

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

Objectives

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

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2016 – 2019 Goals (continued)

Preserve Tradition

Manage w/ Excellence

Deliver Highest Quality

Achieve Success

Objectives

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

Create Opportunity

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

Retain Athletes

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