

Grand Junction Soccer Club

Strategic Plan

2011-2016

Draft Completed February 1, 2011

Mission:

The Grand Junction Soccer Club is a parent driven organization dedicated to providing year-round soccer opportunities that are fun, positive, safe, and challenging for individuals of all ages, abilities and economic backgrounds.

Vision:

GJSC will achieve its mission by becoming a club that puts player development before wins and losses. We will provide outstanding soccer opportunities that help all kids to reach their soccer goals and that help to grow the sport and the soccer culture in our community. GJSC will also establish itself as a professional organization that is committed to making a positive difference in the lives of our members by offering opportunities for our players to play in competitive leagues, travel abroad, give back to the community (soccer and city), and to grow within the sport by experiencing and applying life lessons that will help them in all facets of their life.

Goal Area 1: Improving Coaching and Programming:

Goal	Measures	Strategies
Improve the quality of coaching at the recreational levels.	<ul style="list-style-type: none">• Establish 15% of volunteer coaches who earn E and D license in 2012.• Establish 20% of coaches who attend coaching clinics.• Establish 20% of coaches who attend academy sessions for coaching education.	<ul style="list-style-type: none">• Sign-up sheet for recreation coaches looking for technical staff guidance.• Invitations for recreation coaches to attend academy sessions (topic of the week with times and location).• Minimum licensing requirements for academy volunteer coaches.• Create a coaching resources section on our website for recreation coaches.• Make sure recreation

		coaches are aware office staff with coaching background are available and eager to help.
Improve the quality of coaching at the competitive levels.	<ul style="list-style-type: none"> • 75% of coaches with playing experience at the college level. • In 2012 50% Percent of coaches with A, B, C, and D licenses. • 75% Percent of coaches with 3 years of competitive coaching experience. 	<ul style="list-style-type: none"> • Offer more coaching licensing in Grand Junction. • Provide more mentoring of young coaches when it comes to managing teams (especially communication with parents). • Create a coaching education budget that pays for coaching licenses. • Provide more guidance for coaches by establishing a year-long club plan. • Have coaches sign a coaching commitment policy that clearly spells out what is expected of them as a coach in the club and hold them accountable.
Provide more playing opportunity for our members.	<ul style="list-style-type: none"> • Minimum 10 additional (beyond league play) programs offered throughout the year. • More than 10% of kids in the club who end up playing for Western Slope ODP or Colorado ODP. • 30% of kids playing in optional programs. • 40% of kids in our club who have the opportunity to travel abroad through soccer during the high school years. 	<ul style="list-style-type: none"> • 3v3 league and tournament. • Mandatory winter training for premier kids. • Winter training option for academy and united levels. • Developmental 4v4 winter league. • Daytime soccer programs for pre-school and Kindergarten ages. • Camps and Clinics (in house and outside of the community). • Soccer stars. • Western Slope ODP. • Travel abroad for high school age kids each

		<p>summer.</p> <ul style="list-style-type: none"> • Guest playing opportunity for GJSC players within and outside the club.
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Goal Area 2: Generating income through soccer opportunity.

Goal	Measures	Strategies
Increase the number of teams attending the GMIT and the revenue possibilities.	<ul style="list-style-type: none"> • 15% increase in the number of teams that attended the GMIT in 2010. • 10% increase in number of vendors and amount back to club from 2010. • 6 volunteers per GJSC team for the GMIT. 	<ul style="list-style-type: none"> • Use constant contact to send tournament information on a bi-weekly basis. • Contact specific clubs and form reciprocal tournament agreements. • Form a tournament committee, with a volunteer tournament director, to oversee all aspects of the tournament. • Increase the volunteerism from club members for GMIT. • New ideas to offer services to those attending GMIT that also bring revenue to the club.
Implement programs that benefit our players and bring revenue to the club.	<ul style="list-style-type: none"> • 6 new programs offered for members in 2011-12. • 30% of players participating in "extra" programs in the club in 201-12. 	<ul style="list-style-type: none"> • 3v3 league play in the summer. • 3v3 Tournament at the end of our league play. • Increase size of GMIT. • Fall Kick-Off Camp end of July. • Spring Break Camp. • Winter training strongly recommended for premier teams in 2011. • Winter skills training (optional). • Developmental 4v4 winter league. • Challenger Tournament in June. • Soccer Stars and daytime

		<p>programs (winter).</p> <ul style="list-style-type: none"> • u9 and u10 optional sign up academy program. • Western Slope ODP.
Partner with organizations that can benefit our players through education, resources and financial contributions.	<ul style="list-style-type: none"> • 4 new partners in 2011-12. • 20% increase in positive experiences/comments based on established partnerships that are benefiting players/parents. 	<ul style="list-style-type: none"> • Western Orthopedics to create injury prevention policies to guide coaches, players and parents. • Western Orthopedics to train coaches. • Establish a relationship with Rapids that benefits player development and coaching education. • Establish closer relationship with CYS and solicit their help in coaches and player education. • Partner with CYS to establish the Western Slope ODP and Young Olympians Program.

Goal Area 3: Growing the club and increasing player/parent satisfaction.

Goals	Measures	Strategies
Retain and grow u4-u10 player participation.	<ul style="list-style-type: none"> • 10% increase in player retention from fall 2011 to spring 2012. Compared to retention from fall 2010-spring 2011. • 10% increase in the number of participants from spring 2011 to fall 2011. 	<ul style="list-style-type: none"> • Outreach soccer programs. • More camps and clinics that players within and outside the club can participate in. • More coaches education for volunteer recreation coaches. • More presence at recreation games from staff (wearing club coaches uniform and available for discussion). • More parent education on sideline conduct, what to expect from recreation soccer, and programs offered by the club.

		<ul style="list-style-type: none"> • More opportunity for all players at the older levels. Programs like Western Slope ODP, competitive programs in the club, and travel abroad to look forward to.
Retain and grow u11 and older recreational players.	<ul style="list-style-type: none"> • 10% increase in these age groups for fall 2011. 	<ul style="list-style-type: none"> • Outreach programs. • Communicating this option to our members. • Communicating this option to players at these ages.
Implement and grow the u9 and u10 academy program in the club.	<ul style="list-style-type: none"> • 25% increase in the number of kids in academy for fall 2011. • 50% increase in the level of participation in “extra” activities from the academy groups (camps, clinics, developmental league, winter training, etc). 	<ul style="list-style-type: none"> • Communicate the new format for u9 and u10 academy in the fall of 2011. • Make the academy program more inclusive. • Provide the highest quality of coaching we can at the academy level. • Communicate the curriculum we are using at the academy level and why with parents. • Provide year round opportunity for development for players at these age groups who love soccer and want to get better.
Retrain and grow our competitive programs.	<ul style="list-style-type: none"> • 10% increase in the number of participants at these age groups. • 20% increase in competitive level satisfaction when surveyed in 2012. • 50% increase in player retention over the course of the year (comparing 2010-11 to 2011-12). 	<ul style="list-style-type: none"> • Improve the coaching education in terms of technical, tactical, psychological and physical training. • Improve the education we are providing young coaches when it comes to all aspects of managing teams, discipline of players, communication with parents, etc. • Provide parents with a year-long calendar of

		<p>what to expect commitment wise for soccer.</p> <ul style="list-style-type: none"> • Put together a handout that spells out what to expect financially for the year. • Educate parents on what to expect from the coach/club when it comes to player development. What are the goals? • Provide individual feedback for parents/players in the form of player evaluations at least one time per year (winter). • Provide year long opportunity for our serious players to participate and improve. • Provide soccer opportunity outside the club that gives kids a chance to push themselves and expand their horizons as soccer players.
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Goal Area 4: Financial Viability and fiscal management

Goals	Measures (need help on these percentages)	Strategies
Ensure financial viability	<ul style="list-style-type: none"> • Cash reserves available at all times. • 25% growth of revenue to support a reserve. • 25%increase in net income. 	<ul style="list-style-type: none"> • Increase registration at recreation and competitive levels. • Add new lines of business including camps, clinics, and other programs that benefit players. • Continue to reduce accounts receivables. • Implement competitive increase of \$25 for players u11-14 in fall

		<ul style="list-style-type: none"> 2011.
Diversify funding sources.	50% growth of non- league registration revenue in fall 2011- spring 2012.	<ul style="list-style-type: none"> Add new programs. Develop fundraising plan and implement at the board level.

Goal Area 5: Organization and Operation Efficiency

Goals	Measures	Strategies
Implement efficient organizational structures, policies and procedures.	<ul style="list-style-type: none"> Update policies/procedures handbook. Update coach's handbook and curriculum. 	<ul style="list-style-type: none"> Develop job descriptions for all GJSC staff positions and see if they are being met. Develop and implement a yearly staff evaluation process. Improve the website by making sure policies, procedures, handbooks and curriculum are easily viewed with members. Consistently share curriculum, policies, and procedures with all GJSC staff.
Improve parental support and communication.	<ul style="list-style-type: none"> Increase customer service satisfaction from parents by 10% when surveyed. Use results of spring 2011 survey as a baseline. Identify parent support and communication gaps and actions to be taken to address these needs. 	<ul style="list-style-type: none"> Continue to work on the website to offer information in a manner that is easily accessible. Consistent communication through month newsletters, email blast about programs, information coming from team coaches and managers. Review comments from the survey and address consistent issues. Implement a year-long calendar for the club. Use team managers as volunteer coordinators. Limit the number of club

		<p>fundraisers.</p> <ul style="list-style-type: none"> • Expand and implement the types of media we are using to communicate (i.e. Face book and Twitter).
<p>Improve coach and volunteer support and communication.</p>	<ul style="list-style-type: none"> • Increase customer satisfaction by 20% from coaches and volunteered when they are surveyed in 2011 spring. • Increase the retention of recreational and competitive coaches by 10%. • Plan to identify gaps in coach and volunteer satisfaction and create a plan to address the needs. 	<ul style="list-style-type: none"> • Strengthen technology with website, registration, communications of programs, policies, handbook, coaching resources, etc. • Continue communication in terms of newsletters, email blasts, and availability via phone or meeting with coaches. • Improve outreach opportunities from staff for volunteers or young coaches wanting help. • Provide good communication of times that coaches can come and watch age appropriate training sessions.