Strategic Plan

Bellevue Club Swim Team

1. Situation:

Bellevue Club Swim Team (BCST) is a successful swim team based out of Bellevue, Washington. BCST athletes train at the Bellevue Club, which is an exclusive health club/hotel in downtown Bellevue. Swim team participants come from Bellevue and surrounding communities such as Seattle, Mercer Island and Issaquah. The Bellevue Club has some of the best swimming and health and fitness facilities in the Pacific Northwest. The vast majority of BCST athletes are members of the Bellevue Club by way of family membership, however a limited number of athletes fill the remaining slots as non-members. Currently, BCST is near the top of Pacific Northwest Swimming (PNS) in terms of competitive swimming success. However, they strive to be number one, and to improve team membership and profitability, all of which can be accomplished with the implementation of this strategic plan. BCST’s strategic plan will be used to inform and promote buy-in from the organization’s stakeholders. It will also provide a road map toward meeting the team’s shared goals. After the strategic plan is executed, the team will be more successful, efficient and economically viable. Initially, efforts will be focused on improving communication between coaches, swimmers and board members, raising money and attracting the best new swimmers. In the next phase, efforts will be directed toward improved advertising and public relations to promote team membership and to ensure that BCST stays on top. I have drafted many strategies BCST will use to reach their goals. These strategies are aimed at enhancing the swim program and experience so that swimmers are drawn in and desire to remain with BCST for their entire swimming career. The strategies are also focused on becoming more profitable so reinvestment potential becomes limitless for BCST. Progress toward achieving goals will be monitored monthly by the Board of Directors to ensure BCST is on the correct path.

1. Goals:
	1. Improve and manage communication between coaches, board members and team members to ensure a universal understanding of the organization’s commitment to the team, expectations of team members, and the organization’s long-term goals.
		1. All coaches, board members and team members are committed to excellence and share a common vision.
	2. Strengthen team spirit through teambuilding activities specifically designed to improve relationships between coaches and swimmers.
		1. Stronger relationships between athletes and between swimmers and their coaches promote a stronger team dynamic making it easier to reach team goals.
	3. Improve commitment to scheduled team fundraising activities to maintain affordable team membership rates.
		1. Team fundraising activities are a fun way to ensure that team membership rates do not go up and make it possible for everyone who wishes to join BCST to be able to do so.
	4. Increase parent participation in BCST Booster Club which provides parent education, volunteer coordination and financial support for the swim team.
		1. This is a way to get parents more involved in their child’s sport while also raising money to keep membership rates affordable.
	5. Ensure coaches have the latest and most advanced training and stroke technique knowledge.
		1. Parents want to know that their swimmers are getting the best training available and improved technique is the foundation for long-term swimming success.
		2. Advertise that BCST coaches have access to finest training environment and are knowledgeable of the latest developments in the swimming world.
2. Audience:

The audience of the strategic plan is the BCST stakeholders. The stakeholders are swim team families, community partners and prospective corporate sponsors. Swim team families can provide very important feedback to help continue to improve the BCST. Community partners and corporate sponsors can help raise money and awareness for the BCST. The typical BCST team member is between the ages of 8 and 18 years old, very athletic and from a moderately affluent family. The typical BCST parent volunteer is a business professional or spouse, athletic and between the ages of 35 and 45 years old.

1. Strategy:
	1. Make the strategic plan readily accessible to the public so all team members are on the same page and stakeholders understand the vision and direction of the team.
	2. Weekly staff meetings focused on improving communication and cohesion between coaches.
		1. The meetings will address practice times, upcoming meets and checking up on team progress.
	3. Ensure coaches are available before and after practice and have designated office hours to meet with swimmers or parents who may have questions or concerns.
	4. Create a new chapter of the BCST Booster Club dedicated to welcoming new team members.
	5. Organize monthly low cost teambuilding activities.
		1. Bowling, ping-pong tournament, swim-a-thon, movie night
	6. Only implement fundraising plans that provide maximum return on investment.
		1. Take into account physical resources and volunteer hours required.
	7. Create a marketing plan to target new swimmers at ages where they are typically inclined to quit or try a different sport.
		1. Once swimmers reach middle school or high school age they are more likely to want to branch out and try a different sport or desire to build new friendships.
	8. Coaches are required to attend monthly seminars or clinics to ensure they retain the highest level of skill.
2. Tactics:

Most of the communication tactics that will be used with this strategic plan will be face-to-face communication and advertising and promotional media. Face-to-face communication will be used when improving relationships between coaches, swimmers and board members. Advertising and promotional media will be used with the new advertising techniques as well as fundraisers and team activities.

1. Calendar/Milestones:

2012

January: Weekly staff meetings, Coach Seminar, bowling tournament

February: Weekly staff meetings, Coach Seminar, swimmer clinic-fly and breaststroke, add position to BCST booster club for new swimmer orientation

March: Weekly staff meetings, Coach Seminar, movie night

April: Weekly staff meetings, Coach Seminar, swim-a-thon

May: Weekly staff meetings, Coach Seminar, ping-pong tournament

June: Weekly staff meetings, Coach Seminar, Wenatchee picnic

July: Weekly staff meetings, Coach Seminar, swimmer clinic-backstroke and freestyle

August: Weekly staff meetings, Coach Seminar, Championship meet (Milestone), ice cream social

September: Weekly staff meetings, Coach Seminar, Welcome-back picnic

October: Weekly staff meetings, Coach Seminar, Pumpkin 400

November: Weekly staff meetings, Coach Seminar, swim clinic-turns

December: Weekly staff meetings, Coach Seminar, Christmas relays

1. Budget: $20,000
	1. Coach Seminars - $12,000 (Pay each specialist $1,000 per seminar)
		1. Hire different specialists each month to help teach and improve coaching staff.
	2. Team Bonding – Total $5,000
		1. Breakdown
			1. Bowling: $1,500
			2. Movie Night: $400 (For movie and food)
			3. Ping-Pong Tournament: $600 (Rent tables and food)
			4. Wenatchee Picnic: $700 (Food for swimmers and parents)
			5. Ice Cream Social: $300 (Ice-cream, toppings and drinks)
			6. Welcome-back picnic: $700 (Food for swimmers and parents)
			7. Pumpkin 400: $400 (Food and decorations)
			8. Christmas Relays: 4300 (Food and decorations)
	3. Fundraising – Total $3,000
		1. Swim-A-Thon
			1. Advertising: $500
			2. Food: $500
			3. Prizes: $2,000
2. Evaluation:

The effectiveness of the strategic plan will be measured by the team’s success at their championship meet one year from now. The strategic plan will be proven effective if BCST finishes the meet in first place. The effectiveness of the strategic plan will also be measured by checking on the quality of relationships between swimmers and coaches as well as board members. Also, success will be measured by evaluating whether the team has been able to raise money and maintain membership dues at their current level. Lastly, success will be measured by whether the team has increased membership in the coming year.

We will quantify the previously defined effectiveness of the campaign by creating a pre-test and a post-test. The pre- and post- test will ask questions about team relationships between coaches, swimmers and board members. We will measure the number of new members over the coming year. We will also use Cision software to analyze the success of the campaign using “clip counting” and a systematic content analysis.

1. Ethics Statement:

All team members, coaches and representatives must treat other team members, coaches and representatives with respect. Team members will lead by example by demonstrating sportsmanship for all participants. Good sportsmanship will be encouraged by showing strong support for all athletes, coaches and representatives at all meets and practices. Well being of athletes will be put above the desire to win. Each athlete will be treated as an individual. Athletes will be provided with a safe environment consistent with their physical and emotional development. Practices will be both fun and challenging for athletes of all ages. Coaching techniques will be focused towards improving each athlete.

1. Media Target List:
	1. The Seattle Times: (206) 464-2111
	2. Bellevue Reporter: (425) 453-4270
	3. Swimming World magazine: (602) 522-0778
	4. Splash magazine: splash@usaswimming.org
	5. PNS.org: (253) 852-0680
	6. PNS Championship Heat Sheet (ad): (253) 852-0680
	7. TV.swimmingworldmagazine.com: (800) 511-3029
2. Online Research Survey: <http://www.zoomerang.com/Survey/WEB22CJBPN3KA5/>