

USTA Georgia 2017-18 Strategic Directions

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#1: Community Development		#2: Diversity & Inclusion	
Strengthen the current delivery system of Community Tennis Associations (CTA's) throughout the state.		Ensure that diversity and inclusion are part of all aspects of the organization.	
<i>Tactics</i>	<i>Metrics</i>	<i>Tactics</i>	<i>Metrics</i>
1.1 Build and strengthen collaborative relationships with Community Tennis Associations, allied organizations and providers	<p>Monitor and evaluate ACE program as a tool for motivating improvement of CTA performance.</p> <p>Complete a minimum of 1 visit per year to each CTA by BOD and/or staff.</p>	2.1 Ensure that each USTA Georgia committee has a D&I "champion", who is primarily responsible for having all committee discussions and decisions undergo a D&I "audit"	Have that committee member selected by 2017 USTA Georgia Annual Meeting.
1.2 Create and develop marketing strategy to promote benefits of tennis at all levels of organization and all programs	<p>Marketing committee to produce two tangible projects and goals for each calendar year.</p> <p>Encourage CTA's to have marketing as a strategic priority.</p>	2.2 Increase diversity amongst volunteers and staff at the state level	<p>Match the current demographic of the state as close as possible.</p> <p>As of end of 2014, state demographics were Caucasian (55.0%), African-American (30.4%), Hispanic (9.1%), Asian-Pacific Islander (3.5%), Other (2.0%)</p>
1.3 Develop and expand schools programming throughout the state, both in-school physical education programs and after school programs	<p>Continue expansion of in-school PE programming in schools (230 goal for 2017 for elementary, middle & high school tennis; 15% increase from 2016).</p> <p>Once USTA's "youth provider" metric is established, USTA Georgia will set state metric.</p>	2.3 Make certain that all USTA Georgia policies and procedures are relevant and in compliance with non-discrimination policies	Review Board Policy Manual, Employee Manual and any/all HR documents on a yearly basis.
		2.4 Hispanic/Latino – Introduce and expose communities to the game of tennis	<p>Select target markets for partnership with CTA's (2 for 2017).</p> <p>Support local community events and the execution of follow-up programs for those participants.</p>

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#3: Competitive Tennis		#4 Leagues	
Provide a competitive tournament structure for players of all ages and abilities.		Increase tennis participation in USTA Georgia leagues and programs & retain existing players.	
<i>Tactics</i>	<i>Metrics</i>	<i>Tactics</i>	<i>Metrics</i>
3.1 Continue Georgia's strength and influence in junior competitive tennis at USTA Southern & USTA National	<p>Goal for a minimum of 33% of Southern top 100 juniors per age division</p> <p>Goal for a minimum of 5% of USTA top 100 juniors per age division</p> <p>Southern Junior Cup success</p>	4.1 Increase the number of frequent players in USTA Georgia's adult league programming	Once USTA's adult league metric is established, USTA Georgia will set state metric.
3.2 Evaluate Georgia junior competitive tournament structure (calendar, ranking point tables, team selections, etc.) on a yearly basis	This will be delegated to the appropriate committees as a task to be performed yearly (Junior Competition, Junior Selection, Sanction/Schedule committees) by November 1 st of each year.	4.2 Provide support & resources to grow non-traditional adult leagues (TOC, young adult social leagues, etc.) throughout the state	<p>Utilize 60% (\$2,250) of the CTA Development committee funding for social leagues and family events.</p> <p>Grow Sets in the City adult social league participation by 15% in 2017 (220 in 2016).</p>
3.3 Adult & Senior Competition: TBD	Adult Competition develop one new participation initiative yearly (new formats, schedule, etc.) by May 1 st of each year.	4.3 Increase the number of frequent players in USTA Georgia Junior Team Tennis programming (both advancing and non-advancing tracks)	<p>Utilize school programming to increase participation in entry level JTT.</p> <p>Coordinator training and retention (5 new JTT coordinators throughout the state in 2017-18, plus 70% retention rate yearly).</p>
		4.4 Increase 10 & under play through JTT & junior entry level tournaments	Once USTA's JTT metric is established, USTA Georgia will set state metric.

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#5 Fiscal Opportunities & Management		#6 People Resources & Structure	
Maintain fiduciary responsibility and address changing funding policies.		Actively retain and recruit a talented, fully engaged and focused volunteer base and staff unit.	
<i>Tactics</i>	<i>Metrics</i>	<i>Tactics</i>	<i>Metrics</i>
5.1 Exercise the fiduciary responsibility of the organization by utilizing organizational assets to best achieve the mission of USTA Georgia	Have our year-end financial position close within 5% of budget. Achieve a “clean opinion” on each year’s audit.	6.1 Recruit committed volunteers at all levels of the organization.	Develop a “pipeline” of CTA leadership into the organization
5.2 Review current programming on a regular basis to ensure relevance to our mission and to evaluate effectiveness and value of these programs	Executive Director will conduct an annual evaluation of Georgia tennis programs with program directors at the end of each fiscal year and make appropriate adjustments.	6.2 Develop mechanism for volunteer recognition and retention.	Provide a pathway for volunteers to advance within organization and encourage involvement at Southern & USTA national level.
5.3 Create budgets and review resource allocations that address current and future USTA Georgia funding needs that are in line with strategic directions	Assess resource allocations at end of each fiscal year. Run individual department budget analysis each fiscal year.	6.3 Emphasize importance of training volunteers & staff and utilize resources on a yearly basis towards this end.	Hold at least one separate training event for Board of Directors, staff and CTA leadership per calendar year Hold at least 4 “CTA Networking” events/communications per calendar year
5.4 Maintain and increase the number of relationships with corporate sponsors and individual contributors	Set a goal for \$25,000 in additional sponsorship revenue each fiscal year.	6.4 Stress staff development opportunities	Hold at least 3 staff development events per year (Lunch & Learn, etc.) Conduct open and transparent self and supervisor evaluations at end of year

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#7 Accountability	
Ensure accountability procedures are in place for all levels of USTA Georgia.	
<i>Tactics</i>	<i>Metrics</i>
7.1 Give the Executive Director the necessary authority to manage the staff to achieve the mission	Conduct annual performance review of Executive Director.
7.2 Establish Board of Directors evaluation & training mechanisms	Annual completion of BOD self-evaluation form BOD training session held each year
7.3 USTA Georgia committees	Review committee charges prior to each term and make any necessary adjustments
7.4 Evaluation of strategic directions	Evaluate the progress of the Strategic Directions document twice per year.