



CLUB STRATEGIC PLAN INFORMATION

Club Strategic Plans are like road maps: it's possible to start without one, but that will only increase the odds of getting lost along the way. Clubs with a plan see growth 30% faster than those without one, and 71% of the fast-growing teams have a plan, something they can guide them or go back to when needed. Please include the four main components in the strategic plan required for the New Club Application:

TEAM OVERVIEW

Please include the following in your narrative summary of your program:

- Club Name:
- Location of Club:
- Purpose:
 - Club Philosophy/Values:
 - Why do you want to start a club?
- Why the Swimming Team is important for the community:
 - Differentiation from other USA Swimming Teams
 - Ex) Use of the ADM, Unique drill progression, Coach to Athlete Ratios, etc.?
- The Profit Engines: (How is the team making money)
 - Different Types of Programming – Explain your incoming revenue.
- Do you have Learn-to-Swim, Developmental Programs? How is the team set up? By age or group? And how much is each group paying?

MISSION AND VISION STATEMENT

Each club should establish a clear vision for the future and create a formal, written mission statement that defines its purpose and core reason for existence.

For more information please visit: [Mission and Vision on Starting a New Club.](#)

MARKETING OVERVIEW

This doesn't need to be overly complex, but here are a few key points to consider as you promote your new club. Your marketing description or overview should include a statement confirming that the applicant understands and agrees to follow USA Swimming's Code of Conduct, including Article 304.3.11, which prohibits:

Action, other than through general advertising, by a coach, owner, officer, volunteer, representative, or employee of a swim club, or a USA Swimming or LSC employee, either through direct contact with an athlete or the encouragement of others, to recruit or otherwise encourage an athlete who is already a member of a USA Swimming member swim club to leave that club, unless the acting party receives prior written approval to recruit or encourage the athlete to change affiliation from the designated club representative of the athlete's existing USA Swimming-member swim club or contact is initiated by the athlete, the athlete's parent or authorized representative.

- Growth Strategy: How are you going to grow your club?
 - Ex) Pyramid Approach – 60: 10 & Under, 30: 12-14 yr olds, 15: 15-18 yr olds
- Marketing: How will you engage with the community to create awareness
 - Do you have a marketing budget?
 - Use Marketing Toolkit
 - Which social platforms are you going to use, who is going to manage for you?
- Local Partnerships: what local partnerships do you plan on working with to help grow your program?
 - Ex) Building Relationships with local Learn to Swim, Summer Clubs?
 - Ex) Sponsorships for Competition (meets) – Food Trucks, Banks, other local businesses
- Communication: How will you create loyalty or advocacy for your program?
 - Ex) Recognition awards, progress reports, monthly newsletters



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SUCCESS METRICS:

Each Team has different ways of defining their goals and milestones How will you measure success and celebrate it! Here are some examples.

- Customer / Family Focused – Retention and Satisfaction
 - o Families and Athletes are staying with the club
- Revenue Growth
 - o The club is growing in numbers
- Performance
 - o Athletes are competing in bigger, national meets.
(this does not have to be the center of a club, but for some, it is important)
- Operationally Sustainable
 - o Keeping and retaining coaches, low employee turnover rate and employee satisfaction.
 - o Net positive, not losing money

