

Strategic Plan Introduction

The CORTA strategic plan sets forth the organization's mission, core values, strategic priorities, and operational plans. The strategic plan guides the Association's initiatives and decision-making, and was developed with input from members, stakeholders, and partners, and approved by the CORTA Board of Directors.

The strategic plan outlines the specific initiatives and target dates for achieving the organizations strategic priorities. The following appendices are also included in the plan: (1) a situational analysis (SWOT) outlining the current state of the organization, and (2) 2015 Membership Survey results.

Mission Statement

The mission of CORTA is to promote and develop the growth of tennis.

Core Values

CORTA is committed to the promotion, growth and development of tennis as an enjoyable lifetime sport that contributes to good health, character and responsible citizenship.

CORTA invites all people who play, watch, support, or enjoy the game of tennis into its events, programs, and membership through participation, volunteerism, or leadership on a non-discriminatory basis.

CORTA's mission can best be achieved through the efforts of volunteers, staff, City of Columbus, private and community partners committed to excellence and working as a team.

Maintaining fiscal responsibility, promoting the financial well-being of CORTA, and the evaluation of progress toward the achievement of strategic priorities are indispensable to the successful accomplishment of the mission.

Strategic Priorities

1. Ensure member satisfaction through excellent customer service, program support, and effective communication
 2. Increase CORTA and USTA membership through increased participation in tennis programs and events.
 3. Generate sufficient revenue and manage assets to allow for growth while ensuring the financial sustainability of the organization.
 4. Continue to promote diversity and inclusion through engaged and committed organizational leadership.
 5. Continue to develop and foster external partnerships to promote the growth of tennis and address the needs of area tennis facilities.
-

Operational Plan: FY2016

Strategic Priority 1: Ensure member satisfaction through excellent customer service, program support, and effective communication.

Objective	Action Items	Measure	Timeframe	Responsibility
1.1 Ensure local league operations are well-organized and meet the needs of the tennis community.	Continue to seek feedback from league players regarding league operations, schedules, and new opportunities.	CORTA Member Satisfaction Survey results (4 or higher); Implement Junior League Survey	Ongoing; Bi-Annual Survey of Member Satisfaction	Local League Coordinators
1.2 Recruit, retain, and support league captains with scheduling, administrative support, training, and recognition.	Conduct Captains meetings each season to provide training, information and opportunity for feedback. Recognize league captains Develop incentive plan for captains. Survey Captains to obtain feedback.	# new captains recruited; captain turnover rate	Ongoing	Local League Coordinators
1.3 Ensure member communication is proactive, timely, and effective.	Continue email communications via ConstantContact (League, TennisTalk, etc.) Identify and implement additional communication outlets to reach target member groups (PeachJar, etc.) Continue evaluating and updating social media strategy.	Evaluate email analytics for effectiveness; Website visits, etc.	Ongoing	CORTA Staff
1.4 Provide instructional and outreach program support for all programs.	Identify and evaluate new programs to reach various target groups.	Participant feedback.	Ongoing as new programs are developed and implemented.	CORTA Staff; LLCs

Strategic Priority 2: Increase CORTA and USTA membership through increased participation in tennis programs and events.

Objective	Action Items	Measure	Timeframe	Responsible
2.1 Achieve growth objectives in total USTA league participation, player retention, and return to sport.	Evaluate seasonal scheduling of leagues to increase opportunities for players to participate in leagues and events. Contact “lapsed” members to renew membership. Utilize social media to promote leagues & programs; Branding Evaluate “value proposition” for members to ensure membership experience offers a good value to all players. Evaluate and create “pathways” for new players, re-rated players, etc. to facilitate team transitions. Implement league recruiter program. Continue offering elementary, middle and HS tennis leagues.	% increase in total participation and each subgroup	Spring 2016-Fall 2016	LLCs; Staff; CORTA Staff and Adult and Junior Board Committees
2.2 Develop and grow recreational, instructional, and competitive tennis programs accessible at all levels.	Implement “Rookie” League to transition new players to competitive leagues. Develop and implement new recreational tennis programs. Consider non-member school JTT leagues. Grow existing recreational programs (Aces & Graces, Corporate Team Tennis, TAUT, etc.) Expand programs to reach Ft. Benning/South Columbus community.	# new members/ participants	Spring 2016-Fall 2016	LLCs; Staff; Adult & Junior League Committee
2.3 Increase awareness of and participation in the CORTA leagues and programs among diverse communities and populations	Attend and exhibit at multi-cultural events. Leverage social media to reach new target markets. Establish Diversity Sub-Committee	# new members added from multicultural events	On-going	Staff; Public Relations and Diversity Committees
2.4 Increase services and opportunities for players with special needs.	Offer Ad-In clinics each season. Continue participation in Special Olympics.	Growth in participation	On-going	Staff; Outreach Committee
2.5 Develop and grow instructional tennis programs accessible at all levels.	Evaluate scheduling of clinics to increase opportunities for players to participate in instructional programs Develop lesson plans for instructional consistency.	Growth in participation	On-going	Staff; Junior Committee; Adult Development Committee

2.6 Increase tournament participation	Increase number of tournaments. Increase participation in existing adult and junior tournaments and events.	# new tournaments Increase in participation and each subgroup	Ongoing	Staff; Tournament Committee
---------------------------------------	--	--	---------	--------------------------------

Strategic Priority 3: Generate sufficient revenue and manage assets to allow for growth while ensuring the financial sustainability of the organization.

Objective	Action Items	Measure	Timeframe	Responsible
3.1 Continue Capital fundraising efforts for expansion project	Develop and implement direct mail campaign; Identify additional fund-raising opportunities.	Achieve funding targets.	Ongoing	Capital Campaign Committee; Sponsorship Committee; Public Relations Committee
3.2 Increase number of tournaments hosted.	Identify and bid for new tournaments.	Number of new tournaments	Spring/Fall 2016	Staff; Tournament Committee.
3.3 Increase the number of donors to the annual fund.	Identify and contact new potential donors. Increase contributions through GA Gives Day.	Number of new donors; Increase in annual fund donations.	Ongoing	Staff; Sponsorship Committee
3.4 Increase sponsorships and in-kind donations	Renew existing sponsorships. Identify and contact new potential sponsors.	Number of new donors; # new in kind donations Increase in sponsorship donations.	Ongoing	Staff; Sponsorship Committee

Strategic Priority 4: Continue to promote diversity and inclusion through engaged and committed organizational leadership.

Objective	Action Items	Measure	Timeframe	Responsible
4.1 Increase multicultural focus in member recruitment, Board positions, and participation.	<p>Establish Diversity Committee Identify and recruit new Board and committee members.</p> <p>Develop pathways for new members to serve on committees and in CORTA Board positions.</p>	Number of new recruits and Board/committee members from diverse populations.	Ongoing	Executive Committee; Nominating Committee; Diversity Committee
4.2 Offer Hispanic informational brochure	Translate existing programs and brochures		Fall 2016	Staff; Diversity Committee

Strategic Priority 5: Continue to develop and foster external partnerships to promote the growth of tennis and address the needs of area tennis facilities.

Objective	Action Items	Measure	Timeframe	Responsible
5.1 Partner with local organizations to increase awareness of tennis opportunities.	<p>Identify and participate in local health & wellness events (Corporate; Academic, Government, and Medical)</p> <p>Develop and implement events partnering with other sports (e.g., Love to Tri Event; CSU Club Tennis; Ft. Benning, etc.)</p>	Number of events and partnerships established.	On-going	CORTA Staff and Board
5.2 Partner with local schools to promote tennis-related events and programs.	Increase awareness of TennisWorks; Develop pathways for participants to continue playing after program completion.	Participation in TennisWorks and post-event participation.	Spring and Fall 2016	CORTA Staff and Board
5.3 Engage local Tennis Professionals in developing playing opportunities for Junior players.	Establish taskforce to identify and implement playing opportunities.	Increase in junior playing opportunities.	Spring 2016	CORTA Board Committee and Taskforce
5.4 Review and address facility needs.	<p>Continue use of Independent Contractor at Cooper Creek Tennis Center.</p> <p>Evaluate contractors log reports and facility assessments.</p> <p>Solicit player feedback through website comment box.</p>	% resolutions	Ongoing	Staff; Expansion Committee; Facility Committee.