

## 2019-20 USTA Georgia Strategic Plan



### #1: Community Development

**Goal: Strengthen the current delivery system of Community Tennis Associations (CTAs) & Net Generation provider throughout the state**

Strategy	Action Item(s)	Metric
Build and strengthen collaborative relationships with CTAs, allied organizations and providers	Use the Community Tennis Development Workshop (CTDW) as the primary event each year to promote collaboration amongst all constituents Complete a minimum of one visit per year to each core program CTA by Community Development staff and Executive Director and/or Board of Directors	Three CTA's move up one level in the ACE CTA program by end of 2020
Where practical, facilitate and support the formation of new CTA(s)	Conduct a feasibility study of underdeveloped areas in Georgia to determine potential areas where a CTA can be of benefit to the local community	Form at least 1 new CTA in Georgia by 2020
Provide support to the USTA Georgia District Directors in performing their duties	Conduct a training sessions in order to define the roles of the District Directors and Board Members at the start of their term and throughout their term of service	100% attendance in "Meet & Greet" session at the yearly CTDW by CTA Presidents & District Directors that are registered for the workshop
Develop and expand both in-school and after-school programming throughout the state		10% increase each year in schools to which we provide support and/or service USTA NSF Net Generation Provider Goal: 909
Provide dedicated marketing support to Georgia CTA's in marketing the core programs they offer	USTA Georgia Director of Marketing to establish a working relationship with CTA marketing coordinators	Target 2-3 CTA's per year to increase their marketing presence in their communities
Recognize the importance of teaching professionals in helping serve USTA Georgia's mission	Survey Georgia teaching professionals yearly on what USTA is doing and solicit feedback on how to assist with their efforts	

### #2: Diversity & Inclusion

**Goal: Certify that diversity and inclusion are part of all aspects of the organization**

Strategy	Action Item(s)	Metric
Ensure that Diversity & Inclusion is a focus in all committee selections for 2019-20 term	Form a D&I focused Committee composed of "D&I" Champions from other committees Engage partners, players and volunteers that bring diverse backgrounds (ethnic, gender, sexual orientation, race and others) with USTA Georgia Match the current demographics of Georgia within staff and volunteers	Every Committee member is aware of potential actions of all committees  Form two formal partnerships with diverse organizations

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<b>#3: Competitive Tennis</b> <b>Goal: Provide competitive structures for players of all ages &amp; abilities</b>		
Strategy	Action Item(s)	Metric
Continue Georgia's strength and influence in junior competitions at USTA Southern & National tournaments	Recruit top players for Southern Junior Cup Perpetuate the "Team Georgia" concept by holding training camps, coach education forums and special events	Achieve a minimum of 30% of Southern's top 100 juniors per age division Achieve a minimum of 5% of USTA top 100 juniors per age division
The appropriate committee will evaluate the Georgia Junior competitive tournament structure (calendar, PPR tables, team selections, etc.) on a	Evaluate Youth Progression pathways on a yearly basis and make change/adjustments when necessary for the benefit of 10 & Under	Evaluations complete by November 1 yearly USTA NSF 10U Tour. Participation Goal: 3007
Continue to support the success of Georgia players & teams in Adult & Senior Tennis tournaments, including Southern Senior Cup and State Sectional & National championships	Support and implement innovative tournament formats and programming in tournament structure	Sanction 5 Fast4 events throughout the state in 2019 Southern Senior Cup - Provide support for players and captains in 2019 at equal or higher value compared to 2018

<b>#4: Adult and Junior Leagues</b> <b>Goal: Increase tennis participation in USTA Georgia league &amp; programs through new players and retention of current players</b>		
Strategy	Action Item(s)	Metric
Increase the participation in USTA Georgia's adult and junior league programming	Focus on public appreciation of Coordinators & Captains	Have a biennial gift for all coordinators and captains throughout the state USTA NSF League Participation Goal: 63,236 USTA NSF JTT Participation Goal: 8395
Provide support of league programming at all levels	Continue to have Georgia State League & JTT Championships provide an excellent player experience. Assist and support hosting CTA to achieve this result Conduct Captain and player surveys (either independently or through the hosting CTA) following each state championship Continue to provide excellent coordinator training, both in group and individual settings	Provide survey results to league coordinators, host CTA, League Committee and USTA Georgia Board Increase use of State Championship 'app' by 10% each year Use marking tools to stress the health benefits of tennis for children and adults

<b>#5: Fiscal Opportunities &amp; Management</b> <b>Goal: Maintain fiduciary responsibility while monitoring &amp; addressing changing funding policies within USTA</b>		
Strategy	Action Item(s)	Metric
Explore and secure new funding sources for organization	Board of Directors to take an active role in the approval and promotion of the Georgia license plate tag project by working with state elected representatives in each individual district(s)	Sell a minimum of 1,000 license tags by 2020
Exercise the fiduciary responsibility of the organization by utilizing	President and Executive Director to perform quarterly reviews for status updates, and each provide a report to the BOD	YE financial close within 5% of project budget

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organizational assets to best achieve the mission	President and Executive Director to provide a semi-annual review of USTA NSF funding categories to the BOD	Achieve a 'clean opinion' on each year's audit
Continue to build and strengthen partnership with Georgia Tennis Foundation	Conduct a leadership summit of both GTA & GTF in 2019 to explore how each organization can provide benefits to each other  Promote Georgia Tennis Hall of Fame & Museum in all marketing resources and communications	Track visitors to the Hall of Fame each year

### #6: People Resources & Structure

#### Goal: Actively recruit & retain a talented, fully engaged and focused volunteer base & staff unit

Strategy	Action Item(s)	Metric
Emphasize importance of training with volunteers & staff and utilize available resources on a yearly basis toward this end	<p>Develop a yearly training calendar for all parts of the organization</p> <p>Encourage and provide opportunities for Board of Directors and Advisory council member to volunteer at a USTA Georgia Adult/Junior State Championship</p> <p>Hold a formal in-person committee chair training at 2019 CTDW</p> <p>Develop a mechanism for volunteer recognition &amp; retention</p> <p>Inform and encourage volunteers to become volunteers for USTA Southern by providing education on benefits and advantages of serving on Southern Board of Directors/Committees</p>	<p>Provide each committee chair with a written document specific to their committee that clarifies the committee charge and scope of work</p> <p>Feature and promote the work of key volunteers (both at state &amp; CTA level) through web and social media platforms</p> <p>50% of USTA Georgia BOD/AC apply for Southern BOD positions</p> <p>An increase of 5% in Georgians volunteering on Southern committees</p> <p>An increase of 5% in Georgians serving as Chair or Vice Chair of Southern committees</p>
Provide staff development opportunities	Conduct open & transparent self & supervisor evaluations biannually	Conduct three staff development events per year, including external opportunities. One of these will focus on personal development

### #7: Accountability

#### Goal: Ensure accountability procedures are in place for all levels of organization

Strategy	Action Item(s)	Metric
The Executive Director has the authority to manage the staff to achieve the mission of the organization	The President to conduct a formal annual performance review and an informal quarterly review of the Executive Director	A satisfactory rating and clearly defined short-term objectives to be discussed
Evaluation of the Board of Directors evaluation & training mechanisms	<p>Annual completion of Board of Directors self-evaluation form</p> <p>"Exit" interviews for all Board of Directors members at end of each term</p>	Utilize information gathered by these evaluations and interviews and incorporate those into future Operational and Strategic Plans when applicable
Ensure that all USTA Georgia policies and procedures are relevant and in compliance with non-discrimination policies and other state/federal laws	Review Board Policy Manual, Employee Policy Manual and any/all HR related documents on a yearly basis	Reviews completed by December 1st yearly

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<b>#8: Communications &amp; Publicity</b>		
<b>Goal: Promote and embrace the importance of communication lines across all aspects of the organization</b>		
<b>Strategy</b>	<b>Action Item(s)</b>	<b>Metric</b>
Establish internal reporting mechanisms	Committee chairs & board liaisons for each committee develop a communication schedule of activities	Formal reports shall be presented at all combined meetings of Board & Advisory Counsel (4 per year) regarding committee activities
Review external communication mechanisms	Develop a communication vehicle for High School tennis coaches across the state  Georgia's representation on Southern Board & committees to provide information about focus and direction of USTA Southern	Formal reports shall be presented at all combined meetings of Board & Advisory Counsel (4 per year) regarding committee activities and updates  Executive Director shall report on State ED topics and decisions at their meetings
Stress the importance of publicity to help USTA Georgia achieve its mission	Utilize social media as a primary tool to spread the word about USTA Georgia's activities	Increase social media presence and "followers" by 15% on a yearly basis  Review the USTA Georgia website monthly to ensure material is current  Have at least three "tell the story" human interest stories published on our web platforms yearly, inspiring the next generation of volunteers  Publish 3 editions of the CTA Newsletter in 2019

