

Metropolitan Swimming LSC Strategic Plan 2024-2026

Mission: Metropolitan Swimming shall promote, develop and improve competitive swimming through education, support, and opportunities for participation to a diverse swimming community

Vision: To inspire and provide quality opportunities for our members to achieve excellence in the sport of competitive swimming.

Statement of Purpose:

After a series of Metro LSC Strategic Planning Committee ("Committee") working sessions, with the lack of Metro LSC historical documentation available for reference, the 2024 appointed Metropolitan Swimming Strategic Committee leveraged the LSC Leading Practice provided by USA Swimming as a starting point.

Based on this LSC Leading Practice packet, the Committee has broken the Strategic Plan into the following three major components:

- Governance
- Programming
- Communication

The Metro Strategic Planning Committee anticipates continuing evolution of the Strategic Plan once every two years.

Component	Strategic Goal	Measurable Objectives	Action	Task	Assignment	Timeline
GOVERNANCE	SWOT Analysis	- Identify strengths, weaknesses, opportunities, and threats.	- Metro Board and each committee conduct their own SWOT analysis.	- Incorporate findings of SWOT analyses into the next Strategic Plan	Metro Board All Committees	2024-2026
	Produce Membership Analytics	- Retention and attrition	- Membership Report at May/September HOD Meeting	Report: - Athlete participation and splashes - Coach participation - Official participation - Other non-athlete participation reporting	LSC Office Metro Board	2024-2026
		- Demographics (by areas)	- Report historical and current membership by demographics. Categorized by Championship levels.	- Maintain historical & comparative data on LSC website.	LSC Office Metro Board	2024-2026
		- Qualifying time for LSC championship meets	- Publish data and rationale (splashes) for qualifying times (SC and LC).	- Maintain historical & comparative data on LSC website.	Technical Committee Senior Committee Age Group Committee	2024-2026
		- Officials data and demographics (by areas)	- Report on historical and current official membership data, including recruitment, advancement and attrition	- Maintain historical & comparative data on LSC website. - Data shall be defined by area chair's jurisdiction.	Officials Chair Officials Committee	2024-2026
		- Coaches data and demographics	- Report on historical and current coach membership data	- Maintain historical & comparative data on LSC website.	Coaches Rep	2024-2026
	Officials Recruitment and Retention Plan	The Plan shall include - Officials attrition	- Steps to decrease attrition	- Club incentives for background check reimbursement	Officials Chair Officials Committee	2024-2026
		- Increase officials recruitment	- Submit and maintain an annual officials recruitment plan.	Recruitment plan must show: - How to support the LSC meets (based on SC and LC meet bids).	Officials Chair Officials Committee	2024-2026
		- Officials development and advancement	- Targeted goals to support the meets published (SC and LC meet bids). - Advancement goals (by areas).	Communication with host clubs - Official support for LSC meets - Training are provided for new official - Advancement opportunities for existing officials.	Officials Chair Officials Committee	2024-2026
		- Officials reimbursement	Incentives - Registration reimbursement - Background check reimbursement	- Metro sends survey to clubs - Officials Chair sends survey to officials	Metro Board Officials Chair Finance Chair	2024-2026
	BOD Orientation/Manual	- LSC Bylaws, Policies & Procedures are available	LSC Bylaws and Policies & Procedures manual are available LSC website	- Changes are updated on a timely basis.	Metro Board	2024-2026
		- Athletes have clear access to Policies and Procedures including national meet reimbursement policies and forms	- Policy identifies which meets are eligible - The reimbursement amount reviewed and clearly stated - Annual inflation is adjusted to minimize financial hardship	- On the LSC website, clear accessibility to - Policy (including updates) - Reimbursement process and procedure - Approved point of contact - Links to forms	Metro Board Finance Committee Senior Committee Officials Committee	2024-2026
	Committee Web links				LSC Office Metro Board (Secretary)	2024-2026
	DEI Embedding into LSC	- Athletes participation data	- Include Para swimmers in Championship meets	- Maintain historical & comparative data on LSC website	DDEI Committee LSC Office	2024-2026
		- Coaches participation data	- Active club and coaches participation reporting	- Maintain historical & comparative data on LSC website	DDEI Committee LSC Office Coaches Rep	2024-2026
		- Officials participation data	- Active officials participation reporting	- Maintain historical & comparative data on LSC website	DDEI Committee Officials Chair	2024-2026
	HOD Activism	- Committee Activism	- Schedule regular committee meetings with look ahead 3-6 months schedule. - Keep minutes and post minutes on LSC websites	- Maintain historical & comparative data on LSC website	Governance Committee Metro Board	2024-2026
		- HOD participation incentives	- Survey clubs/membership - Design incentives based on survey results - Attached to special events such as coaches' clinics, etc.	- Surveys sent to clubs to links to survey location - Surveys on LSC website - Provide Zoom connectivity for non in-person participation - Maintain historical & comparative data on LSC website	Metro Board	2024-2026
		- LSC representation in USA Swimming events	- Attendance reporting - Attendee provide report to the Board - Board relays to HoD on LSC website	- Announcement via LSC web site - Report is mandate if partition is paid/reimbursed by LSC	Metro Board Finance Committee	2024-2026
	Membership Feedback	LSC Membership Survey - Did LSC meet Mission/Vision as defined	- Send survey to all members - Survey results reported May/September HOD meeting - Survey results published on LSC web site	LSC Survey results to be reflected in - Board evaluation - Staff evaluation - Committee evaluations	Metro Board	2024-2026
	Board Member and Staff Evaluation	Conduct annual self-valuation of Board members and LSC staff	- Establish performance metrics based on defined responsibilities specified in the by-laws	- Did LSC meets its mission and vision?	Governance Committee	2024-2026
	Committee Effectiveness Evaluation		- Establish evaluation forms for each committee	- Did committees meet LSC mission and vision?	Governance Committee	2024-2026
	LSC Evaluation	LSC Satisfaction Survey	Establish a survey send to members after end of the short course season. (a) Athlete, (b) Coaches (c) Officials (d) Clubs (e) Parents	- Establish an initial baseline - Identify areas for improvement - Identify new areas to be included in the next Strategic Plan	Governance Committee	2024-2026

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PROGRAMMING	Develop and implement data-driven competition formats to better serve all members, including a focus on quick, family-friendly meets for younger athletes	- Increase meet formats, the number of available opportunities, participation and competition	- Offer an expanded variety of swim opportunities across all levels of athletes. - Add novel swim opportunities to entice a greater level of participation	- Incentivize clubs to offer 'more' prelim-final meets for 13 & above groups, including OQM. - Add more 12&U Championship opportunities - adjust qualifying times to meet the needs of the swimmers. Including OQM options. - Additional opportunities for swimmer of all levels including short timeline, or single day format. (mini meets) - Improve the meet bid process so opportunities are spread evenly throughout the calendar and areas.	Technical Planning Committee Meet Host Committee Age Group Chair Senior Chair Officials Committee LSC Office (for Sanctions)	2024-2026
	Sectional, Zone and National Meet	- Host a Sectional/Super Sectional, Futures or Jr National meet at minimum once every four years.	- LSC offers assistance to the host team. - Subsidy to or profit share with the host team - Utilize Metro assistance to procure reduced rate hotel and housing options.	- LSC solicit interest from interested host teams. - LSC will support discussions/bids.	LSC Board Senior Committee/Age Group Committee Finance Committee Meet Host Committee Officials Committee	2024-2026
	Athlete Development	Analytics: - Athlete retention - Athlete progression	- Access data via splashes, SWIMS database, etc.	Annual Report: - Track total percentage of athletes who stayed within the LSC from year to year & track their progression in qualifying for different level meets (i.e.: how many swimmers at Silvers qualified for Junior Mets etc.) and adjust time standards accordingly	LSC Office (Monique) Technical Planning Committee	2024-2026
	Athlete Performance	Analytics: - How many athletes are obtaining cuts for meets of a higher level than they previously had	- Access data via splashes, SWIMS database	Annual Report: - Track total percentage of athletes who improved in their level of competition from previous season (i.e.: what percentage of swimmers in Metro who had Futures cuts last season made Winter Junior Nationals this season)	Technical Planning Committee LSC Office (Monique)	2024-2026
	Athlete Protection	- 18 and older athlete and non-athlete members complete	- Access data via USA Swimming Safe Sport Program.	Annual Report: - Track total percentage of 18 and older athlete and non-athlete members who have participated in a Safe Sport program or course via USA Swimming Safe Sport Program's online database (US Center for SafeSport) within our LSC.	Safe Sport Committee Athletes Rep Coaches Rep	2024-2026
	Club Support	- Membership growth and retention	- Metro LSC Club recognition - Provide subsidy to socially and economically disadvantaged clubs	- Providing support to promote growth and retention - Definition/criteria to meet this requirement of a disadvantaged club	Metro Board Finance Committee DDEI Committee	2024-2026
	Coaches Support	- Coach membership growth and retention	- Coaches development	- Provide budget support for coach's professional development opportunities - Provide opportunities for coaches development	Metro Board Coaches Rep Senior Chair Age Group Chair	2024-2026
	Partnerships/Sponsorships	- Increase the number of Sponsor/Partnership relationships	- Identify possible sponsors	- RFI to major swim brands - Develop a PR or prospect outreach strategy	Metro Board Finance Committee Senior Chair Age Group Chair	2024-2026
	Open Water Programming	- Increase Open Water athlete and club participation	- Promote Open Water programming	- Raise open water awareness within metro LSC clubs.	Metro Board Finance Committee Meet Host Committee Open Water Committee Officials Committee	2024-2026
	Outreach Program Support	- Increase in outreach budget allocation by x%	- Produce a survey. - Send survey to membership - Track survey responses, initiatives	- Use results in survey to determine what DEI Programing/Outreach is currently sufficient based on the past/present and what needs to be adjusted in the future	DDEI Committee Finance Committee	2024-2026
	Para Swimming	- Raise awareness for Para competition opportunities within Metro LSC	- Promote Para opportunities to clubs	- Advertise Para opportunities on Metro website	Metro Board Meet Host Committee Technical Planning Committee DDEI Committee Officials Committee	2024-2026
	Investment Policy	- Review investment policy bi-annually to meet financial objectives of Metro LSC	- Update investment policy	- Update financial objectives for Metro LSC - Update long term financial policy to meet future goals	Metro Board Finance Committee	2024-2026
	Officials Training and Education	- Increase training and education opportunities	- Offer additional LSC sponsored trainings - Offer OQM meets	- Train mentors - Train instructors	Officials Chair Officials Committee	2024-2026
	Volunteerism	- Increase number of volunteers	- Volunteer recognition program	- Raise awareness of the necessity of volunteers	Metro Board Meet Host Committee	2024-2026

Component	Strategic Goal	Measurable Objectives	Action	Task	Assignment	Timeline
	LSC Communication Plan to include	- Continue Communication	- Athletes Communication	Publish - USA, Sectional, Zone and LSC time standards - Zone qualification/representation - USA Swimming camps qualification/application	Metro Board Finance Committee Senior Committee Age Group Committee	2024-2026
		- Continue Communication	- Coaches Communication	- Encourage communications among coaches - Encourage communications between coaches and athletes - Encourage communications between coaches and officials	Coaches Rep Senior Committee Age Group Committee Metro Board	2024-2026
		- Continue Communication	- Officials Communication	Update the officials' web page and publish a quarterly officials' newsletter - Publish relevant and up-to-date information and changes on LSC website - Introduce modifications/updates - Provide advancement opportunities - Include links	Administrative Vice Chair Official Chair Official Committee	2024-2026
		- Board and Committee Activism	- Recruitment - Monthly or quarterly meetings	- Define periodicity of expected meetings - Announce meeting date and time - Post meeting minutes	Metro Secretary All Committee Chairs	2024-2026
		- Member Accomplishments News	- Coaches - Athletes - Officials	- Publish accomplishments under Metro News on the LSC website.	LSC Office Metro Board	2024-2026
		- Parent Communications	- Communicate on support to clubs and athletes	- Volunteer at swim meets	LSC Office Metro Board	2024-2026
		- Member Recognition	- Establish award for officials and volunteers	- Recognize volunteers - SC Sr Mets: recognize graduating high school seniors - LC Sr Mets: recognize returning college swimmers - September HOD: coach(es) awards, official and volunteer service award	LSC Office Metro Board	2024-2026
	Communicate LSC Survey Results	- LSC Satisfaction Survey	- Survey membership	- send surveys to membership regularly	Metro Board	2024-2026
		Increase Official Recruitment Efforts - by LSC - by Clubs - by Officials	- Develop effective recruitment efforts - Understand volunteer patterns	- Create nourishing and inviting environment - Identify sustainable recruiting activities - Publish SC and LC championship volunteer activity reports to membership.	Administrative Vice Chair Official Committee Metro Board	2024-2026