

A graphic with a blue background and a white wavy bottom edge. The text "USMS Strategic Plan Update" is centered in red, bold font.

USMS Strategic Plan Update

Importance of update:

- Awareness that *all of us* have been pursuing the plan – celebrate progress and focus continued efforts
- See decisions to be made here through the lens of the strategic plan – investments to bring us closer to vision on which the plan is based

In S.P. process:

- Updated mission statement
- Created vision
- Articulated values



To promote health, wellness, fitness
and competition for adults through
swimming

Mission is the reason we exist

Legal perspective – provides our tax-exempt purpose



USMS will be the premier resource for adult aquatic fitness in the U.S. and will make fitness through swimming available for as many adults as possible.

- Desired state in the future – a stretch and an aspiration

Key Points –

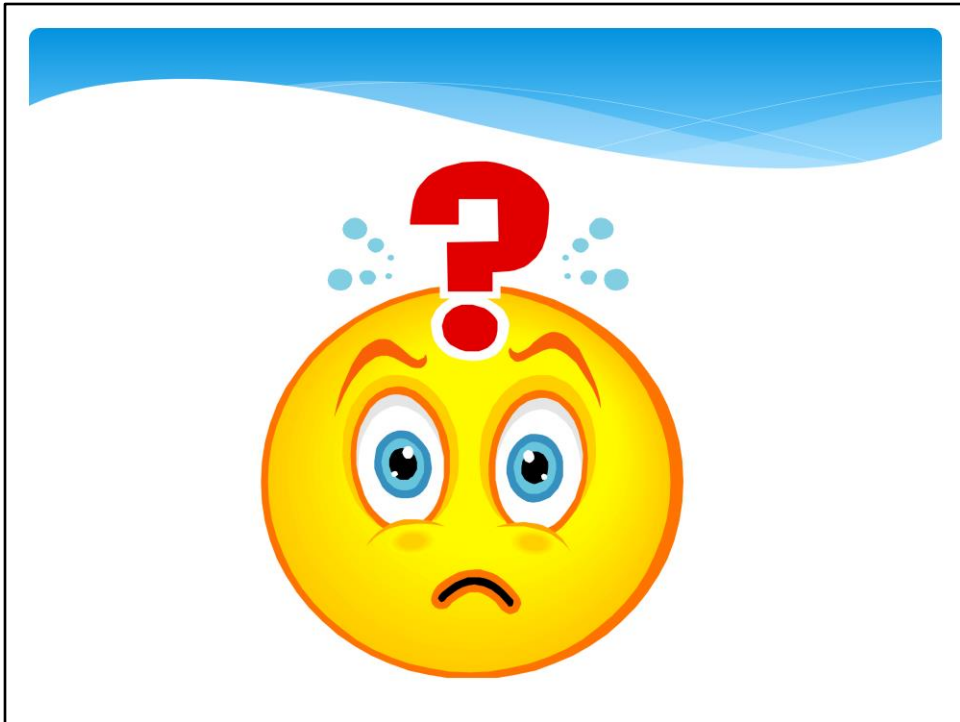
- Premier resource
- As many adults as possible



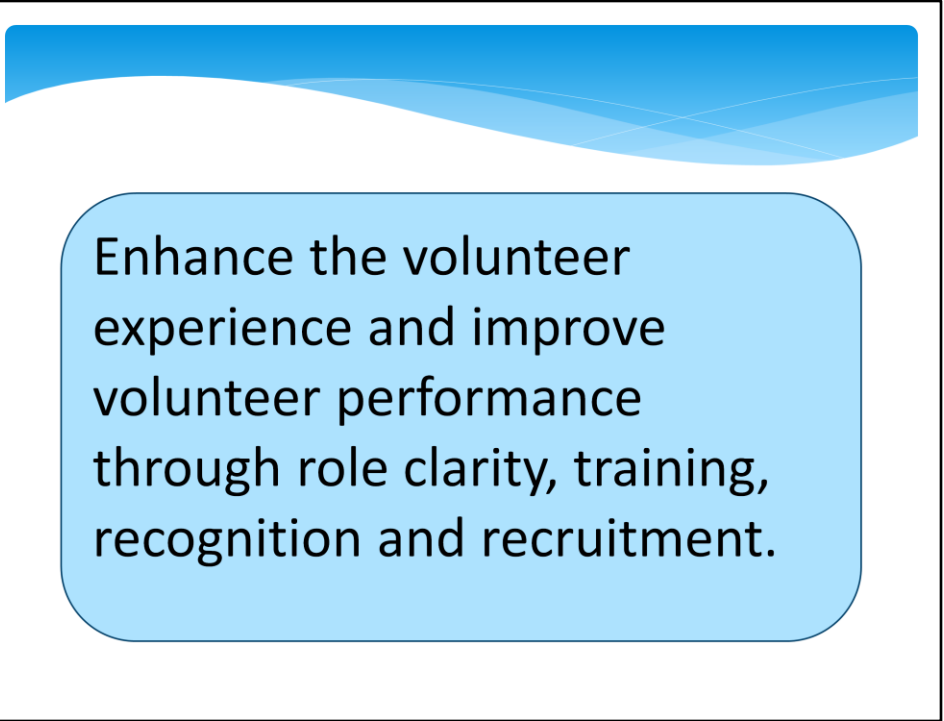
Values –

- **Fuel** that keeps us moving toward our vision
- What makes the **journey** itself **satisfying**
- What **guides our actions and behavior**

So, reminded of our mission, heading toward a vision, and guided by our values, our S.P. has **four pillars**, the first of which is about volunteers



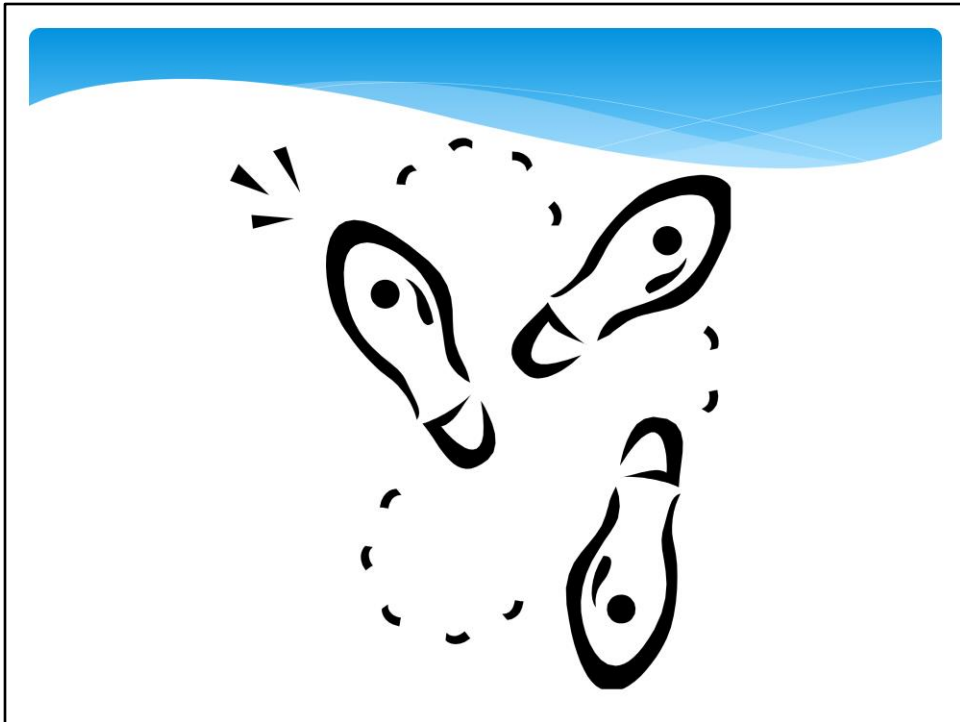
- How much fun is it to be a volunteer when you don't know what you're supposed to do, how to do it, where you fit in...? Not much fun.
- ...and not good for getting the best performance



Enhance the volunteer experience and improve volunteer performance through role clarity, training, recognition and recruitment.

Progress of our investments:

- Job descriptions for LMSC Officers and Committee Leadership
- Phone and e-mail support for LMSC volunteer leaders

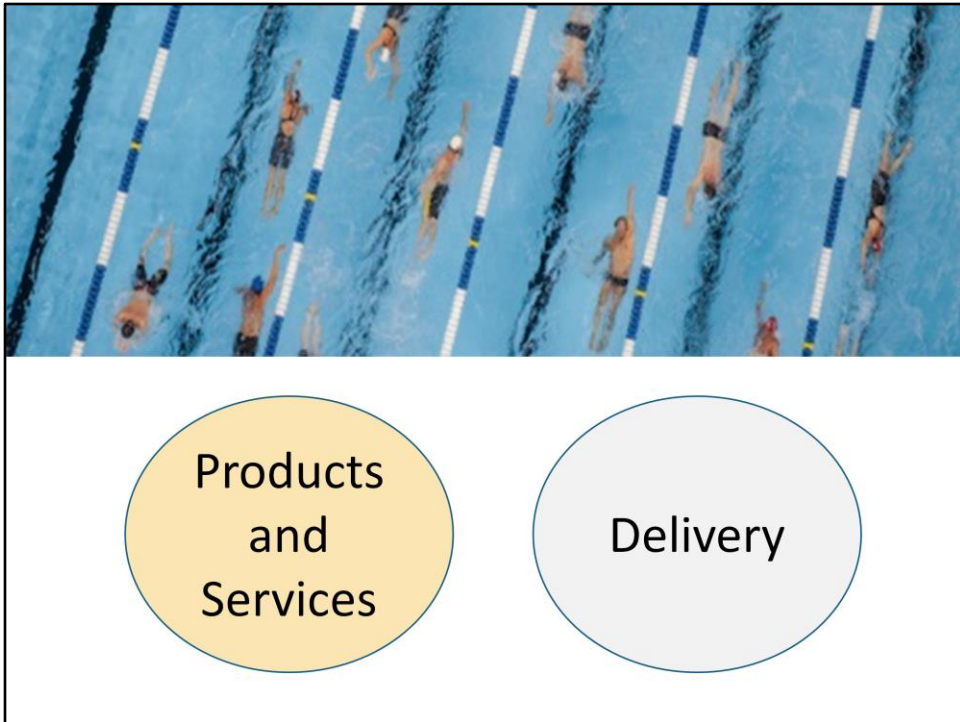


- Tutorials – e.g. Top 10 tutorial, Sanctions Chair tutorial, Registrar tutorial, and event director tutorial
- Presentations on volunteer issues such as conflict of interest, generational trends and issues in volunteer engagement
- Peer-to-peer telephone workshops focused on local volunteers have been developed and launched
 - Treasurers
 - Sanctions
 - Chairs/Vice Chairs
 - Coaches Chairs
 - Open Water Chairs/Directors
 - Officials
 - Secretaries-by-laws/governance
 - Communications
 - Top 10 Recorders
 - Fitness Chairs
- Convention workshops and presentations



Award information and volunteer recognition is actively promoted via

- usms.org
- SWIMMER magazine
- STREAMLINES e-newsletters
- Social media




We have traditionally been faced with the question – **“Why should I join USMS?”** Previous answer –

- Magazine
- Insurance

Wanted to address this via the strategic plan –

- New and enhanced products and services for target markets – health and fitness swimmers; triathletes; college swimmers; corporate health clubs
- Improved delivery at all levels



Create and enhance membership value through expanded and improved USMS products, services and delivery infrastructure.

Progress of our investments:

- Developed an **in-house membership and club registration system**, giving us the capability to deliver new products such as
 - workout group registration
 - coach recognition
 - vanity membership numbers
 - 16-month membership



- Developed an **Education Services business unit**
 - Masters Coach Certification Program
 - Adult Learn-to-Swim Instructor Certification Program
 - Club and coach outreach initiatives
- Since 2012:
 - 1,587 Masters coaches certified
 - 305 club visits
 - 28% club growth



- Redeveloped usms.org so that relevant content can be found within 1-2 clicks
- Communications and Publications business unit produces annually:
 - 6 issues of *SWIMMER* magazine
 - 30 issues of *STREAMLINES*
 - Video content
 - Regular features on usms.org
 - Social media programs



Swimming Saves Lives Foundation –


- Defined its purpose (adult learn-to-swim awareness)
- Has given \$65,000 in grants to adult learn to swim programs, benefitting 1,500 adults so far
- Is developing an ALTS instructor program

“Masters Swimming”

In S.P. process 3 years ago, identified **threats** and **opportunities** –

- Competing organizations
- Lack of access to pools
- Incorrect perception of term “Masters Swimming”
- Need to clearly differentiate the USMS product

Task force vision of expecting **same product** from any “Masters Swimming” or USMS product in the US



Increase awareness of and strengthen the U.S. Masters Swimming brand and image in targeted markets.

Progress of our investments:

- Developed online and social media communication program so we can promote **Masters Swimming stories and events** that **enhance the USMS image**
- Created compelling videos that have generated more than 1,000,000 views while winning two Telly awards
- Created **April Adult Learn-to-Swim** month that resulted in publicity for USMS and its initiatives

The logo consists of the text "Masters Swimming" in a white, bold, sans-serif font, followed by a registered trademark symbol (®). The text is centered within a solid blue rectangular background that has a thin black border.

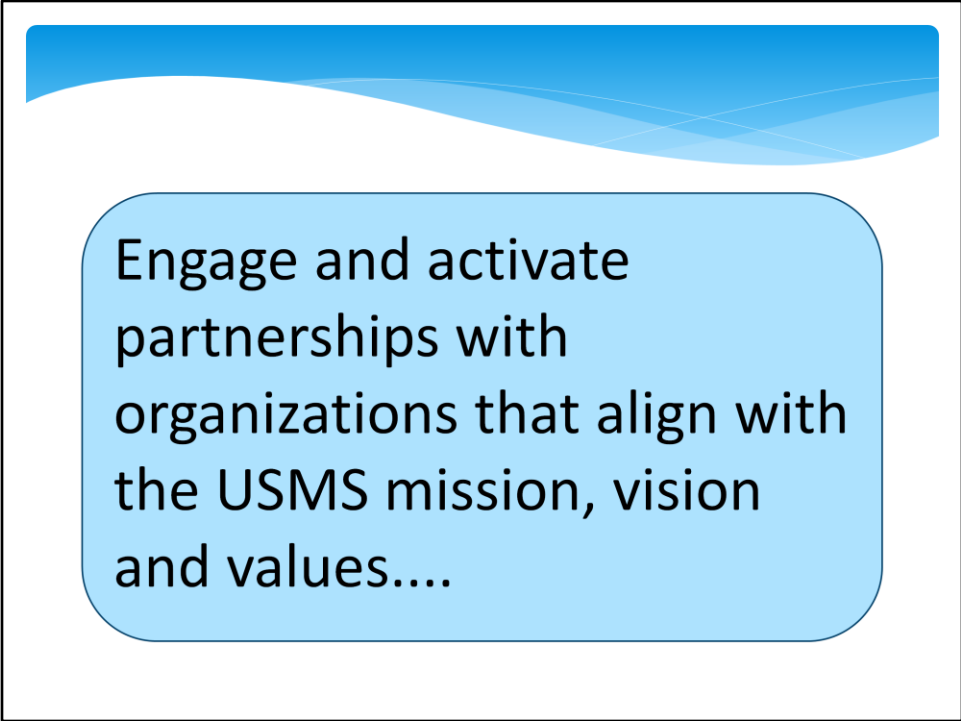
Masters Swimming®

Registered the “Masters Swimming” trademark, giving additional protection to our unique service and differentiating from other offerings



When we did a **SWOT analysis** in 2011 –

- The most-listed opportunity was **partnerships with other organizations**, especially those with similar interests to USMS
- A frequently-cited threat was **access to swimming facilities**



Engage and activate
partnerships with
organizations that align with
the USMS mission, vision
and values....

...for the purpose of increasing benefits to our members, enhancing and expanding the USMS brand, building USMS membership and improving access to swimming facilities.



Progress of our investments:

- Developed national level relationships with
 - LifeTime Fitness
 - Kroc Community Centers (Salvation Army)
 - Debbie's Swim Schools
 - sport&health
 - In-Shape Health Clubs
 - ...others that have registered with USMS, are certifying their coaches with USMS, and provided hundreds of new locations for USMS members to swim.
- Leadership position on the YMCA Aquatics expert panel
- Sponsor and support with volunteers the College Club Championships
- Sponsor of the industry-wide SwimToday initiative – goal: broaden the appeal of swimming to more Americans



So...we've made **great progress on our strategic plan**

- Everyone has contributed to that progress – LMSC leaders, coaches, National Office staff, clubs, delegates, etc.

We have **more to do**

- Keep the strategic plan as your frame as you make important decisions here at convention and as we continue our work back home

We *will* achieve our vision.....and then it will be time to create a more ambitious one