



STRATEGIC PLAN

October 2018

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

OBJECTIVES	TACTICS
Improve the member experience	
<ul style="list-style-type: none"> • Focus on staff development to ensure well trained, thoroughly knowledgeable staff • Staff resources meet program demands • Member feedback is regularly sought in all program areas • Café and entire facility highly regarded • Website and database meet member and staff needs 	<ul style="list-style-type: none"> • Improve training of all part-time staff • Continue to improve member onboarding • Develop continuous improvement process to include annual surveys of all programs • Develop and implement recruitment plan for coaches and referees • Work with HR consultant, as needed, to ensure staff has clearly defined expectations • Ensure facility is maintained at highest standard • Ongoing analysis of café and retail sales for menu/inventory refinement • Improve training of café staff and ensure efficient procedures are in place • Continue to improve information available on website; easy to find answers; easy to understand process
Invest in diversity and outreach	
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"> • Continue to grow financial resources • Continue to develop collaborative relationships with other youth serving organizations

	<ul style="list-style-type: none"> • Define groups we want to reach – boys under 12, I/D disabled, physically disabled; socioeconomic, ethnicity, geographic? • Create Board level committee with goal of defining success and outlining strategy • Build a variety of narratives that “tell the story” to different audiences • Analyze current revenue streams for potential growth
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Expand fundraising and development activities

<p>Necessary financial resources are available to meet goals and vision of the organization.</p>	<ul style="list-style-type: none"> • Define sponsorship strategy and develop professional grade collateral • Develop fundraising materials for Robison Fund • Provide grant writing development to staff • Research CRM/Donor management software for potential purchase • Explore new program offerings (corporate league, public safety league, etc.)
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Enhance organizational effectiveness

<p>Programs and activities are managed efficiently with no waste of resources.</p>	<ul style="list-style-type: none"> • Continue to improve customer interface with website/database to meet program, staff and customer needs • Meet increasing needs for court space, developing outside partnerships as needed • Document all procedures and processes • Develop growth plan for human capital to match program growth • Finalize succession plan for leadership staff • Annually and consistently review all programs for improvement; research competitors, identify emerging opportunities
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