

US Speedskating Strategic Plan (1-26-2016)

Mission:

We are US Speedskating, a family inspired by our Olympic legacy, committed to growing our sport, developing character through our shared values, and achieving international competitive success on ice.

Vision:

From pond to podium, we envision a sport where all ages can experience the thrill of speed and the camaraderie of the skating community while achieving sustained international competitive success.

Values:

US Speedskating is inspired by the pursuit of excellence, and our values guide our behaviors.

- **Unity** through long-standing traditions and trusting relationships
- **Integrity** through honesty and respect for fair play
- **Discipline** through assumption of personal responsibility
- **Determination** through perseverance and dedication
- **Character** through adherence to ethical standards and principles
- **Self-efficacy** through display of confidence under adverse conditions

Strategic Areas:

US Speedskating will concentrate its efforts in the following strategic areas:

- **Governance:** Clarify responsibilities, codify expectations, and provide leadership
- **Membership:** Motivate membership growth, satisfaction, and retention
- **Sport Development:** Improve the breadth, quality, and impact of programs and services
- **Financial Growth:** Maximize efficiencies in current revenue streams and develop new sources of revenue
- **National Team Success:** Provide the framework and continued expectation for international competitive success

Initiatives for Each Strategic Area/Primary Goal:

Governance

- Implement regular and comprehensive review of USS By-Laws to provide clear direction to all constituencies regarding adjudication of conflicts, ethical and conduct standards, and delineation of staff and volunteer duties
- Create and compile operating procedures which are reflective of the practices of the best-managed nonprofit organizations – sport and non-sport – in the United States
- Develop a communications methodology which provides for a timely and consistent flow of information within all segments of the USS family
- Commit to a comprehensive program of practices and procedures which ensures the emotional and physical safety of minor athletes
- Benchmark the most significant elements of USS governance against other USOC National Governing Bodies for compliance with the Ted Stevens Olympic and Amateur Sports Act

Membership

- Develop a national strategy for membership development which simultaneously encourages regional and local variations
- Undertake regular review of membership fees to ensure congruence with the cost of provided services
- Initiate strategies to increase adult membership for individuals who are primarily motivated by the health and fitness benefits associated with speed skating
- Create mechanisms which facilitate membership development among “crossover” athletes from in-line skating, hockey, cycling, and other cognate sports

Sport Development

- Ensure that coach education and certification programs consistently emphasize core expectations of integrity, established ethical standards, and “safe sport” practices
- Provide motivation to the recruitment of technical officials to protect the viability of speed skating competitions nationwide
- Initiate programs which recognize the significance of USS clubs in the success of the sport through expanded leadership training and development efforts
- Affirm the impact and significance of USS alliances with National Governing Bodies, speed skating facilities, and community-based organizations to create efficiencies and opportunities

Revenue

- Explore all available opportunities to expand corporate sponsorship support through a highly focused and innovative effort which objectively recognizes the inherent strengths and weakness associated with speed skating
- Develop fundraising and charitable giving capacity through expanded relationships and contacts with individuals, corporations, and foundations which understand and appreciate the benefits and personal values associated with speed skating
- Utilize major events, including national/international championships and Olympic Trials, for revenue expansion and diversification
- Increase the corpus of the USISA Charitable Fund (DBA; US Speedskating Foundation) to provide increased annual funding to support athletic training, development, competition and educational needs for U.S speed skaters.
- Optimize the sport performance and business relationship with the United States Olympic Committee (USOC)

National Team Success

- Provide world-class leadership and state-of-the-art technology to the National Team program
- Empower the High Performance Director to create plans, systems, and pathways which ensure long-term success
- Create sufficient financial support to ensure that the best skaters represent the United States in international competition
- Determine feasibility of hosting international competitive events which provide "home field" for American skaters and increased domestic visibility for the sport