



# STRATEGIC PLAN

1.18.2017

<b>Mission</b>	The Richmond Volleyball Club is dedicated to providing a lifetime of opportunity through the sport of volleyball by promoting interest in the sport, teaching and developing skills and techniques and fostering teamwork, sportsmanship and an appreciation for health and wellness.
<b>Vision</b>	The Richmond Volleyball Club engages and inspires our local communities by cultivating a passion for volleyball at the social, recreational, and competitive levels.
<b>Values</b>	<ul style="list-style-type: none"> <li>• Social: We have fun at all levels</li> <li>• Diversity/Inclusiveness: We welcome all who want to play volleyball</li> <li>• Integrity/Respect: We prioritize honesty, professionalism, and transparency in everything we do</li> <li>• Excellence/Innovation: We foster an open environment that encourages forward thinking and continuous improvement</li> </ul>
<b>Goals</b>	<ul style="list-style-type: none"> <li>• Improve the member experience</li> <li>• Invest in diversity and outreach</li> <li>• Expand fundraising and development activities</li> <li>• Enhance organizational effectiveness</li> </ul>

<b>OBJECTIVES</b>	<b>TACTICS</b>
<b>Improve the member experience</b>	
<ul style="list-style-type: none"> <li>• Well trained, thoroughly knowledgeable staff</li> <li>• Staff resources meet program demands</li> <li>• Seek member feedback</li> <li>• Café and entire facility highly regarded</li> <li>• Website and database meet member and staff needs</li> </ul>	<ul style="list-style-type: none"> <li>• Improve training of all part-time staff</li> <li>• Revise current pay structure of referees; create incentives</li> <li>• Review current member onboarding and improve</li> <li>• Develop continuous improvement process to include annual surveys of all programs</li> <li>• Develop and implement recruitment plan for coaches and referees</li> <li>• Work with HR consultant, as needed, to ensure staff has clearly defined expectations</li> <li>• Ensure facility is maintained at highest standard</li> <li>• Ongoing analysis of café and retail sales for menu/inventory refinement</li> <li>• Improve training of café staff and ensure efficient procedures are in place</li> <li>• Continue to improve information available on website; easy to find answers; easy to understand process</li> </ul>
<b>Invest in diversity and outreach</b>	
Work toward provision of ample opportunity, quality opportunity and equality of access for every resident of our diverse community	<ul style="list-style-type: none"> <li>• Continue to grow financial resources</li> <li>• Continue to develop collaborative relationships with other youth serving organizations</li> </ul>

	<ul style="list-style-type: none"> <li>• Define groups we want to reach – boys under 12, I/D disabled, physically disabled; socioeconomic, ethnicity, geographic?</li> </ul>
<p><b>Expand fundraising and development activities</b></p>	
<ul style="list-style-type: none"> <li>• Continue to expand sponsorship and partner opportunities</li> <li>• Diversify funding streams</li> </ul>	<ul style="list-style-type: none"> <li>• Write a detailed development plan</li> <li>• Develop professional sponsorship collateral</li> <li>• Develop collateral for Robison Fund</li> <li>• Increase staffing in order to pursue grant opportunities</li> <li>• Finalize development plan <ul style="list-style-type: none"> <li>○ 2017-18 capital campaign</li> <li>○ 2018-19 annual campaign, bequests</li> </ul> </li> <li>• Research CRM/Donor management software for potential purchase</li> </ul>
<p><b>Enhance organizational effectiveness</b></p>	
	<ul style="list-style-type: none"> <li>• Continue to develop and improve database to meet program, staff and customer needs</li> <li>• Meet increasing needs for court space, developing outside partnerships as needed</li> <li>• Document all procedures and processes</li> <li>• Develop growth plan for human capital to match program growth</li> <li>• Finalize succession plan for leadership staff</li> <li>• Annually and consistently review all programs for improvement; research competitors, identify emerging opportunities</li> </ul>