

UNITED STATES MASTERS SWIMMING STRATEGIC ACTION PLAN 1999-2001

USMS Mission Statement (from USMS Rule Book)

To promote fitness and health in adults by offering and supporting Masters swimming programs.

Goals and Objectives (from USMS Rule Book)

- A. To encourage and promote improved physical fitness and health in adults.
- B. To offer adults the opportunity to participate in a lifelong fitness and/or competitive swimming program.
- C. To encourage organizations and communities to establish and sponsor Masters swimming programs.
- D. To enhance fellowship and camaraderie among Masters swimmers.
- E. To stimulate research in the sociology, psychology, and physiology of Masters swimming.

STATEMENT OF PURPOSE FOR THE USMS STRATEGIC PLAN:

To increase the exposure of the USMS program and to improve the organizational infrastructure in preparation for increased membership.

GOAL OF THE PLAN:

To expand United States Masters Swimming to an organization of 45,000 members by the end of the year 2001.

STRATEGIES:

1. Increase our outreach to potential new members.
2. Increase retention of current members.
3. Increase USMS exposure through the media and sponsorships.
4. Implement adequate staffing at the national level to accommodate our growth.
5. Optimize the use of currently available facilities and seek to discover and support the utilization of new facilities.
6. Increase the number of USMS coaches and provide education and training for them.
7. Promote giving to the USMS Endowment Fund with the goal of reaching \$100,000.00 by the end of the year 2001.

STRATEGY 1: INCREASE OUR OUTREACH TO POTENTIAL NEW MEMBERS.

ACTIONS:

1. Strengthen our relationships with organizations such as YMCAs, YWCAs, JCCs, Park & Recreation departments, retirement centers, health clubs, Senior Games and Senior Olympics, USA Swimming, The US Olympic Committee, High School swimming programs, and summer swim league programs. *
2. Develop and staff a Public Relations Booth that will be in operation at aquatic-related events across the country. **

3. Create an inventory of Public Relations items that an LMSC or club can use to market their programs.
4. Make effective use of the USMS web site to market our program to new users. *
5. Develop a means by which the USMS can directly mentor LMSCs.
6. Coordinate with health/life insurance companies to provide discounts in premiums for USMS members.
7. Continue investigating the legal and practical ramifications of on-line registration in order to implement such a program as soon as practicable. *
8. Encourage and support a Public Relations position within each LMSC.

STRATEGY 2: INCREASE RETENTION OF CURRENT MEMBERS.

ACTIONS:

1. Discern exactly what members value - and don't value - about their USMS membership. Give them more of what they value.
2. Develop a membership packet for wide distribution.
3. Promote LMSC development and outreach as well as interaction between LMSCs, the USMS Executive Committee, and Committee Chairs. *
4. Promote improved officiating at local, regional, and national meets through a closer relationship with USA Swimming. *
5. Develop a plan for increased participation of our members in our program.
6. Promote universal renewal invoicing and continue to investigate the legal and practical ramifications of on-line registration in order to implement such a program as soon as practicable. *

STRATEGY 3: Increase USMS Exposure through the media and sponsorships.

ACTIONS:

1. Hire a national sponsor liaison to seek new sponsorship opportunities and support current sponsors. **
2. Promote the wide utilization of the USMS PSA and marketing video.
3. Explore possibilities of TV coverage of all aspects of our program. Seek funds to cover these costs.
4. Solicit, compile, and archive stories for feature articles in national and local print media. *
5. Develop and share the "know-how" for obtaining newspaper, media, and electronic coverage. *
6. Develop a relationship with media associated with coaches, recreation, retirement, youth swimming, health issues, etc. (eg. Prevention. Modern Maturity, AAA, Swimming World, and other related sports and recreation organizations.)

STRATEGY 4: IMPLEMENT ADDITIONAL STAFFING AT THE NATIONAL LEVEL TO ACCOMMODATE OUR GROWTH.

ACTIONS:

1. Define organizational needs and implement adequate staffing. This should be a yearly, ongoing consideration. **

2. Transfer the registration process to be in-house as part of the National Office. **
3. Consider compensating those positions which require more time than can be expected of a volunteer. Examples would include the USMS Webmaster, and the USMS SWIM Magazine Editor.) **
4. Hire a National Sponsor Liaison to seek additional sponsorship opportunities and support our current sponsors. **

STRATEGY 5: OPTIMIZE THE USE OF CURRENTLY AVAILABLE FACILITIES AND SEEK TO DISCOVER AND SUPPORT THE UTILIZATION OF NEW FACILITIES.

ACTIONS:

1. Conduct a pilot project of several LMSCs as to the availability of facilities within the LMSC and their utilization by Masters programs.
2. Using the data obtained from #1, develop a plan to encourage opening underutilized facilities to Masters programs.
3. Compile and continually update a list of quality facilities for use as National Championship Meet sites. *
4. Educate, encourage, and support USMS coaches regarding how to expand Masters swimming programs and open underutilized facilities to their programs.

STRATEGY 6: INCREASE THE NUMBER OF USMS COACHES AND PROVIDE EDUCATION AND TRAINING FOR THEM.

ACTIONS:

1. Identify and increase the communication among USMS coaches. *
2. Continue to expand the Coach Mentor Program.
3. Encourage and institute more programs of continuing education for coaches. *
4. Promote the utilization of the On-Deck Coaching Program regionally as well as nationally.
5. Encourage a Coaches Representative within each LMSC.

STRATEGY 7: PROMOTE GIVING TO THE USMS ENDOWMENT FUND WITH THE GOAL OF REACHING \$100,000 BY THE END OF THE YEAR 2001.

ACTIONS:

1. Develop a plan and criteria for the use of funds donated to the USMS Endowment Fund.
2. Develop a list of potential donors and generate a professional packet of information to present to them.
3. Include a more visible check-off system for donations on the USMS annual registration forms.
4. Create an application process and request proposals for grants from the USMS Endowment Fund and prioritize them for approval as soon as our initial \$100,000 goal is reached.
5. Market the Fund!

* **Action in progress.**

** **Action completed or plans for continuing evaluation in place.**