



USA BOCCIA

2021-2024 STRATEGIC PLAN

Mission

In its pursuit of competitive excellence, USA Boccia provides athletes with physical disabilities the opportunity to compete and excel in the sport of Boccia on the local, regional, national (USA Boccia Nationals) and international level (BISFed, Parapan American, & Paralympic competitions). USA Boccia seeks to promote and grow the sport of Boccia in the United States.

Values

USA Boccia is committed to the following guiding principles:

OPTIMISM	We look forward with confidence and positivity. We strive to be a world-class organization and cultivate an environment that inspires our community to achieve personal bests.
TEAMWORK	We foster collaborative partnerships internally and externally and work as a team to build trust, share information, and promote goodwill. We align passion, skill and talent to create maximum impact.
PROGRESS	We are willing to take calculated risks to improve and transform. We value innovation and opportunities for growth and change.
COMMITMENT	We adhere to the mission and practice our values rather than merely profess them. We are professional, honest and fair.
DIVERSITY	We believe selection of both staff and athletes without consideration of gender, ethnicity, disability, sexual orientation, culture, religion, and where appropriate age and education will strengthen our organization.

2024/2028 Strategic Vision

We envision the following will be true of USA Boccia by 2024:

An Organization Equipped for Excellence

- All the right staff are on board – volunteer or paid
- Strategic board with robust & diverse skill sets
- The organization is financially healthy with sustainable revenue streams

Boccia is Everywhere & Exciting

- Growing membership in all classifications and competitive levels
- Club system is solid across the country – identifiable club network
- All clubs are aware of & inspired by connection to Paralympics

Competitive Trajectory

- Elite athletes are in a ranking position for LA 2028

- Competitive opportunity growth for aspiring athletes is clear and well-developed
- Effective regional and national qualification process

Strategic Priorities Overview

To successfully advance its mission, USA Boccia will focus its time, energy and effort in the following key areas:

- **ORGANIZATIONAL HEALTH & STABILITY.** Optimize infrastructure to support ongoing operations, implementation of strategic priorities and achievement of competitive success. Engage in organizational best practices to improve financial stability.
- **AFFILIATE ENGAGEMENT.** Seek avenues to further engage with the boccia community. Foster partnerships nationally and internationally with individuals and organizations that drive engagement in the United States.
- **SPORT OUTREACH & GROWTH.** Raise awareness of, and excitement for, boccia. Increase value perception of USA Boccia and develop programs that support continued sport growth.
- **COMPETITIVE EXCELLENCE.** Provide resources and support to maximize elite athletes' ability to compete internationally. Enhance the competitiveness of USA Boccia by strategically organizing and deploying the high-performance program.

Strategies

1. ORGANIZATIONAL HEALTH & STABILITY

Optimize infrastructure to support ongoing operations, implementation of strategic priorities and achievement of competitive success. Engage in organizational best practices to improve financial stability.

A. Leadership & Governance. Build functional capacity of the board and Executive Director to effectively lead USA Boccia with an emphasis on education and training. Develop and implement multi-year plan to recruit a diversified skillset that promotes evolution to a strategic board. Inventory current human resource structure and create a strategy to close identified gaps.

B. Role Defining & Communication. Establish clear expectations of the roles and responsibilities of Executive Director/staff members, board members, committees, coaches, athletes, and other volunteers. Reinforce transparent communication that promotes accountability within the organization.

C. Business Process. Assess main organizational operations and workflows and implement improvements that drive efficient operations. Consolidate core business functions and introduce fiscal best practices and systems that set boundaries for financial responsibility.

D. Affiliate Obligations. Monitor and complete written policies and procedures to adhere to USOPC and World Boccia best practices.

E. Financial Wellbeing. Establish multiple sustainable revenue streams.

Target Outcomes

By 2024:

- 33% of independent directors on board
- Published handbook of roles and responsibilities
- Development and adherence to an annual budget process

2. AFFILIATE ENGAGEMENT

Seek avenues to further engage with the boccia community. Foster partnerships nationally and internationally with individuals and organizations that drive engagement in the United States.

A. Strategic Associations. Establish partnerships and deploy strategies to engage in ways that benefit USA Boccia.

Key Focus Areas:

- USOC
- Sponsors
- Donors
- Board Committees

B. IF Relationship. Seek ways to more effectively collaborate with BISFed. Identify mutually beneficial opportunities to leverage resources to grow boccia in the United States.

Target Outcomes
By 2024: <ul style="list-style-type: none">• 100 % growth in total revenue/value in kind• 3 Sponsor organizations• Development program that brings in \$40K annually

3. SPORT OUTREACH & GROWTH

Raise awareness of, and excitement for, boccia. Increase value perception of USA Boccia and develop programs that support continued sport growth.

- A. Membership.** Capitalize on the growing number of recreational boccia athletes and emphasize the value of membership. Analyze membership needs and expectations and tailor offerings to improve satisfaction with USA Boccia.
- B. Youth/New Athletes.** Develop marketing and communication material that promotes awareness of the sport. Drive increased involvement by identifying recruitment and participation opportunities that connect interested individuals with clubs in the greater boccia community.
- C. Regional Events.** Increase national event accessibility and availability and provide a more consistent and standardized experience for participants. Develop a competition optimization strategy to include participation philosophy and qualification criteria.
- D. Stakeholder Resources.** Develop a resource hub for athletes, parents, coaches, referees, and clubs that provides increased agency with USA Boccia and the Paralympic Movement.

Target Outcomes

By 2024:

- 50% growth in membership (target membership of 260)
- Online club connections website developed
- 4 of regions/regional events per year
- Modernization of online platform with resource hub
- Members rate resources as useful and valuable

4. COMPETITIVE EXCELLENCE

Provide resources and support to maximize elite athletes' ability to compete internationally. Enhance the competitiveness of USA Boccia by strategically organizing and deploying the high-performance program.

- A. Talent Identification.** Outline the process and means for identifying promising national team athletes and develop a tryout system.
- B. Training Programming.** Develop comprehensive training plans for the national team, inclusive of high-performance milestones and coaching expectations. Introduce processes and controls that ensure athlete and coach accountability. Draft selection procedures that provide elite athletes a fair and clear process to qualify for international tournaments.
- C. Benchmarking & Tracking.** Establish criteria for sport fundamentals and progression benchmarks to track athletes' development. Build a tracking system to allow for athlete monitoring.
- D. International Competition Strategy.** Produce a long-term international competition strategy that maximizes the competitive potential and opportunity for USA Boccia and USA Boccia athletes.

Target Outcomes

By 2024:

- 5 annual tryouts for national teams.
- Yearly training/development programs written and adherence by elite athletes/coaches is high
- Training tracking system established and usable for reporting
- Selection procedures well received by athletes measured by survey results
- Competition (HP) Strategy developed and approved