STRATEGIC PLAN
Adopted on July 13, 2015
Building on Our Success
Planning for the Future
ABOUT THE BATON ROUGE SOCCER CLUB

The Baton Rouge Soccer Club (BRSC) is the primary provider of soccer opportunities for children and adults across the Capital Region of wide-ranging ages and abilities, ranging from a three-year old program, to competitive and recreation youth programs, to a recreational adult program. Home to a growing membership of more than 7,000, the organization provides excellent learning and character-building experiences for youth and has a broad impact on the area’s economy.

Key programs and services include:

- A recreational program designed to accommodate youths of all skill levels that requires no previous playing experience, with age groups ranging from under-5 through under-19 as well as seven adult amateur leagues and Skills Clinics sponsored by Raising Cane’s for recreational players from the ages of 4-10 who are seeking extra soccer training outside of their recreational practices.

- The BRSC Academy, an alternative to the recreational team program that provides advanced development opportunities for players 7-9 years old, one that is designed to be inclusive for any player that is committed to improving their game.

- Competitive leagues for players 10-17 years old interested in playing and training at a more competitive level with three distinct levels and with teams that play in a statewide league and compete for state championships.

- A college prep program, which helps prepare competitive players for their futures by providing members with access to BRSC’s coaching staff as to how they can become student-athletes, and answer questions about the student-athlete experience, the college admissions process, and recruiting process.

- An emphasis on the health and wellness of members through a structured Sports Medicine Program and unique partnership with the Baton Rouge Orthopedic Clinic, which provides a way for members of BRSC to receive medical treatments and assessments for injuries suffered during play as well as education to BRSC members, coaches, and staff regarding concussions, injury prevention, and proper nutrition.

- Access to “Louisiana 2 Step” through a partnership with Blue Cross and Blue Shield of Louisiana, which allows members and their families to track food intake, activities, weight, blood pressure, cholesterol, find wellness resources in the Baton Rouge area, and gain access to a wealth of tips and ideas.
TOPSoccer (The Outreach Program for Soccer), a community-based training and team placement program for athletes with disabilities hosted by BRSC that is designed to bring the opportunity of learning and playing soccer to any boy or girl who has a mental or physical disability, thereby enabling community members with disabilities to become valued and successful members of the BRSC family.

The Baton Rouge Middle School Soccer program gives young student-athletes, boys and girls alike, the chance to participate in a fun and competitive league in affiliation with their school.

The BRSC Super 7 League is a summer 7 vs. 7 league program for high school and middle school boys and girls. Although a majority of the teams are school affiliated, we do allow for teams to be put together that are not school affiliated in an effort to give every child an opportunity to play.

Under the leadership of the BRSC Board of Directors (“the Board”) and Bo Cassidy, appointed Executive Director in 2014, the organization initiated a process to create clarity from top-to-bottom in BRSC’s mission, vision, values and strategic priorities that would likewise build upon the organization’s many notable successes and existing programming opportunities, thereby propelling BRSC to further levels of excellence. In order to accomplish this effort, BRSC enlisted the support of Emergent Method – a Baton Rouge-based management and strategy consulting firm – to provide objective facilitation of the process and serve as an expert resource for creating clarity around BRSC’s vision and consensus at both the Board and staff level surrounding organizational priorities. The results of this process are outlined within this strategic plan and are inclusive of both a strategy and vision for the organization, as well as tactics for achieving this series of overarching organizational goals. It should also be noted that this plan was developed through strong levels of organizational collaboration, with the Board responsible for setting strategic priorities and staff serving as a resource for determining how best to accomplish each. The end result is a defined roadmap that will drive organizational growth and success for BRSC over the next three years.
MISSION

The mission of the Baton Rouge Soccer Club is to provide and promote excellence in soccer and physical fitness programming to people of all ages and abilities.

VISION

Our vision for the Baton Rouge Soccer Club is based on the premise that, at its core, Baton Rouge has long been a town that predominately focuses on football, baseball, and other sports due to the presence of strong youth, K-12, and collegiate programs and professional teams, which consequently draw competing interest from those who may otherwise be drawn to the sport of soccer. This remains true for both youth and adult programs and those that are both recreational and competitive, but also represents one of the greatest areas of opportunity with respect to membership and organizational growth. In order to achieve our vision to make Baton Rouge a futbol town by the year 2030, we must adopt a series of organizational priorities and goals targeted at shifting this mindset and building awareness around our sport that fundamentally changes the default mindset of both youth and adults when it comes to recreational and competitive sports.

VALUES

We are focused on building champions on and off the field by molding those participating in our programs through a commitment to excellence, innovation, togetherness, leadership, and respect.

1. Commitment to Excellence – We commit to providing excellence in both soccer programming and customer service to our members and understand the impact and importance of our work to the community.

2. Innovation – We will constantly seek out new and innovative ways to improve our work and impact on our community.

3. Togetherness – We will form a cohesive unit that is supportive of others and works collectively to accomplish our goals.

4. Leadership – We strive to develop and become the leaders necessary to realize excellence. We establish bold visions and invest others in working towards them.

5. Respect – All members of the organization will show respect to each other, to community members, and to all physical spaces and property.
GOALS

This strategic plan is anchored on three goals that will drive the work of the organization. They are as follows:

**GOAL 1:** Retain **100 percent** of existing membership.

**GOAL 2:** Ensure all members have a positive experience.

**GOAL 3:** Expand our membership base and actively recruit new membership, with a focus on the underserved areas in Greater Baton Rouge.

In order to accomplish the formational goals, a number of strategic priorities and corresponding action plans were developed.

The chart below is a cross-walk of the explicit relationships between set goals and priorities.

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STRATEGIC PRIORITIES

STRATEGIC PRIORITY 1: GOVERNANCE
Build and maintain a highly effective board with efficient board meetings, strong board and staff alignment, and top-level accountability to the mission, vision, and core values of our organization.

Action Plans:

- Review the schedule and frequency of meetings and make necessary changes to maximize effectiveness and utility of board meetings.
- Refine and/or establish guiding principles for the role of the board as it relates to effective board governance.
- Review and make necessary changes to board member/officer nomination process and selection criteria for new board members, as well as succession planning/roll-off process for board members.
- Determine appropriate size and composition of board to ensure diversity at the board level; ensure alignment with nomination and selection criteria for new board members.
- Examine the viability and structure of a BRSC Advisory Board for former board members and/or key stakeholders to support board succession planning.
- Establish regular cycles for review of bylaws and other items involving board and/or organizational governance.

MEASURING OUR SUCCESS
The success of governance will be measured through a board self-assessment.

- This assessment will measure the overall effectiveness of the board, as well as their role in helping BRSC accomplish the goals outlined in the strategic plan.

STRATEGIC PRIORITY 2: MEMBER SATISFACTION AND RETENTION
Over the next 12 months, we will develop a robust and comprehensive Member Satisfaction and Retention Plan with clearly defined paths and expectations for all players. In order to support current and future players, we will evaluate current player development efforts and identify gaps in order to develop a pathway that supports players of all ages and skill levels. This effort is critical in accomplishing our mission, growing membership, and sustaining membership.

Action Plans:

- Assess member programming needs to insure multiple entry points/pathways in order to achieve our mission.
- Develop clear objectives/targets, curriculum, a communication plan, and education for each program within the BRSC Development Pathway.
- Create a customer service metrics specific to each program within the BRSC Development Pathway.
- Create program specific surveys, targets, survey responses, and action plans based on survey responses twice a year.

MEASURING OUR SUCCESS
The success of the Membership Satisfaction and Retention plan will be reflected in BRSC’s retention rate.

- Over the next few months, BRSC will work to create a more effective method of measuring retention rates for each individual program.
STRATEGIC PRIORITY 3: COMMUNITY OUTREACH INITIATIVES

Develop community-based programming in underserved areas in order to diversify membership and achieve our mission to bring soccer to people of all ages and abilities.

Action Plans:

- Conduct inventory of current community outreach efforts and implement changes that will enhance underserved communities’ access to our programming, including the creation of community-based partnerships that are innovative and align with mission and strategic priorities, such as:
  - Hispanic leagues,
  - BRAVE program,
  - Faith-based community, and
  - Outlying leagues.

- Develop community-based fields in order to reach underserved groups and create more accessible programming. Utilize BREC fields as necessary to accomplish, including, but not limited to:
  - Independence Park,
  - Howell Park, and
  - Flanacher Park.

- Assess and implement changes as necessary to enhance staff’s ability to develop reasonable community-based programming.

- Develop a defined recruitment process to better reach underserved communities, thereby diversifying our membership base.

STRATEGIC PRIORITY 4: LEADERSHIP DEVELOPMENT PROGRAM

Create a high-performance culture of excellence, accountability, and teamwork that, when combined with capable leadership and a clearly defined organizational structure, will result in high levels of employee and membership satisfaction and retention.

Action Plans:

- Provide adequate training to both staff and coaches while both recruiting new talent and retaining existing talent, all with the goal of ensuring sustained quality in player development.

- Develop and implement performance measurement structure for coaches and administrative staff.

- Develop and implement a leadership development program to build out middle management, as well as an articulated succession plan to ensure a planned pathway is in place for future leaders of our organization.

- Develop and implement competencies and values by which we will measure our success.

MEASURING OUR SUCCESS

The success of community outreach initiatives will be measured based on participation growth in areas not currently represented by BRSC membership.

The success of the leadership development program will be measured based on staff satisfaction and retention rates.
STRATEGIC PRIORITY 5: FACILITY IMPROVEMENTS

Conduct facility improvements that benefit membership and improve productivity among staff.

Action Plans:

- Create an inclement weather option for training to ensure training frequency and customer satisfaction.
- Develop a master plan for facility improvements that will enhance membership experience with a priority timeline by December 2015.
- By December 2015, determine final plans for new home office. This may or may not include a significant presence at Burbank depending on cost/benefit analysis.
- Coordinate with BREC to create community based fields for programming options for Greater Baton Rouge area.

STRATEGIC PRIORITY 6: FUND DEVELOPMENT PROGRAM

Create and implement a fund development plan rooted in diverse sources of funding that is both mission-oriented and maximizes membership benefits.

Action Plans:

- Identify and develop relationships with sponsors that will help fund/align with strategic priorities.
- Develop a marketing campaign to support fund development efforts.
- Conduct and continue an ongoing assessment of membership dues and related impacts on revenue growth and membership benefits.
- Create a plan to diversify revenue streams while also increasing membership benefits, including activities such as:
  - Annual campaign for programming/outreach;
  - Capital campaign;
  - Club kick-off night; and
  - Spring fundraiser.
- Create opportunities for staff to initiate and lead new events and fundraising programs by leveraging innovative approaches to fund development that reward both staff and the organization for successful efforts.

MEASURING OUR SUCCESS

The success of facility improvements will be measured based on satisfaction levels of both the membership and staff.

The success of a new fund development program will be proven by an increased percentage of sponsorships and fundraising contributing to BRSC’s overall revenue.
SUMMARY

As BRSC embarks on its next three years, this document will serve as a blueprint to guide the organization’s growth and continued success. While the organization has already experienced many successes that align with its purpose and mission, BRSC’s staff, coaches, board members, and its next generation of members must maintain its established standards of excellence to better the organization overall – governing the organization in the most effective way possible, developing strong players, implementing programs to reach players of all ages and abilities, implementing training programs, improving facilities to better members’ experiences, and enhancing fundraising – while maintaining a consistent focus on the organization’s core values, mission, and vision.

ROADMAP

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