



**STRATEGIC PLAN AND
NATIONAL OFFICE OPERATIONS PLAN**

NOVEMBER 2012



STRATEGIC PLAN

To enrich and inspire a lifetime of fencing

MISSION

To grow and promote the sport of fencing in the United States, honor its rich traditions, and to achieve sustained competitive international excellence.

VISION

To enrich and inspire a lifetime of fencing

CORE VALUES

1. Excellence
2. Honor
3. Team work
4. Inclusion
5. Passion



PRIORITIES

1. Get solvent and create a sustainable financial plan
2. Grow membership and increase service, benefits and value to our customer segments
3. Strengthen coaching development
4. Increase athlete development efforts
5. Communicate with transparency
6. Tap into and broaden volunteer base



GOALS

Goal 1: Generate sustainable revenue from internal and external sources

1. Enhance the marketing value of tournaments
2. Develop and implement a capital campaign
3. Leverage inventory and properties to attract sponsors and secure corporate partnerships
4. Aggressively research and pursue grant opportunities

Goal 2: Grow and promote the sport of fencing and its traditions

1. Build a member-focused organizational structure to grow the sport
2. Promote and support clubs
3. Increase membership by recruiting new members from non-member fencing groups
4. Market the sport to the American public
5. Strengthen the brand



GOALS

Goal 3: Continually improve sports performance and development

1. Increase the number of qualified coaches at all levels
2. Encourage accessible and appropriate competition opportunities at all levels
3. Encourage accessible and appropriate training opportunities at all levels
4. Expand and enhance opportunities in the sport sciences
5. Promote an increase in the number of clubs and encourage ongoing program enhancement
6. Provide tournament training for officials and event organizers

Goal 4: Achieve and maintain organizational excellence

1. Adopt and observe governance and management best practices
2. Respect and share knowledge of our purposes, mission and accomplishments
3. Operate as an open and growing community
4. Identify, promote and support individuals who demonstrate an ability to advance the goals of USA Fencing and who operate in the spirit of its core values
5. Recognize and adapt to challenges and opportunities





NATIONAL OFFICE OPERATIONS PLAN

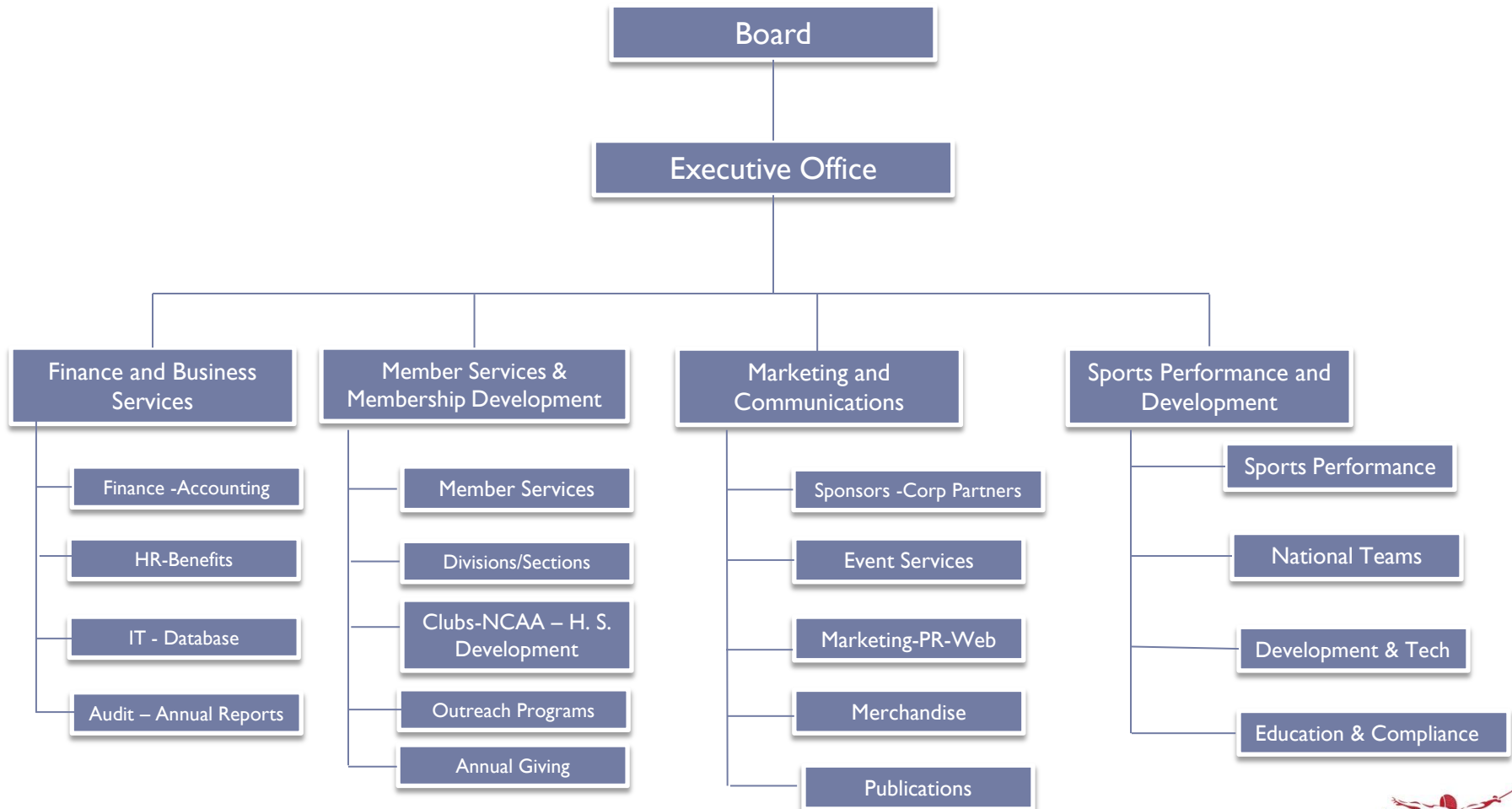
Hold ourselves and each other to the highest standards of professionalism

OPERATING PRINCIPLES of the NATIONAL OFFICE

- **We will embrace the responsibilities of leadership.**
- **We will strive to achieve sustained excellence in everything we do.**
- **We will act with integrity, human compassion and openness.**
- **We will be responsive to the volunteer leaders, our membership, business partners and fellow staff members.**
- **We will pay attention to detail, think outside the box, enthusiastically embrace challenges and have a willingness to take calculated risks.**
- **We will develop clearly defined action plans, prioritize initiatives, as well as allocate our time and resources accordingly.**
- **We will hold ourselves and each other accountable.**
- **We will maintain a willingness to change and focus on the attainment of collective results.**
- **We will exhibit an entrepreneurial spirit, an enthusiasm for growth and a positive “can do” attitude.**
- **We will hold ourselves and each other to the highest standards of professionalism.**



NATIONAL OFFICE ORGANIZATIONAL DEPARTMENT CHART



NATIONAL OFFICE DEPARTMENT

FUNCTION OVERVIEW

Executive

- Personnel – National Office
- Finance
- Legislation – Governance – Board Assistance
- Strategic Planning – Operations Plan
- International and National Relations: FIE, USOC, other federations and organizations
- External Relations and Development: fundraising; annual giving; major gifts; corporate partnerships

Member Services and Membership Development

- Member Services ...Sanctions
- Divisions and Sections
- Membership Development: Clubs-NCAA-H.S.
- Special Interest Groups and Outreach Programs
- Annual Giving

Sports Performance & Development

- National Teams
- Training & Evaluation Camps
- High Performance and Athlete Pipeline Plans
- Olympic, Pan Am, and International Competitions
- National Coaching Staff
- National & Regional Development Camps
- Integration of Sports Sciences and Medicine
- Coaching , Referee , Club, Parent Education
- Rules / Regulations ; Safety Standards
- Grass Roots Development Programs

Finance and Business Services

- Finance and Accounting
- Budget Management and Preparation
- Audit and Annual Reports
- Network - IT - Database
- HR – Employee Benefits
- Risk Management
- Assets Management
- Building Office Suite Operation

Marketing and Communications

- Website – Multi Media Platforms
- Publishing and Publications
- Merchandise and Licensing
- Events , Event Management, National Championships
- Sponsorship – Advertising – Corporate Sales
- Marketing and Promotional Initiatives
- Public and Media Relations

EXECUTIVE STRATEGIES

1. Ensure the cultural values of USA Fencing are adhered to and reflective in attitude and action.
2. Develop, monitor and evaluate all aspects of the strategic plan; long and short term goals; ensure and measure steady progress; and support the leadership efforts of all committees.
3. Develop a business plan, a financial plan and a operations plan; ensure a balanced budget and safeguard corporate assets.
4. Be alert for potential problems; search for new opportunities; provide leadership for an effective administration; and leverage opportunities.
5. Manage aggressively in near-term, with constant eye to the long term.
6. Explore, develop, plan and generate new revenue sources and opportunities.
7. Look to put new “stakes in the ground” that will push the sport forward.
8. Expand, elevate and enhance USA Fencing international competitive results and relationships. *International Medal Success.*
9. Maintain a proactive and collaborative relationship with the President, Board, committee chairs and fencing communities.

FINANCE AND BUSINESS SERVICES STRATEGIES

1. Exercise strong internal control, sound business practices and auditing oversight.
2. Provide CEO, Treasurer and all departments with regular management updates.
3. Coordinate annual budget presentation with Treasurer.
4. Monitor and revise as necessary policies and Employee Handbook.
5. Develop business and financial related IT initiatives.
6. Lead development of four year financial plan, cash flow projections analysis and annual operating budgets.
7. Maintain a balance budget and protect the organization's assets.
8. Keep USA Fencing current in all business services technology
9. Explore and secure new opportunities in risk management and benefits programs.
10. Provide professional enrichment program for the staff.

MEMBER SERVICES AND MEMBERSHIP DEVELOPMENT STRATEGIES

1. Explore and develop new platforms to enhance member services.
2. Constantly improve communications with division/section organizations, clubs, NCAA programs, high schools, leadership, volunteers, members and affiliate organizations.
3. Keep ahead of organizational needs in all membership technology-based areas.
4. Provide and continually improve operational and organizational support in divisions' activities, sectioned tournaments and NCAA / interscholastic initiatives.
5. Work with marketing and communications department to attract new users to a new interactive website platform with robust content, cross marketing programs, added features throughout the year that showcase the organization and provide added benefits to users.
6. Develop a department strategic/operations plan to build broad base membership groups and programs with youth and adult athletes, state high school athletic federations, National State Games Associations, NCAA institutions, coaches and officials.
7. Continue involvement developing, recruiting and implementing partner activities with other domestic organizations.

SPORTS PERFORMANCE AND DEVELOPMENT STRATEGIES

1. Generate and maximize resources to prepare elite athletes and national teams for Olympic, Worlds and international competition...with winning expectations.
2. Enhance and refine national coaching staff support programs and an enriched professional advancement initiatives.
3. Continually evaluate and enhance elite-athlete programs, training camps, services and funding.
4. Develop and implement an integrated approach to the High Performance Plan and Athlete Pipeline Plan.
5. Explore opportunities to develop strategic alliances with universities and other entities capable of providing enhanced training, sport science initiatives and professional services.
6. Expand and enhance training as well as competitive opportunities both domestically, internationally and training camp opportunities.
7. Develop and implement new education and leadership programs for: parents, athletes, coaches, referee, volunteers, clubs and regional organizations.
8. Develop the sport at all age and competition levels and improve methods of keeping the sport safe and technically advanced.

MARKETING AND COMMUNICATIONS STRATEGIES

1. Develop and implement new website; multi-media and broadcasting platforms to enhance marketing initiatives and sponsorship inventory; an online magazine creation; and event promotions .
 2. Develop and implement an event management operational manual; event staff training program; marketing, promotional and protocol strategies for all events and upgrade the presence at all national events.
 3. Determine marketing / brand messages; develop a marketing plan; attract and leverage corporate sponsors; and increase media attention.
 4. Identify marketing and corporate sponsor opportunities in event cities that can further enhance USA Fencing in the marketplace.
 5. Identify and enhance sponsorship and marketing inventory; enhance ticket sales campaign; have a group sales strategy; provide a premium /VIP seat sale programs; enrich promotional initiatives; and expand broadcasting program opportunities in event cities that can further enhance attendance, revenue, interest and awareness in each marketplace.
 6. Create, publish, review and provide editorial direction for all publications of the organization.
 7. Develop an in-house merchandise and licensing program, as well as create new promotions to attract sponsor dollars.
 8. Manage and develop strategic partnerships, advertisements, promotions, direct emails, events, press releases and conferences, as well as public relations .
 9. Attract new users to a new interactive website platform with robust content, cross marketing programs, added features throughout the year that showcase the organization and provide added benefits to users.
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Operation Plan Master Objectives and Initiatives Overview Remaining FY 12-13

Executive Office	Finance & Business Services	Member Services and Membership Development	Sports Performance & Development	Marketing, Communication & Events
Manage Transition Phase	Business Policy & Procedures	Evaluate Membership Levels	FY 12-13 USOC HPP Management	Launch New Web Site
Develop New Financial Policies	Budget Revision Formatting	Develop New Benefits	Develop National Team Schedules	Launch New Newsletter
Develop Business Operations Polices	Budget Management Policies	Enriched Electronic Registration	Coaches Performance Evaluations	Develop Logo Policy
Budget Revisions for FY 12-13	Financial Reporting & Schedule	Establish Refund Policy	Schedule Training & Evaluation Camps	Develop Style Guide Policy
Develop / Refine Strategic Plan	Payroll Card Program Management	Develop Division Registrars Structure	Explore and Implement National Development Camps	Design New Secondary Marks
Develop Operations Plan	Purchasing Management Procedures	Develop Division Risk Management Structure	Sports Science Program Integration	Establish Merchandising / Program
Develop Credit / Comp Cards	Develop Procurement Policies	Develop a NCAA Club Campaign	Sports Medicine Program Integration	Explore the use of Licensing Property Group
National Office Reorganization	Develop File Management Program	Establish and Implement Special Adult Programs	Develop Distance Training System	Develop Events Management Manual
Review Staffing Needs	Development a Risk Management	Develop H.S Club Campaign	Publish Athlete Compliance & Guide Book	Develop and Implement New Event Presentation
Board Meetings / Minutes Management	Implementation of Professional Development Programs	Robust programs for clubs	Develop & Imp. Coaching Ed Prog	Establish a Tournament Marketing Plan/Matrix
Develop a Strategic Plan Public Relations Roll Out	Develop and Implement Internship Program	Establish Event Sanction Fees and D/S Tournament Guarantees	Develop & Imp Referee Ed Program	Develop LOC Event Manual
2015 World Championship Bid	Organize and Oversee IT	Explore Licenses Program	Develop & Imp Club Ed Program	Develop Bid Process & Packets
Revise and Updates Bylaws	Improve Business Technology	Explore Special Outreach Program	Coach & Ref Ethics Program	Develop and Manage Sponsorship Program
International Relations Grant	Develop Office Management Manual	Explore & Develop New Scholarship Initiatives	Revise and Enhance Ranking System	Develop & Implement Ticketing Program
National Relations Strategies	Analysis Use of PEO	Enhance Sports Safety Initiatives	Athlete Compliance & Questionnaire	Explore new Tournament Scheduling Options
Commission For Intern. Excellence	Intra-NGB Professional Seminars	Grant Writing Campaign	Develop Grassroots Initiatives	Special Destination Adult Events
Develop Sponsorship Plan	Asset Inventory Service Technology	Annual Campaign	Develop Team Leader Manual	Develop Promotional Program
Develop Events Plan	Update Employee Handbook		Develop Squad Manger Manual	Do an Inventory Valuation Analysis
Develop Multi Media Plan	Publish Annual Report		Develop Chief Medical Officer Man	Develop a Rate Card
Major Gift Program	USOC Financial Compliance Management		Improve Athlete Services	Contract with Sponsorship Sales Co.
	Enhance Hall of Fame Banquet			Establish Event Budget Controls
	Establish Development Events			Develop Event VIP Hospitality
Green= Initiative Completed	Blue= Initiative In Progress	Red=Initiative Not Begun		

