals

#### Preserve Tradition

#### **Preserve Tradition**

- Maintain and reenergize winning HAC culture
- Center team culture on family and community
- Create unity through an effective swimmer mentor/ mentee program
- Recognize team and swimmer accomplishments

## **Maintain Continuity**

 Recruit and maintain a strong, diverse board of community leaders dedicated to Hershey swimming

# Stress Unity and Sportsmanship

Encourage Senior leadership and Senior-to-Diamond participation and interaction at all events and meets

# Manage w/ Excellence

#### Adapt and Grow

- Grow in partnership with USA swimming, including in MA and Eastern Zone leadership
- Adapt to changing landscape in competitive swimming in central PA, and ensure HAC benefit and reduce risks to club through central role in new facilities

#### Manage

 Achieve progression to Level 4 in USA Club Recognition Program (L2 2016; L3 2017; L4 2018)

## **Ensure Affordability**

- Seek ways to ensure affordable fees and find offsets, from the addition of any new swimming facility
- Drive internal cost reduction and increase channels of outside operational/strategic funds to offset potential increases in cost

# **Deliver Highest Quality**

#### Hire and Retain Quality Staff

- Hire one USA certified/recognized assistant coach by Spring 2017
- Recruit and hire a performance, nutrition and injury prevention coach (consultant, volunteer..)

#### Educate

 Identify the best national USA coach education programs and send staff in 2016/2017

#### **Create Strong Programs**

- Focus on training of coaches, swimmers and parents
- Develop performance, nutrition and injury prevention program
- Utilize USA industry best practices and technology (e.g., video instruction)
- Ensure strong coaching and program role in new facility environment

# **Achieve Success**

#### Perform

- Achieve progression to Gold level in USA Club Excellence Program by 2020 (Silver 2017; Gold 2019; maintain through Quad)
- Improve year-over-year time drop across age groups and become a leader in MA
- Work to fill gaps in swimmer age groups

# Provide the best Facility, Equipment and Technology

- Engage all Hershey swimmers in the new competitive swimming environment and leverage use of the best new facilities
- Ensure the best possible facilities for HAC club swimmers

# **HAC 2016 – 2019 Strategic Plan (Tokyo / 2020 Quad)**

# 2016 - 2019 Goals (continued)

## **Preserve Tradition**

# Manage w/ Excellence Deliver Highest Quality

#### **Create Opportunity**

· Continue and broaden participation in LSC and non-LSC competitions

**Achieve Success** 

#### **Retain Athletes**

Focus on strong Coach-swimmer communication and unity across age groups and gender

#### Communicate

- Ensure effective communication between HAC coaches, swimmers and parents, and USA/MA
- Draft and execute comprehensive internal/external communications plan, including electronic stakeholder survey
- Recruit and onboard experienced communications lead as volunteer

#### **Transition**

- · Draft and approve Board Transition Plan by Fall, 2016,
- · Conduct corporate skill assessment and needs analysis
- Recruit the best qualified candidates based on needed leadership skills and commitment to the Hershey swimming community

#### Volunteer

 Develop and document a HAC volunteer program and recruit a non-Board volunteer chair to coordinate program

