

Virginia Swimming Board of Directors Meeting

Monday, October 24, 2022 - 8:00 pm
Zoom Conference

MINUTES

Call to Order

John Stanley

The meeting was called to order at 8:02 pm

Consent Agenda

- BoD minutes from Aug. 21, 2022
- Budget report through Sept. 2022
- Finance Comm. report
 - **Motion:** The consent agenda was approved. No reports were pulled.

Treasurer's Report

Bob Rustin

- No further report outside of the Budget report (attached.)
- Reconciling the books with USA Swimming will take up more time.
- Bob recently met with the external auditors. They expect to have the audit to be done in mid-November. The audit is due to USA Swimming is January 15.

Division/Committee Reports

• General Chair Report

John Stanley

Penalty fees for unregistered swimmers: The new registration process is not proven with a learning curve for members. John is recommending that VSI waive penalties fees associated with unregistered swimmers until the end of January. There will be another push for renewal registrations in January. To date, four unregistered athletes have participated in a meet. The business office has fine tuned the process of notifying clubs.

- **Motion:** Suspend fines for unregistered athletes participating in a meet until January 31, 2023. This motion passed.

- **Annual Business Meeting in Colorado Springs:** Mary and John attended in person.

• Administrative Vice-Chair Report

Bryan Wallin

- Report attached.
- Officials
 - The Officials Committee met a few times to work on Strategic Planning
- Open Water
 - The Open Water committee met to review strategic planning.
- Rules & Legislation
 - Meet hosting requirements including safe sport certified club requirement will be discussed at future BOD meetings in preparation for a policy change to be presented at the April HOD.
 - Include compliance officer with risk management for the meet announcement.
- Technical Planning – 63 sanctioned meets; 45 in LSC; 17 dual sanctioned meets. Two meets have been re-sanctioned.

• Senior Vice-Chair Report

Richard Hunter

- Report attached.

• Age Group Vice-Chair Report

MC Banks

- Age Group Comm.
 - Collaboration on strategic plan initiatives with Senior and Tech Planning.
- Zones Coordinator

Maureen Tolliver

• Finance Vice-Chair Report

Brian Cann

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- Report attached.
- SRVA LTS Grant information received today. Not included in the report
- **Safe Sport Vice-Chair Report** **Maureen Tolliver**
 - Operational Risk
 - Safe Sport
- **DEI Chair Report** **Jihan Minson**
 - Report attached
 - Working on strategic plan
 - Will combine the disability and DEI information on the website.
- **Athlete Committee's Report** **Allison Dodd**
 - Athlete Leadership Summit in mid-September. Leland Brown was the guest speaker.
 - Leland was in Colorado Springs the week after the summit. He was extremely complimentary of our athletes. He has challenged us to create an athlete leadership scholarship for one of the attendees at the summit. He has also committed to returning next year.
- **Coach Committee's Report** **Michael Salpeter**
 - Thank you to Age Group and Senior committees on implementing a mentorship program.
 - Working on Summer Awards format with Age Group and Senior committees.
- **Executive Director's Report** **Mary Turner**
 - Registration numbers – hard to compare to previous years as teams are waiting to register until things settle down.
 - 223 non athletes
 - 459 flex athletes
 - 119 individual season athletes
 - 2808 premium athletes (does not include upgrades)
 - 15 outreach athletes
 - Registration has not been as onerous as other parts of the system have been.
 - Instructions for APT issues will go out to members.
 - Education requirements need to be handled through SWIMS, not old system.
 - If you hear of anyone has difficulty, ask folks to contact the business office rather than going to USA Swimming support.
 - UN athletes received the link last week. Mary will send out the link for UN non athletes soon.
 - There have been duplicate transactions, but they have not been charged twice.
- **Governance Committee** **Kevin Hogan/John Stanley**
 - Strategic Plan Progress Report
 - The board reviewed the update on the progress of the Strategic Plan. Report attached. The following are comments offered by board members during the review of the Strategic Plan. Use the Strategic Plan Update report for specifics about goals and objectives.
 - **Broad Strategic Goal #1:** This goal will be reflected in our numbers. Development level swimmers have a place within our clubs.

With the changes to flex and adding individual season, we have added another option for the 13 & O athletes that is not a full time commitment.

 - **Objective 2:** Officials Committee is offering online training clinics and in person clinics. The officials committee are reaching out to team chairs to get folks to participate. Technology has provided a more convenient manner of training. There are 13 referees training right now. Experienced officials are trying to impart wisdom to new officials in a mentoring capacity. Strategy 4 is a conversation of underwriting volunteer officials who

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are trying to become officials. Some teams already receive subsidies for their certification expenses. Will likely be done by team. Reimbursing officials is also a benefit to the clubs who pay for their officials.

- **Objective 3:** DEI is checking with other programs in progress. The DEI committee has checked with the One Virginia. They do not have federal and state grants right now that swimming would apply to. The committee has grant opportunities for adult and youth LTS programs. Many LSCs do not check the box, but now it is required to check something regarding race/ethnicity. There is a list of lessons and other programs that will go on the website. The DEI committee would like to put a bid in for the EZ DEI camp. The camp can be done whenever you want.
- **Objective 4:** Rediscover the fun in Virginia Swimming. There are suggestions from the AG committee (photo areas/banners), but not reinstitute award ceremonies from a timeline perspective. Create a step and repeat Virginia Swimming background so parents can take a picture in front of it. You can also add pictures through twitter to add to the scoreboard.
- **Objective 5:** Advertise Outreach memberships to summer leagues. Virginia Swimming will reach out to summer leagues. Many clubs during the SWIMS 3.0 registration orientation this summer were unaware of the outreach program. A flyer will be created. Emily is collecting Summer League contact information.
- **Broad Goal #2: Competitive opportunities for all swimmers.**
 - **Objective 1:** not in favor of the task force recommendation.
 - **Objective 2:** Age Group committee reported there are a good mix of offerings throughout the LSC. The Senior committee has reviewed the SC schedule and is considering other competitions that lead to other sections of the strategic plan. OW committee was talking about an OW meet inside a venue (Ex. A 5K in a 50M pool).
 - **Objective 3:** A change in the reduced splash fee (currently for 8 & unders only) to change to 10 & U to be reviewed in November by the BOD.
 - **Objective 4:** All Star Multi-LSC meet in initial discussion with PVS and NCS to hold a 3-way competition. The meet would be similar to a Zones competition. Expenses/revenues would be shared. The meet would move to each LSC. This is for 13 & O athletes.
 - **Objective 5:** Low-cost competitive opportunities for recreation swimmers. Provide newer and lower proficiency competition to generate excitement and desire to continue with the sport.
 - **Objective 6:** Survey of OW venues and reach out to hosts to see if there is common threads that might work with VSI. Series of three OW events during LC season. Quarry OW event outside of Blacksburg. ISCA has a OW meet at Smith Mountain Lake. Find a third location in the eastern portion of the state. A mobile kit is being developed that can be moved from event to event. Host a training clinic for OW in Blacksburg in June 2023. VSI would also bid through the EZ to get one of the meets providing financial support.
- **Broad Strategic Goal #3 – Camps and Clinics for Athletes**
 - **Objective 1:** DEI and Developmental athletes camps – Senior committee and Age Group committee have created a task force. Create camps for specific level of athletes. IMX camp done in September 2021. Athlete Leadership Summit focused on LSC governance. Through the enthusiasm of the summit, we added athletes asking to be placed on committees.
- **Broad Strategic Goal #4: Mentorship to coaches and volunteers**
 - **Objective #1:** Using online education for volunteers.
 - **Objective #2:** Registration workshops and meet director workshops done throughout the LSC.

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- **Objective #3:** Education for mentorship for coaches has started. Two coaches attended National Women's Leadership Workshop in April. VSI will continue to support opportunities for coaches.
 - **ASCA conference** – VSI will underwrite the coaches of the year to attend the convention. John would like to have elections earlier so the coaches could go or send the 2022 coaches next year.
- **Strategy 5:** Guidance is needed from coaches and coaches committee for in-house coaching clinics. Beth Winkowski (from EZ) is willing to come do educational seminars for the LSC.
- **Strategy 6** is financial support for the clinics.
 - May use an educational weekend for athletes, coaches and officials.
- **Objective 4:** OW and referees will attend upcoming clinics.
- **Broad Strategic Goal 5: Support club development**
 - **Objective 1:** Need to wait until SWIMS is able to pull these reports.
- **Broad Strategic Goal 6: Operational Risk**
 - Meet marshal requirements have changed again. It must be 1 female and 1 male marshals. Supposed to be walking through locker rooms. Coaches cannot be marshals per US Swimming rules. There is a test and training program for marshals. The test takes about 10 minutes (20 questions). There is a 50 frame PowerPoint for the test. No clear idea of how we will keep track of it.
- **Broad Strategic Goal 7: Financial stability of Virginia Swimming.**
 - The finance committee will provide an update about the fiscal responsibility of the LSC.
 - Revenue streams through sponsorships requires legwork to find sponsors and call on potential sponsors.
- **Broad Strategic Goal 8: Governance Structure and Strategic Plan**
 - Handbooks have been developed for board orientation and a governance committee handbook. Many of the handbook strategies have been completed.
 - Strategy 5: The AG committee would like to open up discussions at meets.
 - Objective 2: more attendance at HOD. Looking at ideas to make it more well attended.
- **Broad Strategic Goal 9: Communication to the LSC.**
 - The office is working on the website, iContact, social media to communicate with members.
 - If there are things that have not been communicated, please let the office know.

Old Business

- Eastern Zones Athlete's Camp John Stanley
 - June 2023 at Colby College in Maine.
 - Logistics of getting a team there. The bus would be a two day trip each way. Colby College will provide the housing.
 - Leadership and competition components.

New Business

- **Modification Athlete Travel reimbursement** Jihan Minson
(Disability)
 - Request from 757 to cover the cost of a disabled swimmer to travel to Atlanta to get classified to see where you fall for your disability. The closest meets are in Atlanta

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and in Ohio. Medical paperwork must be submitted prior to the meet. It is a multi-day process.

- Jihan proposes that we cover the cost of the travel expenses and the coach training process.
- In the long term, a swimmer who is classified, we cover part of the cost as well as for the coaches going through the training. Once you are qualified, you are not required to go through this process unless you have a degenerative disease.
- Recommends that reimbursement happen after paperwork is filed.
- Support is at the same level as support is given to a national level athlete.
- **Motion:** 757 athlete and coach will be reimbursed up to \$500 each (with receipts) for travel expenses for attendance at a disability classification meet. The motion carried. 757swim has 30 days from today to submit application.
- Bob said VSI has traditionally paid for people to pay to go to a para-Olympic event.
- Mary offered that we have not reimbursed for classification in the past, but said they have to be classified before they can participate in a national level meet. An athlete with a disability has to be classified before they can participate in a paralympic meet.
- Jihan said it is about making sure we are including athletes in a sport that is one of the few sports they can do.
- There will be discussion on a policy change later.

- **Meet Results postings**

Tabled to the next meeting.

John Stanley

Adjournment

The meeting was adjourned at 10:15 pm.

In attendance: John Stanley, Bryan Wallin, Brian Cann, Kevin Hogan, Drew Hirth, Mike Salpeter, Allison Dodd, Richard Hunter, Jihan Minson, Scott Baldwin, Ryan Woodruff, MC Banks, Emily Fagan, Mary Turner

Virginia Swimming Financial Summaries 2022-2023

10/13/2022

*** Revenue ***	Budget	September	YTD
USAS Registration	USAS collect		\$0
VS Registration	125,650.00		\$0
Flex registration	10,000.00		\$0
USAS Club Dues	3,150.00		\$0
VS Club Dues	1,650.00		\$0
Meet Sanctions	4,900.00	60	\$60
Meet Rebates	181,000.00	5,102	\$5,102
Sales & Misc.	2,000.00		\$0
Championship Meet Revenue	150,000.00		\$0
Sectionals Meet Revenue	50,000.00		\$0
Zone Meet Revenue	50,000.00		\$0
LC Zones Team	28,900.00		\$0
Clinics and Swimposium Revenue	1,500.00		\$0
Zone Meeting Revenue			\$0
Awards Banquet	20,000.00		\$0
Interest - Checking	25.00	3	\$3
Interest - Reserve	300.00	5	\$5
Endowment Income	50,000.00	1,275	\$1,275

Total Revenue	\$679,075.00	6,445	\$6,445
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*** Expenses ***			
USAS Registration		330	330
USAS Club Dues	3,150		-
			-
Travel - US Open	4,500		-
Travel - Winter Nationals/Paralympic/Other	18,000		-
Travel - Summer Nationals	13,500	1,450	1,450
Travel - Olympic Trials / World Team trials			-
Travel - National Youth Team	1,500		-
Travel - Discretionary	3,000		-
National Meet Travel - Coaches	9,000		-

			-
Senior Champ Meet Support			-
Va. Championship Meet Expenses	150,000		-
Zone Meet Expenses	50,000		-
Sectionals Meet Expenses	50,000		-
LC Zone Team Support	70,900	850	850
Champ Meet Awards	22,000		-
Staff Salaries	80,400	6,867	6,867
Payroll Taxes	6,300	525	525
Benefits	2,000		-
Webmaster	-		-
Web Upgrades	4,700		-
Administration Expenses	18,000	1,467	1,467
Supplies & Misc.	3,000	206	206
			-
Awards Banquet	35,000	2,597	2,597
National Convention	18,000		-
Zone Meeting	-		-
			-
Equipment	1,500		-
Officials Workshops / Training /Travel	20,000	1,505	1,505
			-
USAS Workshops	6,000		-
VS Camps & Clinics	10,000	227	227
VS Workshops	2,000	212	212
			-
Diversity, Outreach Reimbursements	10,000	36	36
Diversity / Travel, Other			-
Make a Splash/Learn to Swim Grants	6,000		-
Safe Sport Programs	6,000		-
Coach Mentoring Program	2,000		-
Athlete Scholarships	6,000		-
Club Grants			0
Endowment Funding	50,000		-
Total Expenses	\$682,450	\$16,274	\$16,274

Net Income / Loss	(\$3,375.00)	(\$9,828.20)	(\$9,828.20)
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Beginning Funds	\$413,386		\$413,386
Inflow (Outflow)	-\$3,375		-\$9,828
Transfer to savings	\$800		\$5.19
Transfer to / From Savings	\$0		
Ending Funds	\$410,011		\$403,553
Endowment	\$200,568		\$200,568
BOD Restricted Funds	\$30,868		\$30,868
Virginia Swimming Savings	\$252,682		\$252,682

Total Funds	\$894,129.00		\$887,670
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Governance Committee Meeting

8:30 pm, October 05, 2022

Committee Member Attendance

Through August 2023 (1 yr remaining)		Through August 2024 (2 yr remaining)		Through August 2025 (3 yr remaining)	
Lori Hopewell (NOVA)	A	Allison Dodd (A)*	P	Kevin Hogan (UN)	P
Louisa Lamerdin (757)*	P	Chad Onken (NA)	P	Cat Leach (TIDE)	P
Amina Serir (CCA)	P	Shelley Archer (VABR)	P	Kelly Warnagiris (WST)	A

**: athlete member; A: absent; P: present*

Meeting Minutes

1. Meeting start

The meeting was conducted via Zoom and began at 8:30 pm. Committee member attendance is indicated above.

2. Introductions

Each of the committee members introduced themselves.

3. Elect Governance Committee Chair for 2022-2023 (election required annually by VSI Bylaws)

Kevin offered to continue as the committee chair. There were no other volunteers or nominations, and Kevin was elected by acclamation.

4. Review the responsibilities of the Governance Committee as specified in the VSI Bylaws and review the progress made in fulfilling those responsibilities

See the attached document for details of the responsibilities and progress made to date. The committee will focus on two different areas over the coming year. First, the committee needs to work with the VSI BOD to best determine how to track and evaluate board accountability, including progress on the strategic plan. In the past year, meeting attendance was tracked and a year-end survey was conducted, but more should probably be done. The question is what should be done. Second, the committee will function as the Nominating Committee leading up to the election of BOD and ARB positions at the spring 2023 meeting (see below for more details).

5. Review the responsibilities of the Governance Committee as specified in the VSI Strategic Plan and review the progress made in fulfilling those responsibilities

See the attached document for details of the Strategic Plan for which the Governance Committee is responsible. A current focus is on completing an HOD Governance Handbook and an Athletes Governance Handbook (see below for more details). Prior to the spring HOD meeting, we need to conduct a survey to help understand why some clubs participate in HOD meetings and others do not.

6. Review nomination and election process for BOD and ARB positions that will be elected at the spring 2023 HOD meeting

The committee briefly reviewed the nomination documents that were created over the past year. It also reviewed the timeline that will lead up to the elections. The nomination process will be the focus of the November Governance Committee meeting. Per the timeline, we need to be ready to start by the middle of January 2023.

7. Review draft HOD Governance Handbook

Kevin has been working on an HOD Governance Handbook. It is in draft form and will be circulated to the committee within the next week for comment and input. The goal is to have the document completed and distributed no later than the end of November 2022.

8. Review draft Athletes Governance Handbook

Kevin has been working on an Athletes Governance Handbook. A major emphasis of the handbook is to emphasize how the Ted Stevens Olympic and Amateur Sports Act has mandated opportunities for athletes participate in governing the sports in which they participate. A second emphasis is on highlighting the opportunities themselves. While the entire committee will have an opportunity to comment and provide input on the document, Kevin is particularly interested in Allison's and Louisa's input as the handbook's intended audience is the athletes.

9. Schedule future meetings

The committee agreed to holding future committee meetings on the second Wednesday of the month (one exception) at 8:30 pm. The dates are as follows:

- November 9, 2022 (2nd Wednesday)
- December 14, 2022 (2nd Wednesday)
- January 4, 2023 (1st Wednesday)
- February 8, 2023 (2nd Wednesday)
- March 8, 2023 (2nd Wednesday)
- April 12, 2023 (2nd Wednesday)

10. There being no other business, the meeting concluded at 8:27 pm.

Governance Committee Responsibility Tracking

Update: October 3, 2022

Bylaws Duty	Status
Provide BOD Orientation and Education	
<i>Design and implement BOD orientation, education, and development</i> - Developed a <i>BOD Orientation</i> PowerPoint presentation for incoming board members; presented August 29, 2021 and September 11, 2022 - Developed a <i>BOD Handbook</i> that is updated as needed and distributed on an ongoing basis - Developed a <i>VSI Committees and Coordinators Handbook</i> that is updated as needed and distributed on an ongoing basis - Developing an <i>Athletes Governance Handbook</i> - Developing an <i>HOD Governance Handbook</i>	Completed Completed Completed In progress In progress
Assist in Strategic Planning and Tracking	
<i>Assist in periodic evaluation of the mission and vision statements and the bylaws</i> VSI's mission, vision, and core values were reviewed and revised as part of the development of the 2022-2024 strategic plan (adopted February 7, 2022)	Completed
<i>Ensure the BOD's focus remains on the strategic plan</i> - The <i>Virginia Swimming Strategic Plan (2022-2024)</i> was adopted on February 7, 2022) - A companion <i>Virginia Swimming Strategic Plan (2022-2024) Progress Tracking</i> document has been created and will be updated on a quarterly basis	Completed Ongoing, but slow
Develop and Review Standard Operating Procedures	
<i>Aid in the development of operating policies regarding conflict of interest (Board and staff), document retention, ethics, whistle-blower, procurement, contract review, grievance, and other employment-related practices, etc</i> - Original policies - Conflict of interest policy - Document retention and destruction policy	

○ Whistleblower policy • New policies developed and then adopted by the HOD (spring 2022) ○ Code of conduct policy (includes ethics) ○ Grievance policy ○ Procurement policy (includes contracts)	Completed
<i>Aid in the development of personnel practices procedure including job descriptions and annual review of staff</i> • Position description template • Position description for each staff position • Annual performance review template	Completed Handed off Completed
Track and Evaluate BOD Accountability	
<i>Aid in the development of expectations and processes for accountability of Board members</i> • Determine expectations (eg, attending BOD meetings, providing reports, following up on assigned tasks, charging and monitoring division committee and coordinator activities. • Tracking attendance at all BOD meetings • Conducted BOD, committee chair, and coordinator survey summer 2022	Needs work Ongoing Completed
<i>Lead periodic assessment of the BOD's performance (as a whole and of individual members) and make recommendations to enhance BOD effectiveness</i> • Use the expectations and accountability matrix to assess performance.	Needs work
Lead Succession Planning and the Nomination Process	
• Create a Nomination Task Force within the Governance Committee that would be tasked with all of the following items	TBD
<i>Develop criteria for the qualities and required characteristics of BOD officers</i> • Developed General Announcement document including: job descriptions and preferred qualifications for BOD positions; ARB position descriptions; and committee and coordinator role descriptions • Created nomination forms for BOD positions and ARB positions, and committee and coordinator positions	Completed Completed

Created nominations timeline for BOD and ARB positions	Completed
<i>Lead BOD succession planning by assessing current and anticipated needs for BOD composition and identifying and recruiting potential BOD members</i> - Is incumbent eligible to run for re-election (term limited)? - Will incumbent, if eligible, run for re-election?	TBD TBD
<i>Nominate BOD members, Administrative Review Board members, and other coordinator or chair positions to be elected by the HOD consistent with the matrix of skills, demographics, and talents needed</i> <i>Publish the slate of candidates to the VSI membership</i> Start process sufficiently early that the candidates can be vetted prior to publishing the slate of candidates	TBD

TBD: To be done

Strategic Plan To Dos	Status
Objective 1: Ensure that VSI BOD members, VSI committee chairs, VSI coordinators, VSI group members, and VSI athletes know and understand the governance structure of VSI so that they can participate meaningfully in governing VSI	
Strategy 1: Provide orientation material for new BOD members, committee chairs, and coordinators Milestones: Provide orientation to new BOD members, committee chairs, and coordinators; update orientation material as needed Resources: VSI BOD Orientation PowerPoint presentation; VSI BOD (2021-2023) Handbook Responsible: Governance Committee	- VSI BOD Handbook distributed in fall 2021 and updated version in fall 2022 - VSI BOD Orientation presentation for new members first given in fall 2021 and subsequently in fall 2022 - VSI Committees and Coordinators Handbook distributed in winter 2022 and subsequently in fall 2022
Strategy 2: Develop and provide governance orientation material and learning opportunities for VSI group members Milestones: Develop and deploy governance educational material and learning opportunities by 03/2022; offer educational opportunities 2 months prior to scheduled HOD meetings Resources: The VSI BOD Orientation PowerPoint presentation and the VSI BOD (2021-2023) Handbook can be tailored to needs of the VSI group members; conduct survey of VSI group members to determine what they'd like to know Responsible: Governance Committee has primary responsibility for implementation; Virginia Swimming Office to provide support for needed surveys and logistical support for in-person or virtual learning opportunities	Developing an <i>HOD Governance Handbook</i>
Strategy 3: Develop and provide governance orientation material and learning opportunities for VSI athletes	Developing an <i>Athletes Governance Handbook</i>

Milestones: Develop and deploy governance educational material and learning opportunities by 03/2022; offer educational opportunities 2 months prior to scheduled HOD meetings and as athletes join the BOD or committees for the first time Resources: The VSI BOD Orientation PowerPoint presentation and the VSI BOD (2021-2023) Handbook can be tailored to needs of the VSI athletes; conduct survey of VSI athletes to determine what they'd like to know Responsible: Governance Committee has primary responsibility for implementation; Virginia Swimming Office to provide support for needed surveys and logistical support for in-person or virtual learning opportunities	
Strategy 4: Promote the use of working groups and task forces to supplement and diversify the number of individuals participating in BOD and committee activities Milestones: Immediately begin promoting the use of working groups and task forces; see an increased use of working groups and tasks forces associated with the BOD and committees and see a broadening of the number of individuals participating in governance activities Resources: Governance Committee Responsible: Governance Committee	• Kevin to take care of shortly
Objective 2: Increase the number of group members who participate in HOD meetings	
Strategy 1: Determine why group members do not participate in HOD meetings Milestones: No later than 06/2022, obtain survey results that provide data as to why clubs do not participate in HOD meetings Resources: Governance Committee Task Force Responsible: Governance Committee	• TBD
Strategy 2: Based on survey results (see BSG#8/OBJ#2/STR#1), provide education to group members as to importance of participating in HOD meetings Milestones: Increase the group participation rate to 90% by spring 2024 HOD meeting Resources: Governance Committee Task Force Responsible: Governance Committee	• TBD

Finance Committee Report

BOD Meeting - Monday, October 24, 2022

1. New Athlete Committee Members
 - a. Crash Ackerly (NOVA)
 - b. Landon Marchese (QSTS)
2. External Audit
 - a. Bob Rustin met with Auditors on 10.14
 - b. Form 990 due by January 15, 2023
3. Internal Audit
 - a. Transactions Report from Fiscal Year 2021-2022
 - b. Finance Committee to review transactions in next Month
4. Learn to Swim Grant Updates
 - a. Each organization awarded \$3,000 in Spring 2022
 - b. NOVA - Pre Program Report Attached
 - c. SwimRVA - Waiting on Program Update Report (As of 10.18.22)
 - d. Ben Hair Foundation - Waiting on Program Update Report (As of 10.18.22)



**Pre-program Report
NOVA/HCPS Lessons Program
Prepared 10/11/22**

1. Scheduled start dates and times - Sept 26 2022 - May 25 2023
2. Number of individuals enrolled - 1145
3. Number of scholarship individuals enrolled - 1145
4. Number of Instructors - 4 Number of lifeguards - 4
5. No deviations from the initial grant proposal

Submitted by Julie Farney

Virginia Swimming Administrative Vice-Chair's Report



Vice Chairman: Bryan Wallin

October 21, 2022

VSI-Sanctions 2022-2023	● Total Number- 63 ● LSC- 45 ○ Re-Sanctioned- 2 (1-Eligibility, 1 Meet Format) ○ IMX- 2 ○ Intersquad- 6 ○ 8 Under- 4 ○ Open Meet- 25 ○ Invitationals- 14 ○ Prelim/Final- 5 ○ Standard Base Meets- 4 ○ Distance Meets- 1 ● Approved – 1
Dual Sanctioned Meets:	● Total- 17 ● PVS- 8 ● Maryland- 9
Facilities Used: 3<=	● Claude Moore 10 ● NOVA 6 ● Collegiate 6 ● Jeff Rouse 5 ● Christiansburg 4 ● Princess Anne 3 ● Brooks Y 3 ● Occ. Swim Acad. 3 ● Great Bridge 3 ● 757 3
Hosting LSC Clubs: 3<=	● NOVA 6 ● 757 4

	● TIDE 3 ● SRVA 3 ● ODAC 3 ● HOKI 3 ● CCA 3 ● CA-Y 3
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Administrative Division

Officials Committee (Dan Demers) Areas/questions for discussion:	1- Broad Strategic Goal #1: Increase the number of athlete and non-athlete members of Virginia Swimming with an emphasis on making the membership reflect the diversity found in Virginia Swimming's territory. Objective 2: Increase the number of certified officials in Virginia Swimming to a minimum of 10% of the number of athlete members • Strategy 1: Work with club officials chairs to increase the number of trainees being recruited, especially those with younger rather than older swimmers - o Milestones: Rising number of certified officials within VSI; increasing average length of service as a certified official - o COVID definitely knocked the numbers down. Prior to COVID we were at 470. The last download we pulled before OTS shutdown, had us at 409. - o Club chairs and team admins of record are notified of clinics in August, and in December for LC season • Strategy 2: Continue the use of both in-person and on-line Zoom training sessions to maximize the frequency and convenience of initial training opportunities - o Milestones: Rising number of certified officials within VSI - o Last year we held 20 Zoom clinics that comprised of initial, CJ, Starter, Deck Referee, OTS and National Certifications. There were also 2-4 in person clinics as far as I know. • Strategy 3: Institute a one-on-one mentoring system to aid in initial training and subsequent retention - o Milestones: Increased percentage of individuals completing the certification process when comparing mentored to non-mentored trainees; increased average years of service when comparing mentored to non-mentored certified officials - o Kevin has been helping in the Charlottesville area, Kim and Michael have been assisting the SE and the DC's have been doing the same in their districts. - o This year we have This season we have 12 training for Deck Referee • Strategy 4: Using VSI funds, reimburse trainees and officials for USA Swimming registration and background checks - o Milestones: Draft reimbursement guidelines; determine fiscal impact on Virginia Swimming; determine means by which incurred costs would be recovered; present plan and needed policy changes to the fall 2022 HOD for action; implement for 2023/2024 if approved by HOD- Resources: PVS reimbursement policy can serve as a starting point - o I have not heard any more on this proposal 2- Broad Strategic Goal #2: Ensure that competitive opportunities are available for all swimmers, ranging from novice through Olympic Trials qualifiers - o Strategy 5: Recruit and train qualified officials to run open water meets
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	- o Milestones: A sufficient number (TBD) of certified open water officials to be grown over a 3-year period to allow for easy and reliable staffing of open water meets/ Resources: Recruit national open water officials to serve as meet referees and provide initial open water training clinics; funding to cover travel expenses of national open water officials; USA Swimming-sponsored Open Water Official Clinics - o OW clinics should be coming out over the next couple of weeks. They were short-staffed with folks, they know have about 10 who can conduct clinics. It sounds as if they are gearing them to specific meets. So if an OW meet is sanctioned, a clinic should be scheduled. - o OW clinics will be in two sessions. The first is a discussion of the various positions & safety protocols. - o The second about a week or two later is a discussion of the specific meet. That way the instructor has time to review the meet protocols. 3- Broad Strategic Goal #4: Offer mentorship and educational opportunities to both professional coaches and volunteers (eg, officials, board members, meet directors) who support Virginia Swimming - o Strategy 1: Send a VSI official to USA Swimming Open Water Officials Clinic and associated Open Water National Championship - o Milestones: Develop selection criteria; one VSI official to attend the Open Water Clinic per year. Resources: Airfare, lodging, conference cost (</= \$2K) - o Strategy 2: Send 2 VSI referees to USA Swimming Referees Clinic - o Milestones: Develop selection criteria; two VSI referees to attend the Referees Clinic when offered every other year. Resources: Airfare, lodging, conference cost (</= \$2K) - o See note above about OW clinics. Last info I have on Referee's clinics is TBD.
Open Water (Scott Baldwin) Areas/questions for discussion:	Broad Strategic Goal #2: Ensure that competitive opportunities are available for all swimmers, ranging from novice through Olympic Trials qualifiers Objective 6: Grow open water swimming opportunities within VSI Strategy 1: Determine the number of available open water venues available within VSI territory by inventorying past events locations and by identifying new locations Milestones: By 04/2022, have the identity and availability of open water venues within the LSC that are open to hosting events Resources: Open Water Committee Responsible: Open Water Committee A list was generated and posted to the OW page on the VSI website Strategy 2: Work with local organizations that host open water events in Virginia to identify existing meets that might be adapted to USA Swimming rules and regulations Milestones: By 04/2022, identify existing meets that have the potential or desire to partner with VSI Was not completed Strategy 3: Identify clubs that are interested in hosting an open water meet Milestones: By 04/2023, identify 3 or more clubs willing to host an open water meet Resources: None Responsible: Open Water Committee HOKI, NOVA, LY, 757 had all at one point offered a level of interest to help host/ be involved with an OW event in the future. Strategy 4: Identify the equipment and resources needed to host an open water meet Milestones: Develop list of needed equipment and resources; inventory existing equipment and resources; identify equipment and resources that need to be purchased with corresponding budget; identify equipment and resources that might be acquired by alternative means (eg, boat distributors providing jet skis or kayaks; sponsors to provide funding)

Resources: VSI budget line item to purchase needed equipment that can be shared across open water meets

Responsible: Open Water Committee

Race Numbers have been bought in bulk.

Caps with Virginia Swimming Logo have been made.

HOKI and ISCA willing to share buoys for future events.

Been discussed to have a trailer that is race ready with all needed race day supplies.

Strategy 5: Recruit and train qualified officials to run open water meets

Milestones: A sufficient number (TBD) of certified open water officials to be grown over a 3-year period to allow for easy and reliable staffing of open water meets

Resources: Recruit national open water officials to serve as meet referees and provide initial open water training clinics; funding to cover travel expenses of national open water officials; USA Swimming-sponsored Open Water Official Clinics

Responsible: Officials Committee

Has been discussed but no firm future date as of this time.

Strategy 6: Determine the best dates on the calendar to conduct open water meets

Milestones: Have 3 or more events on separate non-competing weekends

Resources: Host clubs, officials, volunteers, seasonal weather/waters

Responsible: Open Water Committee, Technical Planning Committee

This is where I think we need to place a lot of attention and focus.

Strategy 7: Create an open water race series or VSI open water championship series by combining existing and new open water events into a minimum 3-event series

Milestones: Crown open water team and Individual champions beginning with the 2023 long course season

Resources: VSI funding for awards

Responsible: Open Water Committee

We have the logo and its in print- just need more events.

Strategy 8: Investigate and plan an open water competition with possible Eastern Zone “circuit” support

Milestones: Recruit host for summer 2023; proposal to the Eastern Zone for 2022-23 budget support

Resources: Eastern Zone funding support

Responsible: Open Water Committee, Technical Planning Committee

No progress on this venture at this time.

Strategy 9: Proactively communicate available open water opportunities available through e-mail, the VSI website, and social media

Milestones: Increase number of clubs participating in VSI open water meets

Resources: Open Water Committee, Virginia Swimming Office Responsible: Open Water Committee

OW Championship was promoted on VSI social media -Instagram.

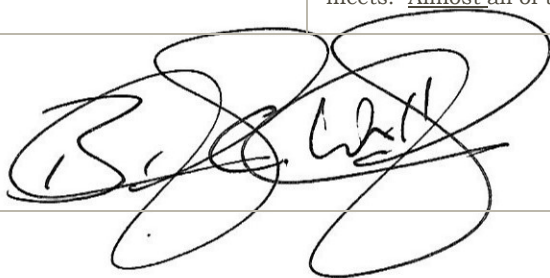
Broad Strategic Goal #3: Provide developmental opportunities (eg, camps, clinics) for athlete members of Virginia Swimming

Objective 2: Promote open water swimming by providing coaches and swimmers with education on the topic

	Strategy 1: Develop and provide informational material (eg, information sheet, brochure, web-based media) as to what open water swimming is Milestones: By the spring 2022 HOD meeting, create and distribute the informational material to member clubs to share with their membership Resources: Open Water Committee Responsible: Open Water Committee with support from the Virginia Swimming Office Has not been implemented at this juncture. Broad Strategic Goal #6: Make safety, including all aspects of safe sport and operational risk, a priority for athletes, coaches, and volunteers Objective 4: Ensure that open water meets are conducted in as safe a manner as is possible Strategy 1: Develop and deploy open water safety training course Milestones: Course developed by 06/2022 and education provided to open water meet host clubs 2-3 months prior to open water meet date Resources: Sample USA Swimming Water Safety Plan & Checklist; Emergency Action Plan Checklist; USA Swimming Open Water Sanction Application Responsible: VSI Operational Risk Committee is responsible for developing and deploying educational material; Club Operational Risk Coordinator is responsible for working with the host club to implement best practices and required elements Has not been implemented at this point.
Rules and Regulations (Kevin Hogan) Areas/questions for discussion:	Nothing for this report
Technical Planning (Anthony Pedersen) Areas/questions for discussion:	Nothing for this report

Action Items

Future Board of Director's Meetings	Will be working with Rules and Regs/VSI Staff to incorporate Meet Marshall's training into our policies and procedures. Also, to determine rather it's needed for our clubs to be Safe Sport certified to host meets. <u>Almost</u> all of the clubs that host meets are currently.
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Administrative Vice-Chair- Bryan Wallin

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VIRGINIA SWIMMING



Virginia Swimming Strategic Plan (2022-2024)

Progress Tracking

Last Update: February 7, 2022

Mission Statement

Virginia Swimming creates opportunities that promote sportsmanship and develop excellence through competitive swimming

Vision Statement

To develop self-confident athletes with a life-long passion for swimming and strong life skills

Core Values

Athlete Focused, Excellence, Inclusion, Integrity

SWOT Analysis

Strengths

- S1. A fiscally sound organization with sufficient and stable reserves and a developing endowment
- S2. A dedicated and professional office staff that provides a myriad of services that would otherwise be handled by volunteers
- S3. Athletes, coaches, officials, staff, and other volunteers provide strong leadership within the LSC
- S4. Numerous excellent facilities are available that can host novice- through national-level meets
- S5. As an organization, Virginia Swimming is flexible in the face of adversity

Weaknesses

- W1. The membership of Virginia Swimming does not reflect the diversity of the population within its territory
- W2. The participation rate of individual and group members in LSC governance is poor
- W3. It is becoming increasingly difficult to recruit and retain officials
- W4. Costs at all levels, for both athlete and non-athlete members, is a barrier to participation
- W5. The process for determining championship meet hosts and locations is not very effective and often results in late assignments

Opportunities

- O1. Support the participation of DEI athlete and non-athlete members in targeted activities that will grow their interest in the sport and aid in their retention
- O2. Create competitive opportunities that target all swimmers and all levels of swimming
- O3. Capitalize on summer league and high school swimming as feeder systems that can be used to increase participation
- O4. Offer more developmental clinics across the state for athletes

- O5. Exploit new facilities coming online as opportunities to add new clubs and new swimmers, as well as to host LSC, Zone, Sectional, and National meets
- O6. Enhance the long-term financial health of Virginia Swimming through strong leadership and adoption of financial best practices
- O7. Strengthen individual clubs through financial incentives, mentorship, and best practices
- O8. Provide and assist with developmental opportunities for coaches
- O9. Track the performance metrics of our athletes as a means of gauging club and LSC success
- O10. Increase the number of open water swimming opportunities within the LSC and grow the interest in open water swimming
- O11. Diversify the revenue streams available to Virginia Swimming to support its mission
- O12. Find creative ways to overcome Virginia Swimming's expansive and diverse geographical territory to increase participation in both competition and governance
- O13. Expand participation in Safe Sport Club Recognition so that more clubs can benefit from the knowledge gained
- O14. Invest in careful succession planning to prevent the loss of institutional knowledge and expertise as experienced individuals retire from volunteering

Threats

- T1. Encroachment of Virginia Swimming territory by Potomac Valley decreases the number of athlete and non-athlete members in Virginia Swimming and it limits the availability of venues for practice and competition
- T2. Competition from other sports for economic, time commitment, or other factors decreases the number of athlete and non-athlete members in Virginia Swimming
- T3. Many group members are complacent with the status quo and do not participate in the governance of Virginia Swimming
- T4. Communication strategies need to keep pace with current technology, or we risk not communicating with our intended audience

Broad Strategic Goal #1: Increase the number of athlete and non-athlete members of Virginia Swimming with an emphasis on making the membership reflect the diversity found in Virginia Swimming's territory

Objectives	Strategies	Progress
Objective 1: Increase the number of athlete members of Virginia Swimming from ~7,500 to 9,000 by 10/2024	Strategy 1: Place a continual emphasis on the entry level swimmer to "build the base" across all demographics (eg, learn to swim programming, linkage to summer leagues) Milestones: Push the message to individual clubs Resources: Individual clubs in their local areas; LSC to develop literature Responsible: All	
	Strategy 2: Continue the narrative that USA Swimming is not necessarily a year-round commitment (ie, it is not the case that swimming is a huge sacrifice/barrier for entry-level swimmers), (eg, develop and provide clubs with foundational advice and marketing support to attract summer league and high school swimmers to USA Swimming) Milestones: Material developed in time for 2022 summer league season and 2022/2023 high school season; push the message to individual clubs Resources: Social media Responsible: All	
	Strategy 3: Establish, support, and grow the narrative that swimming is a sport that can save lives Milestones: Use of grants, club support, attendance metrics to track overall participation in learn to swim programming across all levels within the LSC Resources: What are the learn to swim programs out there (eg, Y, Community orgs, summer pools, municipal / parks and rec programs, church based, USA Team or public / private / university school based... is there a LSC database that captures every learn to swim, and overall participation number out there?)? Responsible: Virginia Swimming Office, Age Group Committee, Senior Committee, Coaches Committee, DEI Committee, Open Water Committee	
	Strategy 4: Determine if high school swimming would better be positioned as a fall sport than a winter sport; if so, solicit VHSL and VISAA to move high school swimming to the fall Milestones: Determine both the pluses and minuses of such a move bearing in mind that there might be unintended consequences if the	

	move were to be made; advocate with VHSL and VISAA if determined to be a positive change Resources: VHSL and VISAA Responsible: Administrative vice-chair	
Objective 2: Increase the number of certified officials in Virginia Swimming to a minimum of 10% of the number of athlete members	Strategy 1: Work with club officials chairs to increase the number of trainees being recruited, especially those with younger rather than older swimmers Milestones: Rising number of certified officials within VSI; increasing average length of service as a certified official Resources: Officials Committee Responsible: Officials Committee	
	Strategy 2: Continue the use of both in-person and on-line Zoom training sessions to maximize the frequency and convenience of initial training opportunities Milestones: Rising number of certified officials within VSI Resources: Officials Committee Responsible: Officials Committee	
	Strategy 3: Institute a one-on-one mentoring system to aid in initial training and subsequent retention Milestones: Increased percentage of individuals completing the certification process when comparing mentored to non-mentored trainees; increased average years of service when comparing mentored to non-mentored certified officials Resources: Officials Committee; experienced officials willing to serve as mentors Responsible: Officials Committee	
	Strategy 4: Using VSI funds, reimburse trainees and officials for USA Swimming registration and background checks Milestones: Draft reimbursement guidelines; determine fiscal impact on Virginia Swimming; determine means by which incurred costs would be recovered; present plan and needed policy changes to the fall 2022 HOD for action; implement for 2023/2024 if approved by HOD Resources: PVS reimbursement policy can serve as a starting point Responsible: Officials Committee to draft guidelines; Finance Committee to determine fiscal impact and cost recovery plan; Rules and Legislation Coordinator to assist in writing any required VSI Policy and Procedure changes	

Objective 3: Increase the diversity of the athlete and non-athlete members of Virginia Swimming	Strategy 1: As a baseline, determine the diversity ratio within Virginia versus the diversity ratio within VSI; VSI numbers should be broken out for athletes, coaches, and officials Milestones: Determine baseline data by 03/2022 and distribute it to Virginia Swimming constituencies (eg, Officials Committee, Coaches Committee) so that they can use it for developing future plans Resources: https://www.census.gov/quickfacts/VA Responsible: DEI Committee, Virginia Swimming Office	
	Strategy 2: Survey clubs to gather their initiatives on diversity, what are their resources, what is working, and where are the roadblocks (eg, are they working with YMCA Open Doors program? Do they match registration/monthly fees?); survey clubs to understand what they would like to see in terms of camps and clinics Milestones: Survey responses due by 03/2022; review material by 04/2022; determine best practices by 05/2022 Resources: Survey Monkey, Google Forms, either allow the committee to compile data quickly Responsible: DEI Committee	
	Strategy 3: Reach out to ONE Virginia (Virginia DEI) for resources and potential funding available to achieve our goals (eg, possible existence state or federal funds) Milestones: Determine what resources are available by 03/2022 Resources: Office of Diversity, Equity, and Inclusion, Janice Underwood, PhD, Patrick Henry Building, Third Floor, 1111 E. Broad Street, Richmond, Virginia 23219, deidirector@governor.virginia.gov Responsible: DEI Committee	
	Strategy 4: Review and update the Virginia Swimming website and social media platforms to ensure that they reflect the diversity within the LSC Milestones: Review and update Virginia Swimming platforms by 04/2022; develop consistent site update strategy Resources: USA Swimming Eastern Zone, Diversity in Aquatics, etc. Responsible: VSI DEI Committee Working Group	
	Strategy 5: Clubs partner with facilities in underrepresented demographic areas for Learn to Swim Program as a feeder to swim team participation Milestones: Work with Hampton Aquaplex and CGBD regarding Learn to Swim Program once facility opens to create opportunities for that area's population; identify and initiate additional partnerships	

	Resources: Registration Chair, City of Hampton, Finance Chair Responsible: Registration Chair	
Objective 4: Rediscover the “fun” in Virginia Swimming championship meets	Strategy 1: “Beef Up” awards ceremonies and recognition practices at VSI championship meets (eg, parading for finals, music during introductions, awarding top 3 following final heat, senior recognition, age group parade) Milestones: Reinstitute awards ceremonies and recognition practices for both Age Group Championships and Senior Championships beginning with the short course 2022 championships Resources: None Responsible: Age Group Committee, Senior Committee	
Objective 5: Reduce costs at all levels to minimize the financial burden of participating athletes and their families	Strategy 1: Advertise to clubs and individuals in summer leagues the Outreach Program and its availability Milestones: By 05/2022, clubs reach out to local summer league teams and inform them of options after the summer for continued swimming including options for those individuals who can't afford more than a recreational swim team; goal is to achieve 50% of VSI clubs having outreach athletes on the club by 09/2023 Resources: Outreach membership informational sheet Responsible: Virginia Swimming Office and local swim clubs	

Broad Strategic Goal #2: Ensure that competitive opportunities are available for all swimmers, ranging from novice through Olympic Trials qualifiers

Objectives	Strategies	Progress
Objective 1: Implement recommendations made by the 2021 Championship Season Task Force	Strategy 1: Adopt the 2021 Championship Season Task Force recommendations that realign the VSI championship meet sequence during the short course season Milestones: Recommendations incorporated into the short course season for 2022/2023 Resources: Championship Season Task Force recommendations Responsible: Technical Planning Committee, Senior Committee, Age Group Committee	The BoD rejected the taskforce proposal in March 2023 BoD meeting vote. Topic to be reconsidered at a later date.
Objective 2: Provide a balanced portfolio of swim meets across VSI	Strategy 1: Inventory the current number of meets within the LSC, within each district within the LSC, and within the following categories: 8&Under; Age-Group Developmental; Age-Group Performance; Senior Developmental; and Senior Performance (Definitions: Developmental: BB and below; Performance: A and above) Milestones: Complete assessment by 5/2022 (short course) and 10/2022 (long course); annually reassess Resources: None Responsible: Senior Committee, Age Group Committee, Technical Planning Committee	
	Strategy 2: Determine the feasibility of additional or different meets to address deficiencies identified in strategy #1 and clubs' amenability to making changes to the traditional schedule of meets Milestones: Complete assessment by 03/2023; annually reassess Resources: None Responsible: Senior Committee, Age Group Committee, Technical Planning Committee	
	Strategy 3: Determine what resources (eg, facility access, hosting education, officials) are needed for clubs wishing to host meets Milestones: Complete assessment by 03/2023; annually reassess Resources: None Responsible: Senior Committee, Age Group Committee, Technical Planning Committee	
	Strategy 4: Set goal numbers for each level of competition while ensuring that equal competitive opportunities are offered to VSI athletes during both the short course and long course seasons	

	Milestones: Set targets by 03/2023; annually reassess Resources: None Responsible: Senior Committee, Age Group Committee, Technical Planning Committee	
Objective 3: Stimulate more focused competitions for younger swimmers	Strategy 1: Extend capped splash fees and decreased rebate fees from 8&U competitions to 10&U competitions Milestones: Prepare policy change for April 2023 HOD action Resources: None Responsible: Rules and Regulations Coordinator to write policy amendment; Finance Committee to account for changes in budget	Preparing proposed Procedural change (47.4) to cap fees and rebates for 10 & younger meets (currently 8 & Under meets) for BoD consideration November 2022.
Objective 4: Stimulate more focused competitions for top level swimmers	Strategy 1: Investigate and plan an all-star multi-LSC senior competition involving VSI in conjunction with PVS and/or NCS Milestones: Proposal to BOD and announced HOD in spring 2023; competition to occur in 2023-24 year Resources: Budgetary support from VSI Responsible: Senior Committee has primary responsibility for developing the concept; Technical Planning Committee to aid with scheduling	Initial discussion w/ Gen Chairs for PVS & NCS to hold 3-way competition with 125-150 swimmers from each LSC, 13&Older. Shared expense & revenue. Targeting Jan. 2024.
Objective 5: Provide low-cost competitive opportunities for recreational swimmers to allow their participation in the sport with a reduced financial burden	Strategy 1: Encourage swim meets designed for recreation at a lesser cost to provide competition opportunities (eg, less than 2-hour length) Milestones: Implement meets in 2022/2023 Resources: Some teams are currently hosting such meets, but not offered statewide; review sanctions of meets that fit the criteria; any other LSCs who host similar meets? Responsible: Age Group Committee, Coaches Committee	
Objective 6: Grow open water swimming opportunities within VSI	Strategy 1: Determine the number of available open water venues available within VSI territory by inventorying past events locations and by identifying new locations Milestones: By 04/2022, have the identity and availability of open water venues within the LSC that are open to hosting events Resources: Open Water Committee Responsible: Open Water Committee	
	Strategy 2: Work with local organizations that host open water events in Virginia to identify existing meets that might be adapted to USA Swimming rules and regulations Milestones: By 04/2022, identify existing meets that have the potential or desire to partner with VSI	

	Resources: Virginia Masters Swimming has a few open water events; Virginia Beach Lifeguard Services has a series of open water events each year Responsible: Open Water Committee	
	Strategy 3: Identify clubs that are interested in hosting an open water meet Milestones: By 04/2023, identify 3 or more clubs willing to host an open water meet Resources: None Responsible: Open Water Committee	
	Strategy 4: Identify the equipment and resources needed to host an open water meet Milestones: Develop list of needed equipment and resources; inventory existing equipment and resources; identify equipment and resources that need to be purchased with corresponding budget; identify equipment and resources that might be acquired by alternative means (eg, boat distributors providing jet skis or kayaks; sponsors to provide funding) Resources: VSI budget line item to purchase needed equipment that can be shared across open water meets Responsible: Open Water Committee	
	Strategy 5: Recruit and train qualified officials to run open water meets Milestones: A sufficient number (TBD) of certified open water officials to be grown over a 3-year period to allow for easy and reliable staffing of open water meets Resources: Recruit national open water officials to serve as meet referees and provide initial open water training clinics; funding to cover travel expenses of national open water officials; USA Swimming-sponsored Open Water Official Clinics Responsible: Officials Committee	
	Strategy 6: Determine the best dates on the calendar to conduct open water meets Milestones: Have 3 or more events on separate non-competing weekends Resources: Host clubs, officials, volunteers, seasonal weather/waters Responsible: Open Water Committee, Technical Planning Committee	

	Strategy 7: Create an open water race series or VSI open water championship series by combining existing and new open water events into a minimum 3-event series Milestones: Crown open water team and Individual champions beginning with the 2023 long course season Resources: VSI funding for awards Responsible: Open Water Committee	
	Strategy 8: Investigate and plan an open water competition with possible Eastern Zone “circuit” support Milestones: Recruit host for summer 2023; proposal to the Eastern Zone for 2022-23 budget support Resources: Eastern Zone funding support Responsible: Open Water Committee, Technical Planning Committee	
	Strategy 9: Proactively communicate available open water opportunities available through e-mail, the VSI website, and social media Milestones: Increase number of clubs participating in VSI open water meets Resources: Open Water Committee, Virginia Swimming Office Responsible: Open Water Committee	

Broad Strategic Goal #3: Provide developmental opportunities (eg, camps, clinics) for athlete members of Virginia Swimming

Objectives	Strategies	Progress
Objective 1: Offer swim camps targeting different levels of swimmers and different types of swimming (eg, pool vs open water) and swimming-related (eg, dryland training, mental health, nutrition)	Strategy 1: Establish a Camps and Clinics Working Group that will in turn determine criteria for selection and format for camps with a focus on DEI and developmental athletes Milestones: Develop criteria and format by 04/30/2022 Resources: Zone camp template Responsible: Age Group Committee, DEI Committee, Athletes Committee	
	Strategy 2: Provide camps for BB and slower athletes in 10 & U age groups; participants may not have any A times (suggested guidelines) Milestones: Camps offered in the southwest, central, northern, and tidewater districts during each odd numbered years; calendar of camps over multiple years, created by 09/2022 to allow lead time for planning by athletes, parents, and coaches Resources: Funds for facilities, snacks, SWAG, coaches Responsible: Age Group Committee has primary responsibility for putting the camps together with the Virginia Swimming Office providing logistical support	
	Strategy 3: Provide LSC-wide camps for 11-14-year-old athletes based on IMX scores (SCY or LCM depending on time of year of camp) Milestones: Camps offered to provide camaraderie and education for this select group of athletes to create bonding amongst athletes and instill motivation to remain a swimmer through their senior swimming ages; camp to be held in the even years no later than September 30; schedule over multiple years to allow lead time for planning by athletes, parents, and coaches Resources: Funds for facilities, snacks, SWAG, coaches Responsible: Age Group Committee has primary responsibility for putting the camps together with the Virginia Swimming Office providing logistical support	
	Strategy 4: Offer camps/clinics that focus on topics such as leadership, dryland activities, mental health, and nutrition Milestones: Develop a schedule and menu of offerings by 09/2022; begin offering the camps/clinics beginning at the start of the 2022/2023 season	

	Resources: Identify subject matter experts; funding for in-person opportunities and subject matter expert Responsible: Senior Committee and Athletes Committee have primary responsibility with the Virginia Swimming Office providing logistical support	
Objective 2: Promote open water swimming by providing coaches and swimmers with education on the topic	Strategy 1: Develop and provide informational material (eg, information sheet, brochure, web-based media) as to what open water swimming is Milestones: By the spring 2022 HOD meeting, create and distribute the informational material to member clubs to share with their membership Resources: Open Water Committee Responsible: Open Water Committee with support from the Virginia Swimming Office	
Objective 3: Increase the diversity of the athletes attending camps and clinics	Strategy 1: Offer financial assistance to eligible athletes who otherwise would not be able to attend an offered camps and clinics Milestones: Secure funding line item in VSI budget beginning with the 2022/2023 fiscal year; measure increased participation of economically disadvantaged athletes over time Resources: VSI Outreach Membership and VSI budget Responsible: VSI DEI Committee Working Group has primary responsibility for identifying qualifying participants and for working with the Age Group Committee to promote an inclusive camp atmosphere	
Objective 4: Increase athlete participation in LSC governance and decision making	Strategy 1: Offer an Athlete Leadership and Governance Conference for 14-16-year-old athletes with attendees selected by their clubs Milestones: Schedule clinic no later than November 30 of even years, offering the clinic in even years; NLT December 31st of the given year, survey of participants who attended; monitor attendees for future service on the VSI BOD or VSI committees Resources: Athlete Leadership Handbook, funds for facility, meals, snacks, SWAG, potential facilitator, peer facilitators Responsible: Athletes Committee, Governance Committee, and Virginia Swimming Office	1st Athlete Summit completed in September. Single day summit featured DEI speaker from USA Swimming and governance workshop sessions by Athlete BoD members. Viewed as successful and plans to repeat in subsequent years.

Broad Strategic Goal #4: Offer mentorship and educational opportunities to both professional coaches and volunteers (eg, officials, board members, meet directors) who support Virginia Swimming

Objectives	Strategies	Progress
Objective 1: Offer continuous support to all parties responsible for VSI ongoing operations	Strategy 1: Embrace on-line education to minimize volunteer fatigue and to increase educational opportunities for all teams regardless of size Milestones: Consider the use of virtual or hybrid formats when scheduling meetings clinics, or workshops Resources: Zoom Responsible: Virginia Swimming Office for Zoom support	See below.
Objective 2: Ensure that club registrars are well-trained and understand their responsibilities	Strategy 1: VSI staff will offer training workshops to educate club registrars about existing and newly implemented registration practices for the upcoming swim season Milestones: Offer on an as-needed basis Resources: Newly developed registration practices from USA Swimming Responsible: Virginia Swimming Office	Home office conducted six Registration workshops at locations throughout VSI during summer of 2022. Meet Director workshops ongoing throughout the year, both online and in person.
Objective 3: Promote coach-directed educational opportunities offered by USA Swimming and other organizations	Strategy 1: Survey coaches to determine their continuing education needs including desired topics, format desired (in-person or virtual), and frequency Milestones: Survey developed by 04/2022; survey completed and analyzed by 6/2022 Resources: Coaches Committee Task Force Responsible: Coaches Committee has primary responsibility with the Virginia Swimming Office providing logistical support	
	Strategy 2: The Coaches Committee and VSI staff will generate a monthly list of educational opportunities for coaches; the list will be emailed to coaches and posted on the Coaches page of the VSI website Milestones: A list of educational opportunities for coaches will be updated by the 5 th of each month Resources: USA Swimming, ASCA, ISCA Responsible: Virginia Swimming Office, Coaches Committee	
	Strategy 3: Subsidize VSI woman coach attendance at the USA Swimming Women's Leadership Workshop	Two women coaches attended national women's leadership workshop in April. USA Swimming scholarships awarded so no VSI funds required. One women coach accepted into USS new

	Milestones: Develop selection criteria and develop a ranked list of potential attendees to be updated annually; send 2 coaches per year to the workshop Resources: Airfare, lodging, conference cost (<= \$2K) Responsible: Coaches Committee	coach's governance multi-meeting workshop, culminating April 2023
	Strategy 4: Subsidize VSI Senior and Age Group Coach of the Year to attend the ASCA Conference and Workshop Milestones: Send VSI Coaches of the Year to the Conference/Workshop on an annual basis Resources: Travel, Lodging, Conference cost Responsible: Coaches Committee	Elections not held until after ASCA Convention in 2022. Recommending early election process in 2023
	Strategy 5: Provide in-house (VSI) coaching clinics Milestones: Beginning clinics in 2022 Resources: Coaches Committee Responsible: Coaches Committee	
	Strategy 6: Provide stipend to continuing education opportunities for coaches Milestones: Develop selection criteria and post-attendance reporting requirements; conduct survey to identify targeted educational opportunities Resources: \$2,000 in 2022/2023 budget with future year budgets to be determined Responsible: Coaches Committee	
Objective 4: Advance officiating knowledge by taking advantage of USA Swimming Officials Training Clinics	Strategy 1: Send a VSI official to USA Swimming Open Water Officials Clinic and associated Open Water National Championship Milestones: Develop selection criteria; one VSI official to attend the Open Water Clinic per year Resources: Airfare, lodging, conference cost (<= \$2K) Responsible: Officials Committee has primary responsibility with the Open Water Committee providing input	VSI routinely sends an official to national training clinic, but not in 2021-22. Next available opportunity in April 2023.
	Strategy 2: Send 2 VSI referees to USA Swimming Referees Clinic Milestones: Develop selection criteria; two VSI referees to attend the Referees Clinic when offered every other year Resources: Airfare, lodging, conference cost (<= \$2K) Responsible: Officials Committee	
Objective 5: Increase DEI presence	Strategy 1: Increase the number of DEI Representatives on teams across the districts	

	Milestones: Build relationships with teams in the districts and then recruit membership from those teams Resources: none Responsible: VSI DEI Committee Working Group	
	Strategy 2: Develop DEI District Chairs Milestones: Build relationships with teams in the districts and then develop current members into District Lead Members Resources: None Responsible: VSI DEI Committee Working Group	

Broad Strategic Goal #5: Support club development by providing educational opportunities and best practices

Objectives	Strategies	Progress
Objective 1: Track the performance metrics of our athletes as a means of gauging club and LSC success	Strategy 1: Generate Top Times lists from SWIMS of each gender and age group Milestones: Update Top Times list monthly (November – August) and post on VSI website Resources: SWIMS Responsible: Records Coordinator, Virginia Swimming Office	
Objective 2: Encourage club recognition and excellence participation	Strategy 1: Subsidize club membership dues for clubs that achieve club excellence ranking (ie, level 2 or above) Milestones: Establish working group to investigate and recommend incentives by 06/2022; BOD approval by 08/2022 Resources: As adopted by BOD Responsible: General chair to establish working group	Have investigated changes to USS Club Recognition program. It is understood that future Club Recognitions awarded will be for fixed time periods, and not open ended as is currently. This change could permit a tiered program of financial incentives based on recognition awards and subsequent renewals.
	Strategy 2: Offer online seminars on how to use club portal information Milestones: Seminars offered on an as-needed basis Resources: Virginia Swimming Office Responsible: Virginia Swimming Office	
Objective 3: Strengthen individual clubs through financial incentives, mentorship, and best practices	Strategy 1: Provide resources to Treasurers and BODs of individual clubs, (eg, create best practices sheets from successful clubs and share that information to less successful clubs) Milestones: By 09/2022, gather best practice information from financially successful clubs and collate responses Resources: Finance Committee, VSI Clubs Responsible: Finance Chair and Treasurer	
	Strategy 2: Develop a mentor program where the Treasurer/Finance Chair meets with club BODs for financial training Milestones: By 09/2022, create a mentorship program and schedule dates with interested clubs to go over financial resources available to them Resources: Finance Committee, VSI Clubs Responsible: Finance Chair and Treasurer	

Broad Strategic Goal #6: Make safety, including all aspects of safe sport and operational risk, a priority for athletes, coaches, and volunteers

Objectives	Strategies	Progress
Objective 1: Facilitate the two-way flow of information between the VSI Operational Risk Committee and VSI clubs	Strategy 1: Grow an Operational Risk Committee Working Group to as many clubs as possible having a parent and swimmer representing their club and expressing club concerns Milestones: 33% participation by 08/2022, 66% participation by 08/2023, and 100% participation by 08/2024 Resources: None Responsible: Operational Risk Committee	
Objective 2: Improve safety throughout VSI by identifying risks and by developing best practices to mitigate those risks	Strategy 1: VSI Operational Risk Committee will identify exposure to risks and develop recommendations to avoid or minimize the risks Milestones: Develop risk assessment plan and mitigation strategies by 08/2022 and update annually thereafter Resources: USA Swimming Operational Risk Committee; USA Swimming Operational Risk Committee Risk Management & Safety Manual Responsible: Club Operational Risk Coordinator has responsibility at the club level; VSI Operational Risk Committee has responsibility for providing resources and monitoring compliance	
	Strategy 2: VSI Operational Risk Committee will provide brief training papers and develop 12 training modules for a consistent monthly training program Milestones: Training modules and papers will be developed and released on a monthly basis beginning 03/2022; modules and papers will be reviewed and updated as necessary on an annual basis Resources: USA Swimming Operational Risk Committee; USA Swimming Operational Risk Committee Risk Management & Safety Manual Responsible: VSI Operational Risk Committee	
Objective 3: Improve safety and decrease risks at both swim practices and swim meets	Strategy 1: Recommend clubs have an Operational Risk Coordinator to provide education and oversight of operational risk at the club level Milestones: VSI Operational Risk Committee develops educational and working material for VSI clubs; 50% compliance by 08/2022; 75% compliance by 08/2023; 100% compliance by 08/2024 Resources: VSI Operational Risk Committee; USA Swimming Operational Risk Committee Risk Management & Safety Manual	

	Responsible: VSI Operational Risk Committee has responsibility for providing resources; Club Operational Risk Coordinator has responsibility at the club level	
	Strategy 2: Recommend clubs review and understand their facility Emergency Action Plan on an annual basis Milestones: 50% compliance by 08/2022; 75% compliance by 08/2023; 100% compliance by 08/2024 Resources: VSI Operational Risk Committee; USA Swimming Operational Risk Committee Risk Management & Safety Manual Responsible: Club Operational Risk Coordinator has responsibility at the club level	
	Strategy 3: Recommend annual safety inspection of facilities used for practices and pre-meet inspection of facilities used for meets Milestones: Practice facility inspections: 50% compliance by 10/2022; 75% compliance by 10/2023; 100% compliance by 10/2024. Competition facility inspections: ongoing 100% compliance Resources: VSI Facility Inspection Checklist Responsible: Club Operational Risk Coordinator has responsibility at the club level; VSI Operational Risk Committee has responsibility for providing resources and monitoring compliance	
	Strategy 4: Provide education on the importance of completing the Report of Occurrence form following any reportable incident Milestones: Educational material developed by VSI Operational Risk Committee and distributed by 10/2022; increased reporting, particularly of incidents occurring at practices Resources: VSI Operational Risk Committee Responsible: VSI Operational Risk Committee is responsible for creating and distributing training material and for monitoring the frequency of reporting; Club Operational Risk Coordinators are responsible for filing the Report of Occurrence as needed and for the local maintenance of such reports	
	Strategy 5: Deploy a Meet Marshal training program that is consistent with any guidelines as established by USA Swimming Milestones: Clubs adopt the Meet Marshal training program and have trained Marshals at VSI-sanctioned meets Resources: Arizona Swimming, USA Swimming Responsible: VSI Operational Risk Committee is responsible for developing and deploying a Meet Marshal training program (consistent with any guidelines as developed by USA Swimming); host clubs are	Procedure proposals re: Meet Marshal requirements (MM training & Meet mgmt.) to be proposed to BoD by March 2023. Proposals will include additions to procedures (50.1.C) to conform to new USS requirements Training will utilize new USS online training and testing.

	responsible for having a sufficient number of trained Marshals available at meets	
	Strategy 6: Require that at least one lifeguard be on duty at all VSI-sanctioned pool-based and open water meets Milestones: Implement as a VSI policy change by spring 2022 ;100% compliance thereafter Resources: None Responsible: Host club or facility as established by any contractual requirements	Proposed procedure addition to require lifeguard(s) at all VSI sanctioned, observed, and approved meets to be presented to BoD by March 2023
	Strategy 7: Develop educational material to emphasize to clubs the importance of having lifeguards at practices Milestones: Educational material developed by 09/2022 Resources: USA Swimming, American Red Cross Responsible: VSI Operational Risk Committee is responsible for developing material; individual clubs are responsible for implementing the recommendation	
Objective 4: Ensure that open water meets are conducted in as safe a manner as is possible	Strategy 1: Develop and deploy open water safety training course Milestones: Course developed by 06/2022 and education provided to open water meet host clubs 2-3 months prior to open water meet date Resources: Sample USA Swimming Water Safety Plan & Checklist; Emergency Action Plan Checklist; USA Swimming Open Water Sanction Application Responsible: VSI Operational Risk Committee is responsible for developing and deploying educational material; Club Operational Risk Coordinator is responsible for working with the host club to implement best practices and required elements	
Objective 5: Have 100% of VSI clubs be Safe Sport recognized by USA Swimming	Strategy 1: Incentivize VSI clubs to obtain Safe Sport recognition by USA Swimming (eg, allow only SSR clubs to host meets) Milestones: 100% compliance by the conclusion of the 2023 long course season Resources: USA Swimming online certification database & testing Responsible: Safe Sport Committee	Proposing policy legislation that all VSI clubs hosting meets are required to be club Safesport certified (or awaiting approval) in order to qualify for sanctioned meets.

Broad Strategic Goal #7: Ensure that Virginia Swimming remains financially stable and continues to develop its endowment funds

Objectives	Strategies	Progress
Objective 1: Enhance the long-term financial health of Virginia Swimming through strong leadership and adoption of financial best practices	Strategy 1: Perform an analysis of Virginia Swimming's financial account to ensure maximum return of assets Milestones: By 04/2022, the Finance Committee will perform analysis of accounts and determine if it is necessary to switch institutions to gain better returns/savings; repeat on an annual basis Resources: Finance Committee Responsible: Finance Chair and Treasurer	
Objective 2: Diversify the revenue streams available to Virginia Swimming to support its mission	Strategy 1: Perform an analysis of the VSI financial plan and implement changes if needed Milestones: By 04/2022, the Finance Committee will perform analysis of accounts and determine if it is necessary to switch institutions to gain better returns/savings; repeat on an annual basis Resources: Finance Committee Responsible: Finance Chair and Treasurer	
	Strategy 2: Develop a revenue stream through sponsorships Milestones: Establish sponsorship levels (eg, gold, silver, bronze) and opportunities (eg, Senior Championships, Open Water Series, Developmental Camps); on an annual basis, identify a minimum of 4 prospective sponsors and secure at least one as an active sponsor; initial goal of \$5,000 per year in sponsorships, increasing by \$5,000 per year in subsequent years Resources: None Responsible: Finance Committee and Virginia Swimming Office	
	Strategy 3: Secure funding through grant opportunities Milestones: Apply for 4-6 grants per year; receive funding for one grant per year Resources: State and local government websites; directed searches of public and private foundations Responsible: Virginia Swimming Office with assistance from applicable constituencies	
	Strategy 4: Develop strategic partnerships with local aquatic facilities and governmental entities	

	Milestones: A minimum of one joint camp or clinic targeting new and developmental swimmers, especially among underrepresented populations; implement at both the VSI and local club levels Resources: Funding to cover a portion of the camp/clinic costs Responsible: Virginia Swimming Office	
Objective 3: Guarantee that reserve funds are available for “rainy day” scenarios	Strategy 1: Review the current VSI reserve funds practice and recommend any needed changes Milestones: Practice codified and approved by VSI BOD by spring 2022 Resources: None Responsible: Finance Committee responsible for establishing the reserve amount	
Objective 4: Ensure that rebates for the endowment fund are paid for all meets as required by current LSC policies	Strategy 1: Review the meet financial reports submitted by each club to ensure that amount paid for rebates is correct Milestones: Ongoing review Resources: VSI Meet Financial Report Responsible: Treasurer and Virginia Swimming Office	
	Strategy 2: Track meets as well as meet results held in VSI by teams from other LSCs and send invoices for amount of endowment fees on a monthly basis Milestones: Invoices sent and payments received monthly Resources: None Responsible: Virginia Swimming Office	
Objective 5: Develop and establish best practices to ensure that VSI receives all payments due from member clubs	Strategy 1: Maintain records of registrations processed and related payments made by clubs Milestones: Maintain a spreadsheet for each club detailing all registrations and payments; invoice clubs on a monthly basis for any outstanding amounts due; if payments are not received by proper deadlines, assess appropriate fines and penalties Resources: None Responsible: Virginia Swimming Office	

Broad Strategic Goal #8: Enhance VSI's governance structure by focusing the BOD on the strategic plan, shifting operational initiatives to the committees and coordinators, increasing the meaningful participation of athlete and non-athlete members, and increasing the participation of group members in the HOD

Objectives	Strategies	Progress
Objective 1: Ensure that VSI BOD members, VSI committee chairs, VSI coordinators, VSI group members, and VSI athletes know and understand the governance structure of VSI so that they can participate meaningfully in governing VSI	Strategy 1: Provide orientation material for new BOD members, committee chairs, and coordinators Milestones: Provide orientation to new BOD members, committee chairs, and coordinators; update orientation material as needed Resources: VSI BOD Orientation PowerPoint presentation; VSI BOD (2021-2023) Handbook Responsible: Governance Committee	New BoD members orientation offered in Sept. 2022, utilizing new BoD handbook and PP presentation. Committee and Coordinators handbook completed and available. Online orientation to be scheduled 2023 as needed for new BoD & Committee members.
	Strategy 2: Develop and provide governance orientation material and learning opportunities for VSI group members Milestones: Develop and deploy governance educational material and learning opportunities by 03/2022; offer educational opportunities 2 months prior to scheduled HOD meetings Resources: The VSI BOD Orientation PowerPoint presentation and the VSI BOD (2021-2023) Handbook can be tailored to needs of the VSI group members; conduct survey of VSI group members to determine what they'd like to know Responsible: Governance Committee has primary responsibility for implementation; Virginia Swimming Office to provide support for needed surveys and logistical support for in-person or virtual learning opportunities	
	Strategy 3: Develop and provide governance orientation material and learning opportunities for VSI athletes Milestones: Develop and deploy governance educational material and learning opportunities by 03/2022; offer educational opportunities 2 months prior to scheduled HOD meetings and as athletes join the BOD or committees for the first time Resources: The VSI BOD Orientation PowerPoint presentation and the VSI BOD (2021-2023) Handbook can be tailored to needs of the VSI athletes; conduct survey of VSI athletes to determine what they'd like to know Responsible: Governance Committee has primary responsibility for implementation; Virginia Swimming Office to provide support for needed surveys and logistical support for in-person or virtual learning opportunities	

	Strategy 4: Promote the use of working groups and task forces to supplement and diversify the number of individuals participating in BOD and committee activities Milestones: Immediately begin promoting the use of working groups and task forces; see an increased use of working groups and tasks forces associated with the BOD and committees and see a broadening of the number of individuals participating in governance activities Resources: Governance Committee Responsible: Governance Committee	
	Strategy 5: Proactively engage coaches to offer overall direction for the LSC instead of only reactive problem solving Milestones: Use of virtual meetings to discuss scheduled topics Resources: Coaches Responsible: Coaches Committee, Age Group Committee, Senior Committee	
Objective 2: Increase the number of group members who participate in HOD meetings	Strategy 1: Determine why group members do not participate in HOD meetings Milestones: No later than 06/2022, obtain survey results that provide data as to why clubs do not participate in HOD meetings Resources: Governance Committee Task Force Responsible: Governance Committee	
	Strategy 2: Based on survey results (see BSG#8/OBJ#2/STR#1), provide education to group members as to importance of participating in HOD meetings Milestones: Increase the group participation rate to 90% by spring 2024 HOD meeting Resources: Governance Committee Task Force Responsible: Governance Committee	
	Strategy 3: Require HOD attendance in past year for all hosts of VSI Championship meets or other VSI-sponsored events. Milestones: Implement Procedure/Policy change spring 2022 HOD, effective for the 2022-23 year Resources: None Responsible: Rules and Legislation Coordinator	Legislation to be presented to BoD by March 2023 for discussion and vote.
	Strategy 4: Establish “hybrid meetings” (ie, combination of in-person and virtual) as the default structure for HOD meetings	Ongoing BoD discussion. Spring HoD to remain in-person, and change Fall HoD to more of in-person educational event for coaches, volunteers, and athletes. September weekend to

	Milestones: Review VSI Bylaws and VSI Policies and Procedures for any needed changes; if changes are needed, develop proposed legislation in time for spring 2022 HOD action Resources: None Responsible: Rules and Legislation Coordinator	remain “protected” to host educational initiatives, but not envisioning legislative portion.
	Strategy 5: Combine HOD meeting with additional compelling and relevant content (eg, workshops, clinics) Milestones: Implement by fall 2023 Resources: None Responsible: BOD, committee chairs	See above
	Strategy 6: Advertise upcoming meetings on a wide variety of social media Milestones: Beginning immediately, in addition to placing meetings on the VSI website, also advertise them on Facebook, Instagram, and Twitter Resources: Facebook, Instagram, and Twitter accounts Responsible: Virginia Swimming Office	On-going
Objective 3: Increase transparency in VSI committee and BOD activities	Strategy 1: Restructure the facility/host club bid process for championship/VSI sponsored meets (eg, facility features, host ability and experience, price, facility availability) Milestones: Implement bid process by spring 2022 so that it is used for 2022-23 bids Resources: None Responsible: Technical Planning Committee	
	Strategy 2: Hold annual VSI “open forum” and “state of VSI” meeting for parents, athlete members, and non-athlete members Milestones: Implement in spring 2022 and held annually thereafter Resources: Physical venue and virtual platform Responsible: BOD has primary responsibility with the Virginia Swimming Office providing support	

Broad Strategic Goal #9: Ensure that Virginia Swimming communicates effectively with its members and volunteers by adopting communications strategies that keep pace with current technology

Objectives	Strategies	Progress
Objective 1: Continue to maintain effective communication with the VSI membership and clubs by maintaining relevant communication streams and adapt as needed	Strategy 1: Use email to communicate with the VSI membership and clubs Milestones: Using targeted distribution lists, emails will be sent to members with announcements and VSI updates on an as-needed basis Resources: iContact Responsible: Virginia Swimming Office	
	Strategy 2: Use the VSI website to communicate with the VSI membership and clubs Milestones: Update content on website regularly; work with VSI committees and BOD to ensure web pages have relevant and current content posted Resources: TeamUnify Responsible: Virginia Swimming Office; Committee Chairs and Coordinators have responsibility for providing content	
	Strategy 3: Use social media to communicate with the VSI membership and clubs Milestones: Post relevant information and announcements on VSI social media platforms; add new social media platforms as necessary; boost followers on each platform to reach a wider audience within VSI. Resources: Facebook, Instagram, Twitter Responsible: Virginia Swimming Office	
	Strategy 4: Use virtual communication platforms to communicate with VSI membership and clubs Milestones: Zoom is available to committees to use to meet regularly; the promotion of the virtual platform for committees to meet frequently will lead to better communication LSC wide. Resources: Zoom Responsible: Virginia Swimming Office	
	Strategy 5: Stay abreast of emerging communications strategies and implement as appropriate Milestones: Implement on an ongoing basis Resources: Internet	

	Responsible: Virginia Swimming Office	
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