



**Strategic
Plan
2022**

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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 approved by the CORTA Board of Directors.

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 to play, watch, support, or enjoy the game of tennis at 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 embrace diversity, equity and inclusion.
5. Continue to develop and foster external partnerships to promote the growth of tennis
6. Continue to address the needs of area tennis facilities.
7. Continue to develop and foster outreach partnerships to promote the growth of tennis and address the needs of under-resourced and at-risk players.

Operational Plan: FY2022

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

Objective	Action Items	Measure
1.1 Ensure local league operations are well-organized and meet the needs of the tennis community.	<ul style="list-style-type: none"> Continue to seek feedback from league players regarding league operations, schedules, and new opportunities. 	CORTA Member Satisfaction Survey results (4 or higher)
1.2 Recruit, retain, and support league captains with scheduling, administrative support, training, and recognition.	<ul style="list-style-type: none"> Conduct Captains meetings each season to provide training, information and opportunity for feedback. Recognize league captains. Maintain incentive plan for captains. Survey Captains to obtain feedback. 	# new captains recruited; captain turnover rate
1.3 Ensure member communication is proactive, timely, and effective.	<ul style="list-style-type: none"> Continue email communications via Constant Contact. Identify and implement additional communication outlets to reach target member groups. Continue evaluating and updating social media strategy. 	Evaluate email analytics for effectiveness; impressions and engagements of social media accounts; number of corta.org visits

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

Objective	Action Items	Measure
2.1 Achieve growth objectives in total USTA league participation, player retention, and return to sport.	<ul style="list-style-type: none"> • Evaluate seasonal scheduling of leagues to increase opportunities for players to participate in leagues and events. • Reconnect with “lapsed” members to facilitate their return to tennis. • Utilize social media to promote leagues and 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. • Maintain and enhance league recruiter program utilizing board volunteers. 	% increase in total participation and each subgroup
2.2 Develop and grow recreational and competitive tennis programs accessible at all levels.	<ul style="list-style-type: none"> • Maintain “Rookie” League program to transition new players to competitive leagues. • Develop and implement new recreational tennis programs. • Grow existing recreational programs. 	# new members/participants
2.3 Increase awareness of and participation in the CORTA leagues and programs among diverse communities and populations.	<ul style="list-style-type: none"> • Attend and promote at community events. • Leverage social media to reach new target markets. (FB, Instagram, LinkedIn) • Support the Diversity, Equity and Inclusion Committee. 	# new members added from diverse populations
2.4 Develop and grow instructional tennis programs accessible at all levels.	<ul style="list-style-type: none"> • Evaluate consistency of lesson plans and scheduling of clinics to increase opportunities for players to participate in instructional programs. 	Increase in participation
2.5 Increase tournament participation	<ul style="list-style-type: none"> • Maintain tournament schedule. • Evaluate number of tournaments and bid opportunities for new tournaments. • Increase participation in existing tournaments and events. 	Increase in participation; number of new tournaments

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
3.1 Continue Capital fundraising efforts for Phase II enhancement projects	<ul style="list-style-type: none"> Develop and implement electronic capital campaign Identify additional fundraising opportunities. 	Achieve funding targets
3.2 Evaluate tournament cost structure and budget.	<ul style="list-style-type: none"> Review tournament expenses and entry fees. 	Increase profit margin of tournaments
3.3 Increase income from the Annual Fund	<ul style="list-style-type: none"> Identify and contact new potential donors. Maintain donor relations. 	Number of new donors; increase in annual fund donations
3.4 Increase sponsorships and in-kind donations	<ul style="list-style-type: none"> Renew existing sponsorships. Identify and contact new potential sponsors. 	Increase in sponsorship donations; # new in-kind donations; number of new donors

Strategic Priority 4: Continue to embrace diversity, equity and inclusion.

Objective	Action Items	Measure
4.1 Increase diversity, equity and inclusion focus in member recruitment, Board and staff positions, and program participation.	<ul style="list-style-type: none"> Support the Diversity, Equity and Inclusion Committee. Identify and recruit new Board and committee members. Develop pathways for new members to serve on committees and in CORTA Board positions. Identify and recruit diverse populations to programming. 	Number of new Board, committee, and staff members from diverse populations; number of new players in programs from diverse populations
4.2 Offer multilanguage information for diverse populations	<ul style="list-style-type: none"> Add multi-language welcome message to corta.org homepage. Provide link on website to request translator. Identify and recruit volunteer translators. 	Information included on website; number of translator requests fulfilled; number of volunteer translators identified

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

Objective	Action Items	Measure
5.1 Partner with local organizations to increase awareness of tennis opportunities.	<ul style="list-style-type: none"> Identify and participate in local health & wellness events (Corporate; Academic, Government, and Medical). Establish relationships with community based organizations. Identify community partners with shared goals. Identify opportunities to partner with other sports organizations. 	Number of events attended; number of partnerships established
5.2 Partner with local schools to promote Junior League tennis and programs.	<ul style="list-style-type: none"> Identify partner schools. Participate in Partners in Education. Promote and support continued participation in Junior Leagues and programs. 	Participation in Junior Leagues and programs.
5.3 Engage local Tennis Professionals to assist with the promotion of tennis and growth of the game.	<ul style="list-style-type: none"> Activate Tennis Professionals taskforce. Host quarterly lunch & learn events to listen to instructor needs and share pertinent information. 	Number of tennis professionals engaged; attendance at quarterly meetings; feedback from tennis professionals.

Strategic Priority 6: Continue to address the needs of area tennis facilities.

Objective	Action Items	Measure
6.1 Review and address facility needs	<ul style="list-style-type: none"> Solicit player feedback through website comment box. Evaluate court conditions for playability Research grants and funding opportunities to address financial needs Support the Facility Committee Work with appropriate management for resolution 	% resolutions; player satisfaction of facility and customer service survey results
6.2 Create premier public tennis facility in the Southeast	<ul style="list-style-type: none"> Partner with City of Columbus in Phase II Campaign Determine enhancements needed Create list of projects Raise funds through Phase II Campaign to support needs Use Endowment Funds to support designated projects 	# enhancements completed; player satisfaction survey results; recognized as an Outstanding Tennis Facility by USTA
6.3 Create the #1 Division II Tennis Facility in the Country	<ul style="list-style-type: none"> Partner with Columbus State University in Phase II Campaign Determine enhancements needed Create list of projects Raise funds through Phase II Campaign to support needs Use Endowment Funds to support designated projects 	# enhancements completed; player satisfaction survey results; recognized as an Outstanding Tennis Facility by USTA

Strategic Priority 7: Continue to develop and foster outreach partnerships to promote the growth of tennis and address the needs of under-resourced and at-risk players.

Objective	Action Items	Measure
7.1 Partner with local organizations to increase awareness of outreach program opportunities.	<ul style="list-style-type: none"> Identify community partners with shared goals. Provide information on outreach programs to appropriate organizations. 	Number of events and partnerships established.
7.2 Partner with Parks & Recreation Department to increase awareness of outreach program.	<ul style="list-style-type: none"> Identify after-school programs and provide participants with appropriate tennis program information. Identify Therapeutic recreation programs (disabilities) and provide participants with appropriate tennis program information. 	Number of participants from Parks & Recreation programs that enroll in TennisWorks, Ad In, Wheelchair Tennis and/or Special Needs Tennis Day.
7.3 Partner with local schools to increase awareness of outreach programs.	<ul style="list-style-type: none"> Identify area schools to provide information on outreach programs. Increase awareness of outreach programs and identify participants; Target schools and provide clinics to those willing to host in-school tennis sessions. Develop pathways for participants to continue playing after initial introduction to the game. 	Number of schools contacted; number of in-school tennis clinics held; number of participants in outreach programs; number of outreach participants that register in traditional tennis programs.
7.4 Increase tennis instruction, services and opportunities for players with special needs.	<ul style="list-style-type: none"> Maintain and support Ad-In program. Maintain and support TennisWorks! Maintain and support Wheelchair Tennis. Continue hosting Special Needs Tennis Day. 	Growth in participation; increased learned tennis skills.
7.5 Use tennis as an avenue to teach life skills to underserved and at-risk youth.	<ul style="list-style-type: none"> Maintain and support TennisWorks academic enhancement program. 	Academic improvement; improved behavior
7.6 Ensure outreach programs are well-organized and meet the needs of the tennis community.	<ul style="list-style-type: none"> Continue to seek feedback from outreach players regarding clinics, academic enrichment classes and outreach events. 	CORTA Member Satisfaction Survey results (4 or higher)

Appendix A

Appendix A: Glossary of Terms

Vision: Gives direction and points toward lofty heights. Visioning sets the energy for effective action in motion and gives it focus. A true vision is something for which people will take a stand. Visioning calls for an organization to look 10 - 20 years down the road and consider dramatically different approaches.

Mission: A statement of mission defines a unique purpose of an organization. The statement answers WHAT you want to achieve in the long run, with WHOM (the target group or beneficiaries of your work) and HOW.

Core Value: Defines a fundamental belief for which the organization stands and which seldom changes. It is a key concept/idea used as criteria for decisions about goals and behaviors.

Situational Analysis: A description of what is taking place internally (strengths and weaknesses) and externally (opportunities and threats) around the organization (aka SWOT Analysis).

Issue: Fundamental problem or choice facing the organization. Critical issues are those that most significantly affect the achievement of the organization's goals. (Identified and prioritized based on the SWOT analysis).

Goal (Strategic Priority): A broad statement of desired end results. It is not time-limited. A goal flows directly from the mission statement. A goal should fit the organizational values and culture.

Objective: A specific statement of WHAT and WHEN. Several objectives may exist under any one goal. An objective is designed to stretch performance. An objective should be S.M.A.R.T.: Specific, Measurable, Attainable, Results-oriented, and Time bound.

Strategy/Action Items: Tasks or approach to achieve an objective.