

# USCA Strategic Plan - Drafted 9-13-04

2005 through 2008

Updated January 10, 2006

**Mission** As the NGB for the sport of curling, the USCA strives to grow the sport and to win medals in world championships and Olympic Games.

## Priority 1 Grow the sport through sustained competitive excellence

Objective: Increase competitive success at worlds and Olympics. This will lead to better overall television coverage which leads to greater curling awareness. This is proven method of growing the sport in the US.

Goal 1.1	Olympic Success - Gold for Women, Medal men	YP	Status	2005	2006	2007	2008
Strategy	Implement a new World Team Trials system	CH	Complete	X			
Strategy	Train and develop our elite teams	CP	In Progress				
Tactic	Strengthen Athlete Development Director Position		In Progress	X	X		
	Assistant ADD		Completed	X	X		
Tactic	Distinguish Elite Competitive Events from recreational		In Progress	X			
Tactic	Foster a Quadrennial Training Program		In Progress	X	X	X	X
Tactic	Fund two Mens and two Womens Teams		No budget	X			
Tactic	Fund Olympic teams		Completed		X		
Tactic	Enhance Effectiveness of the incentive Pool		In Progress	X	X	X	X
Strategy	<b>Train and develop our elite coaches</b>	CP					
Tactic	Elite Coaches during year		In Progress	X	X	X	X
Tactic	Coaches for Worlds		In Progress	X	X	X	X
Tactic	Coaches for Olympic Spring Training		Completed	X			
Tactic	Upgrade National Training Site		In Progress		X		
Tactic	Olympic Coaches		Completed	X	X		
Tactic	Upgrade Elite Coaching Program		In Progress				
Strategy	Develop & Implement a competitive intelligence system	CP	XXX	X	X	X	X
Strategy	Cultivate national support	CP	In Progress	X	X	X	X
Strategy	Train and develop our World/Olympic Teams	CP	In Progress	X	X		
Tactic	World Teams Prep		In Progress	X	X	X	X
Tactic	Spring 2005 Training for Olympic Teams		Completed	X			
Tactic	Fund Olympic teams		Completed		X		
Tactic	Summit, Torino Teams and support staff		Completed	X	X		
Goal 1.2	<b>Qualify in 2005 worlds for the 2006 Olympic Games</b>						
Strategy	Identify/Create competitive opportunities for team USA	CP	Complete	X			
Strategy	Provide training tools and systems early in the year	CP					
Tactic	Early Ice		Complete	X			
Tactic	Summer Ice		Complete	X			
Tactic	Ice Technician at Trials Finals		Complete	X			
Tactic	Lease WCT Stones at Trails Finals		Complete	X			
Tactic	Purchase 16 Sensor handle		Complete				
Goal 1.3	<b>Win world medals</b>						
Strategy	Identify the possibility of a USCA selected elite team	CP	Not Started		X	X	X
Strategy	Continuously improve the World Team selection process	CH	In Progress			X	
Strategy	Identify and implement ways to gain home field advantage during US worlds	CP	Not Started				
Strategy	Gain intelligence on the 2005 world teams		XXX				

## Priority 2 Grow the sport by increasing total revenue

Objective: By increasing total revenue from ALL sources, the USCA can better provide services to our constituents.

Goal 2.1	Offer a portfolio of meaningful giving choices	YP	Status	2005	2006	2007	2008
Strategy	Identify donor perceptions of USCA, needs and wants	MO	In Progress	X			
Strategy	Review pricing structure of all donation choices	MO	In Progress	X			
Strategy	Do regular performance evaluations of each donation choice	MO	In Progress	X	X	X	X
Goal 2.2	<b>Increase revenue flow from USCA properties</b>						
Strategy	Review and update contracts and manuals	MO	In Progress	X		X	
Strategy	Review sponsor cresting policies	MO	In Progress	X		X	
Strategy	Create policies for sponsor logos on bumpers, scoreboards and ice	MO	Not Started	X			
Strategy	Achieve 6/year self funded TV programs	MO	Not Started				X
Strategy	Link membership drives to above tv schedule	MO	Not Started				
Strategy	Explore selling USCA apparel	MO	In Progress	X			

<b>Goal 2.3</b>	<b>Increase USCA revenue opportunities from WCF events in the US</b>						
Strategy	Review contracts	MO	In Progress	X			X
Strategy	Explore selling USCA apparel	MO	In Progress	X	X		
<b>Goal 2.4</b>	<b>Raise \$500,000 by 2008</b>						
Strategy	Utilize ACF&M	MO	In Progress	X	X	X	X
Strategy	Utilize USOC private donation programs	MO	In Progress	X	X		
Strategy	Research availability of grants for prgrms for youth or people with disabilities	MO	In Progress	X	X	X	X
<b>Goal 2.5</b>	<b>Acquire 100k annually from sponsor</b>						
Strategy	Direct staff pursue	MO	In Progress	X	X	X	X
<b>Goal 2.6</b>	<b>Enhance direct solicitation (Keep the Rock roaring)</b>						
Strategy	Offer earmarking donations for specific programs or events	MO	In Progress	X			
<b>Goal 2.7</b>	<b>Maximize merchandise revenue</b>						
Strategy	Monitor opportunities with XP Apparel	MO	In Progress	X	X	X	X
Strategy	Continue to explore internet opportunities with other NGBs	MO	In Progress	X	X	X	X
Strategy	Take advantage of USOC VIK program	MO	In Progress	X	X	X	X
Strategy	Review pricing structure of merchandise	MO	In Progress	X		X	
<b>Goal 2.8</b>	<b>Maximize exposure from 2006 Olympic Games</b>						
Strategy	Create Olympic Promo Package for all US curling clubs	MO	In Progress	X	X		
Strategy	Complete Rock Star video and broadcast nationally	MO	Not Started	X	X		
Strategy	Explore other broadcast opportunities	MO	Not Started	X	X		
Strategy	Video News Release of Olympic Athletes	MO	Not Started	X	X		
Strategy	Publish Olympic Media Guide	MO	Not Started	X	X		
Strategy	Lexis/Nexis clip service	MO	Not Started	X	X		
Strategy	Develop long term media plan	MO	Not Started	X	X		
Strategy	Olympic pin program revenue \$25,000	MO	Not Started	X	X		
Strategy	Explore selling USCA merchadise at Olympics	MO	Not Started	X	X		

### Priority 3 Grow the sport by supporting club/curler programs

Objective: By providing goods and services to the constituents, clubs and club members can recruit and retain members.

Goal	Description	VP	Status	2005	2006	2007	2008
<b>Goal 3.1</b>	<b>Increase opportunities for the development of curlers at the grass roots level</b>						
Strategy	Conduct the M&W, Jrs., Wheelchair, Mixed and Sr Championships	CH	Complete				
Strategy	Develop youth competitive programs	MS	In Progress				
Strategy	Coordinate USWCA junior/youth program	MS	In Progress				
Strategy	Research a junior ADD resource	MS	In Progress				
Strategy	Continuously improve the college curling program	MS	In Progress				
<b>Goal 3.2</b>	<b>Improve marketing of programs and services</b>						
Strategy	Develop program for capturing 2006 Olynmipc interest	MS	Not Started	X	X		
Strategy	Print support articles in the Curling News	MS	In Progress				
Strategy	Leverage Database	MS	In Progress				
Strategy	Identify usable marketing skills (volunteers, students, prof.)	MS	In Progress				
Strategy	Search feature on web site	MS	Not Started				
<b>Goal 3.3</b>	<b>Develop a Resource Center for the development of curling clubs</b>						
Strategy	Create/identify resources for availability	MS	Not Started				
Tactic	Marketing plan for communities and developers on building ice facilities		Not Started				
<b>Goal 3.4</b>	<b>Mobilize volunteer population</b>						
Strategy	Available and convenient training programs (officials, trainers, etc.)	MS	In Progress				
Strategy	Maintain database of certified volunteers	MS	In Progress				
Strategy	Develop and implement an evaluation system for volunteers	MS	In Progress				
Strategy	Explore possible partnerships with the USWCA volunteer base	MS	In Progress				

### Priority 4 Grow the sport by maximizing stakeholder satisfaction

Objective: Be a stakeholder centered organization, ie make every effort to sense, serve and satisfy the needs

and wants of stakeholders within the constraints of our budget

		<u>VP</u>	<u>Status</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
<b>Goal 1 Diagnose relationship issues</b>							
Strategy	Establish a bottom-up, top-down information flow	MO	Not Started	X	X	X	X
Strategy	Identify stakeholder perceptions, needs and wants	MO	In Progress	X	X	X	X
Strategy	Explore the idea of an ombudsman (advocate) for Members	MO	Not Started	X			
<b>Goal 1 Respond to all requests in a timely fashion</b>							
Strategy	Set communication standards	MO	Not Started	X		X	
Strategy	Create a process for monitoring correctness of information appearing in different formats	MO	Not Started	X			
<b>Goal 1 Develop and implement an information system</b>							
Strategy	Determine stakeholder information needs	MO	Not Started	X	X	X	X
Strategy	Publish US Curling News	MO	In Progress	X	X	X	X
Strategy	Publish Annual Directory & Media Guide	MO	In Progress	X	X	X	X
Strategy	On the web page post a list of resources for identified needs and wants of stakeholders	MO	Not Started	X	X	X	X
Strategy	Add a search feature to web site	MO	Not Started	X			
Strategy	Have as many resources as possible available on the web site	MO	Not Started	X	X	X	X
<b>Goal 1.4 Provide for a professional staff to implement programs</b>							
Strategy	Staff salaries, benefits, travel & other	MO	In Progress	X	X	X	X
Strategy	Stationery, trademark	MO	In Progress	X	X	X	X
Strategy	Central office	MO	In Progress	X	X	X	X
Strategy	Media/Sponsorship Travel	MO	In Progress	X	X	X	X
Strategy	Provide for professional services & special member services	MO	In Progress	X	X	X	X

## Priority 5 Grow the sport by enhancing the efficiency and effectiveness of governance and mgt.

		<u>VP</u>	<u>Status</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
<b>Goal 5.1</b>	<b>Board/volunteer/staff development and education</b>						
<b>Goal 5.2</b>	<b>Recruit Volunteers</b>						
Strategy	Assess organizational volunteer needs	MO	Not Started				
Strategy	Create and direct a survey to determine characteristics of present volunteers	MO		X			
Strategy	Survey President, VPs and Committee Chairs for volunteer opportunities	MO		X	X	X	X
Strategy	Review job descriptions	MO		X		X	
Strategy	Align the expectations of the volunteers to staff work	MO		X	X	X	X
Strategy	Develop strategic recruitment plan	MO					
Strategy	Develop a process for identifying people with needed skills	MO		X			
Strategy	Assist in recruiting committee personnel	MO		X	X	X	X
Strategy	Establish a program to educate volunteers about USCA mission, goals and values	MO		X			
Strategy	Identify contents of information packets to be provided for specific volunteer jobs	MO			X		X
Strategy	Set up a process for setting goals with benchmarks with all volunteers	MO			X		
Strategy	Evaluate volunteer performance	MO			X	X	X
Strategy	Create a meaningful achievement recognition program for volunteers	MO					
Strategy	Maintain Hall of Fame	MO		X	X	X	X
<b>Goal 5.3</b>	<b>Run efficient and effective meetings</b>						
<b>Goal 5.4</b>	<b>Develop and implement a USCA Operating System</b>						
Strategy	Planning cycles						
Strategy	Information flow to and from the regions						
Strategy	Scheduling of meetings with regions						
<b>Goal 5.5</b>	<b>Complete job descriptions</b>						
Strategy	Executive Director						
Strategy	Staff						
Strategy	Officers						
Strategy	Directors						
Strategy	Other volunteers						
<b>Goal 5.6</b>	<b>Align the expectation of the volunteers to staff work</b>						
<b>Goal 5.7</b>	<b>Ongoing improvement of Board structure</b>						
<b>Goal 5.8</b>	<b>Establish a value statement</b>						