

KEY AREA: Competitive Opportunities

STRATEGIC GOAL: COVID Protocol- Rebuilding the sport short term

MEASURABLE OBJECTIVE	ACTION STEPS & TASKS	ASSIGNED TO	TARGET DATE MILESTONE	STATUS	NOTES (budget implications)
- rebuild regular competitive schedule to serve majority of CSI athletes	- investigate large scale event regulations at facilities	Technical Planning	ASAP	complete	Age group Committee and Senior Committee (revive) --

STRATEGIC GOAL: COVID Protocol- Rebuilding the sport long term

MEASURABLE OBJECTIVE	ACTION STEPS & TASKS	ASSIGNED TO	TARGET DATE MILESTONE	STATUS	NOTES (budget implications)
Award State Sponsored meets	Bid process, T Planning award	Tech planning	annual	ongoing	

STRATEGIC GOAL: Build the Base of membership/competition

MEASURABLE OBJECTIVE	ACTION STEPS & TASKS	ASSIGNED TO	TARGET DATE MILESTONE	STATUS	NOTES (budget implications)
Diversity & Inclusion (meet design & grow membership)	Design meet or series of meets with intention of bringing new broader range of athletes into the sport	DEI Chair	Annual in winter	ongoing	Meet set for Jan. 28, 2023; one session no fees
Retention of Age Groupers thru more relevant and marketable competition- specifically 10 & Unders (single age competition)	Create an age group task force/committee to investigate & suggest new competitive structures (SNOW CONE), Adjusting 10 & under qual times	Age Group Chair Age Group Committee? Program Development Committee?	ASAP	Not Yet Started; I plan is to populate the committee by Dec. BOD meeting	Age Group Committee revive

Meet Training process -- create a plan and training on running meets	Education or development Committee, officials chair, zone reps to communicate with the zones	Education, officials, Zone Reps	2023	Not Yet Started	Club Development, Education committee; Officials Chair
STRATEGIC GOAL: Competitive Goals					
MEASURABLE OBJECTIVE	ACTION STEPS & TASKS	ASSIGNED TO	TARGET DATE MILESTONE	STATUS	NOTES (budget implications)
2024 Olympic Trials = Increase participation ex 30 x 18 & Under Qualifying	increasing exposure to LCM competition within the LSC, increase access to LCM, increase awareness of national levels, LSC sponsored LCM Training every year (committee or task force of LCM pools and top meet hosts)	long course pools teams create task force	Ongoing, increase efforts in the spring	ongoing	
Men competition success equivalent to Women- Jr Nationals as benchmark	Address post-high school transition into LCM, Brainstorm ways to foster men focus on LCM		Ongoing	ongoing	
Facilitate Coach Education- Information sharing	Better promotion, better communication, better follow through- Coaches Reps for all ages levels; remind coaches of mentoring funds at HOD; brainstorm, perhaps create questionnaire to determine what coaches are looking for	Coaches Rep	ASAP	Not Yet Started	
Coach Recognition for performance	More objective criteria of performance at national levels - others LSC who promote achievements more visible within LSC (who, criteria eligible for promotion on website social media)	Program Development/Coaches Reps	Seasonally Policy written by HOD 2022	Not Yet Started	
Re write LSC record board	swim fast!		Ongoing	ongoing	
Evaluate All-Star Competition	Age group chair leading research, new venue	Age Group Chair	Annually review (Jan/Feb)	ongoing	

KEY AREA: Development

STRATEGIC GOAL: Promote the Sport					
MEASURABLE OBJECTIVE	ACTION STEPS & TASKS	ASSIGNED TO	TARGET DATE MILESTONE	STATUS	NOTES (budget implications)
Community Outreach	Define and assign tasks; let broader community know about CSI as well as club and athlete swimming and scholastic accomplishments; consider articles in newspapers, etc.	Governance Committee (Ken Ebuna)	August 2022	Pending	

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Broadly publicize achievements of LSC/clubs:	Look for opportunities for clubs to share efforts and accomplishments with broader community			Not Yet Started	
1. Club recognition	Quarterly Summary	Club Head Coach Club President	MAR/JUN/SEP/D EC		Media posting fees
2. LEAP	Every Quad	LEAP Committee			Media posting fees
3. Safe Sport	Quarterly Summary	Safe Sport Chair	MAR/JUN/SEP/D EC		Media posting fees
4. Competitive Achievements/Club Excellence	Monthly Summary	AG Chair/SR Chair	By 7th of proceeding month		Media posting fees
Broadly publicize achievements of athletes and coaches:				Not Yet Started	
1. Competitive Achievements	Monthly Summary	AG Chair/SR Chair/Coach Reps	By 7th of proceeding month	Not Yet Started	Media posting fees
2. Academic Achievements	Summary, as needed - Based on Offer	Coach Reps/Athlete Reps	Date for submission by 15th of each month	Not Yet Started	Media posting fees
3. Scholarship Recipients (academic and sport)	By Signing Dates - Based on Offer	Coach Reps/Athlete Reps	Date for submission by 15th of each month	Not Yet Started	Media posting fees
STRATEGIC GOAL: Build the Base					
MEASURABLE OBJECTIVE	ACTION STEPS & TASKS	ASSIGNED TO	TARGET DATE MILESTONE	STATUS	NOTES (budget implications)
Develop athlete recruitment program	Building relationships with coach/aquatic community (zone level meetings) New USA Swimming Program -AGE GROUP DEVELOPMENT	Age Group Committee, AG Chair, Coach Reps	Around large state events (Swimposium, State Meets)	Not Yet Started	Age Group Development
Offer CLMBS 201	Offer semi-annually	Office Club Dev chair	October/April Annually??	Not Yet Started	
Develop leadership recruitment program	Reach out to club president and/ or head coach for possible candidates, invite local zone to the BOD meeting, community outreach officer presentations Athlete leadership summit; consider expanding club contacts to	zone reps/ athlete reps/ club presidents/head coach/	quarterly/annually	ongoing	

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	more than head coaches?	governance			
Develop diversity/disability/inclusion recruitment program(s)	promote outreach programs, defer to DEI committee, create monthly opportunities for disabled athletes in CSI activities	DEI, Disability chairs,	ongoing efforts	ongoing	
Promote/Partner learn-to-swim programs	Building relationships with lessons programs (athletes as instructors)	Head coach/ presidents/AG SR chairs/coaches rep/athletes/DEI	Ongoing efforts	Not Yet Started	
Partner with summer swim leagues	Build relationships with summer leagues	local area coaches/general chair/DEI	Spring/Summer 2022	Not Yet Started	

STRATEGIC GOAL: Enhance Communication/Transparency

MEASURABLE OBJECTIVE	ACTION STEPS & TASKS	ASSIGNED TO	TARGET DATE MILESTONE	STATUS	NOTES (budget implications)
Structured contact with club leadership	Survey stakeholders re: manner and frequency of contact, what information they are seeking	office/governance /LSC/club development board position	Survey Oct 1/ quarterly per zone depending on interest	Not Yet Started	
Structured contact with athletes	athlete survey for best form of communication, social media/ athlete zoom meeting; Sr. Vice Chair to do meeting with athletes to assess needs and discuss further	athlete reps/office/	Sept survey - leadership summit	Not Yet Started	
Quarterly Town Hall Forum with BOD by Zones	schedule and host	board members from each zone/general chair	quarterly	Not Yet Started	
Prompt publication/posting of BOD/Committee meetings/actions/agendas	Develop a publication guideline	Secretary/committee chairs/staff	Ongoing	ongoing	
Develop FAQ section for website with contact info	develop questions, compile list	Question specific responses to board members	Ongoing	Not Yet Started	

STRATEGIC GOAL: Increase the number of volunteers in Colorado Swimming

Revised Dec. 2022 to reflect HOD discussion

MEASURABLE OBJECTIVE	ACTION STEPS & TASKS	ASSIGNED TO	TARGET DATE MILESTONE	STATUS	NOTES (budget implications)
Recruit Officials - Have at least 1 official per every 20 swimmers on each team (Recognize teams that are doing a great job at recruiting officials!)	Create a tier system of achievement. Example: A. Gold Level Team = 3 officials/20 swimmers - B. Silver Level Team = 2 officials/20 swimmers - C. Bronze Level Team = 1 official/20 swimmers. Compensation?	Membership Chair/Officials Chair/Club Development Chair	1 September 2022	ongoing	
Recruit Volunteers -- Each LSC board member to bring one "newcomer" to a board meeting and HOD (Watch cost for smaller clubs)	Split board into groups per quarterly meetings	Governance Committee	Quarterly	Not Yet Started	
Increase Participation -- Each team has a minimum of one representative at the House of Delegates (Watch cost for smaller clubs)	Contact clubs that haven't been to HOD in past 3 years	Zone Reps	Annually - August-September	Not Yet Started	
Engaging Community Service Organizations in volunteering	Conduct informational presentations about CSI to organizations	Zone Rep/Board Member in Organization	Every Zone once each quarter	Not Yet Started	

KEY AREA: Education

STRATEGIC GOAL: Determine Membership's Areas of Interest for Education

MEASURABLE OBJECTIVE	ACTION STEPS & TASKS	ASSIGNED TO	TARGET DATE MILESTONE	STATUS	NOTES (budget implications)
Resource Committee for Clubs - Coaches, Diversity, Safe Sport, Athletes; Create a monthly or bi-monthly presentation for each area - Coaches, Officials, Parents, Athletes, to further their educational interests.	Jot Form to obtain feedback on key areas of interest for all groups involved in Colorado Swimming – ask what they are looking for and how can we better serve you?	CSI Office, CSI Board, Zone Rep, Athlete Rep, committee chairs	Annual	Not Yet Started	

STRATEGIC GOAL: Organize Plan of Scheduled Communications to Membership Categories

MEASURABLE OBJECTIVE	ACTION STEPS & TASKS	ASSIGNED TO	TARGET DATE MILESTONE	STATUS	NOTES (budget implications)

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Organize and plan posts for monthly even yearly calendar which can help track performance of each post. Look back and analyze which content performed best.	Choose content and format. Organize and plan outposts for the entire month, which could include upcoming meets, officials meetings, pictures of CSI Swimmers, mission statement, etc.	Committee Chairs	Annual	Not Yet Started	
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STRATEGIC GOAL: Increase Social Media Presence

MEASURABLE OBJECTIVE	ACTION STEPS & TASKS	ASSIGNED TO	TARGET DATE MILESTONE	STATUS	NOTES (budget implications)
Increase social media presence across established platforms.	Establish CSI twitter to supplement other forms of social media	Governance Committee/Senior Chair/Athlete Reps	Ongoing/CSI has twitter. It is @COSwimmingInc	Not Yet Started	
	Review and Update Website	Website committee	Ongoing	ongoing	
Create a social media calendar	Find a suitable calendar program	Athlete Reps	Annual		Find a suitable calendar program
	Create a committee responsible for updating the calendar.	Athlete Reps	Annual		Create a committee responsible for updating the calendar.
	Work with chairs and committees to outline topics of interest	Committee Chairs	Annual		Work with chairs and committees to outline topics of interest

STRATEGIC GOAL: Recruit Officials

MEASURABLE OBJECTIVE	ACTION STEPS & TASKS	ASSIGNED TO	TARGET DATE MILESTONE	STATUS	NOTES (budget implications)
Provide training and education for Officials to enhance retention and opportunities for advancement.	Keep clubs updated on trainings and opportunities	Officials Committee	Ongoing	Done	None
	Goal is to have 1 official per 20 swimmers on each club	Officials Committee	Ongoing	Done	None
	Encourage each club to have at least 1 Administrative Official	Officials Committee	Ongoing	Done	None
	Increase conversations with coaches/clubs to recruit more Officials	Officials Committee	Ongoing	ongoing	None

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	Started a mentor program for newer Officials	Officials Committee	Ongoing	Done	None
STRATEGIC GOAL: Provide Ongoing Continuing Education for Membership Categories					
MEASURABLE OBJECTIVE	ACTION STEPS & TASKS	ASSIGNED TO	TARGET DATE MILESTONE	STATUS	NOTES (budget implications)
Offer Continuing Education for Members	Cross promotion of offerings from USA Swimming, ASCA, and other resources	Program Development	Annual	Not Yet Started	
	Based on feedback from Jot Form, offer educational opportunities covering a variety of topics	Program Development	Annual	Not Yet Started	
	Periodic/frequent opportunities, not necessarily targeted around Swimposium	Program Development	Annual	Not Yet Started	
STRATEGIC GOAL: Prioritize SafeSport					
MEASURABLE OBJECTIVE	ACTION STEPS & TASKS	ASSIGNED TO	TARGET DATE MILESTONE	STATUS	NOTES (budget implications)
All CSI Member Clubs be Safe Sport Certified	Work with teams to complete the task	Safe Sport Committee	Ongoing	ongoing	

KEY AREA: Leadership

STRATEGIC GOAL: Develop leadership opportunities for athletes.

MEASURABLE OBJECTIVE	ACTION STEPS & TASKS	ASSIGNED TO	TARGET DATE MILESTONE	STATUS	NOTES (budget implications)
Identify and develop new leaders	Increase athlete attendance at HOD	Senior Vice Chair and Athlete Committee	annually	Not Yet Started	
Develop programs that provide opportunities for advancement and enhancement of leadership skills.	Providing incentives (certificate/awards) to drive motivation to become involved. Helping build resumes. Bring alumni to help encourage participation	Senior Vice Chair and Athlete Committee	annually	Not Yet Started	Program Development can assist research other suggested program ideas
Provide "on the job" leadership opportunities apart from training programs.	Leadership Summit, include younger swimmers on the athlete committee to help them give voice and learn about how to become an athlete rep	Senior Vice Chair and Athlete Committee	annually	ongoing	

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Promote awareness of opportunities to become a leader and hone leadership skills	Athlete orientation (athlete created), Add to Catch the Spirit Camp	Senior Vice Chair Athlete Committee, Possibly the Age Group Vice Chair		ongoing	
Mentorship	leadership type awards maybe at the awards banquet	Senior Vice Chair and Athlete Committee	annually	Not Yet Started	
	use athlete committee to pick what athletes sit on each committee, application process			Not Yet Started	

STRATEGIC GOAL: Develop Leadership opportunities for Coaches

MEASURABLE OBJECTIVE	ACTION STEPS & TASKS	ASSIGNED TO	TARGET DATE MILESTONE	STATUS	NOTES (budget implications)
Identify and develop new leaders	Determine areas of interest and strengths of coaches to tap in to help other coaches, having small group sessions	Coaches Rep, Governance Committee, possible other groups	Annually	Not Yet Started	
Develop programs that provide opportunities for advancement and enhancement of leadership skills	Develop new opportunities for young coaches and age group coaches to participate in leadership (e.g., Technical Planning group for age group), Provide meetings for new coaches to learn about Colorado Swimming, develop a monthly/regular meeting (zoom) on specific topics of interest. (use survey to get topic ideas time extra)	Coaches Rep, Governance Committee, possible other groups	annually	Not Yet Started	Program Development to assist in creation
Provide leadership opportunities	Look for ways to involve coaches at coaches meetings, maybe breakout rooms, find new ways to get more coaches on the zoom or to the meeting. Get coaches involved in standing committees that align with their interests.	Coaches Rep, Governance Committee, possible other groups	annually	Not Yet Started	
Promote awareness of opportunities	Use mentorship program, coach orientation for new coaches to get coaches involved and to bring awareness to opportunities, communicate options (find new options on communication)	Coaches Rep, Governance Committee, possible other groups	annually	Not Yet Started	

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Mentorship	Ensure the program is active and functioning, [promote the mentorship programs CSI already has in place, find mentors and match them with mentees, a mentor to introduce new coaches to other coaches	Coaches Rep, Governance Committee, possible other groups	annually	Not Yet Started	
	Mentor of the year, acknowledge people who are excelling			Not Yet Started	

STRATEGIC GOAL: Develop Leadership opportunities for Officials

MEASURABLE OBJECTIVE	ACTION STEPS & TASKS	ASSIGNED TO	TARGET DATE MILESTONE	STATUS	NOTES (budget implications)
Identify and develop new leaders	Use clubs to identify new possible officials, officials committee to work with officials for future officials committee positions	Officials committee	annually		
Develop programs to retain, develop, and advance leaders	Ensure consistent training, consider an orientation or informational, incentives for training and development of next level officiating	officials committee, clubs	annually		Program Development to assist in creation
Promote awareness of opportunities	Clubs provide 1 official to every 20 swimmers, education officials to understand the next steps, levels etc. Update Requirements for advancement and provide at clinics and or clinic announcements	Officials Committee	annually		
Mentorship	Continue to support current mentorship, make sure to evaluate that it is meeting the needs	Officials Committee	Ongoing		

STRATEGIC GOAL: Improve the effectiveness of LSC committees

MEASURABLE OBJECTIVE	ACTION STEPS & TASKS	ASSIGNED TO	TARGET DATE MILESTONE	STATUS	NOTES (budget implications)
Determine what each committee does and if/how they have met their objectives	Study the current committee structure, description of roles, and appointment process to see if they need to be revised	Governance committee/Division Leader	Annual	ongoing	Possibly review Staggered bi-monthly
	Determine who and how the evaluation of LSC committees is accomplished	Governance committee/Division Leader	Annual	Not Yet Started	
	Update list of Committees and job descriptions	Committee Chair and Board of	Annual	ongoing	

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		Directors			
Establish clearly defined lines of communication between , committees , LSC board, and membership	Educate committee chairs regarding the expectations of communication from the committee to BOD and members of LSC	Succession Plan and outgoing committee chair	Ongoing	Not Yet Started	
Review and consider reviving dormant committees listed in Policies and Procedures	A review sheet, expectations for committees, suggestions on how often to meet	Leadership Committee present to the board, Governance Committee	July Board Meeting	done	Governance committee to develop review sheet
Recruiting new committee members	Getting information to members on committees available that may align with interests and skill sets	Committee Chairs, Board of directors, coaches reps, officials chair	Ongoing	Not Yet Started	

STRATEGIC GOAL: Improve the effectiveness of LSC Leadership

MEASURABLE OBJECTIVE	ACTION STEPS & TASKS	ASSIGNED TO	TARGET DATE MILESTONE	STATUS	NOTES (budget implications)
Better define and communicate the roles of the LSC board Members	Insure ongoing/regular updates involving the board members to the roles of the board	Governance committee/board members	Summer 2022	Not Yet Started	
Creating succession plan for board members	Intentional recruiting, actively seek people for open positions and ensure access to all, insure transitional meeting with new members and outgoing members	Governance/current board members	annual/ongoing	Not Yet Started	
Provide leadership opportunities and growth/learning/awareness	promote ongoing development and growth, Regular leadership moments (help board in leadership capacity), Materials to help enhance awareness, Consider regular bulletin on leadership keys	Governance	Annual	Not Yet Started	
Maintain orientation program for board members	continue to review orientation and add other important adds needed	Governance	Ongoing	Not Yet Started	

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