

Sun Prairie Soccer Club Strategic Planning Tool

Club Area	Strengths Things we do well...	Weaknesses Things we don't do so well...	Threats problems... improvement needs...	Opportunities unfulfilled "customer" or "market" opportunities	Plan / Objectives Potential goals & actions...
PROGRAMS					
In-House	<ul style="list-style-type: none"> • Kinderball strong on-ramp into club 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Consider re-naming divisions to 1) In-House 2) Recreation and 3) Competitive
Travel – Recreation	<ul style="list-style-type: none"> • High levels of participation • All inclusive program 	<ul style="list-style-type: none"> • No common understanding that focus of Rec teams is on development of players (appropriate level of play) • Criteria for Rec team "success" (development & competitiveness) not defined 	<ul style="list-style-type: none"> • Lack of parent commitment on team management, additional complexity with scheduling on refs 	<ul style="list-style-type: none"> • Give Rec players with proper progression the opportunity to play as guest players with classic teams • Introduce new coaches to the game • Coach development • More focus on Player development 	<ul style="list-style-type: none"> • Inter club tournaments, 3v3, 7v7 • Age group coaching concept helps to interconnect teams and increase level of performance on Rec teams • Increase administrative support to coaches, recruit volunteers – draft manager guide and hold annual team managers meeting

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Travel – Competitive	<ul style="list-style-type: none"> • Teams are balanced on skill level, team performance is enhanced and less dependent on an individual player or small group of players (u12 mixed, U11 girls) • SPSC is beginning to see an alignment towards a common coaching philosophy and player development 	<ul style="list-style-type: none"> • Lack of numbers U13-U-18 makes it difficult to field classic & premier teams • Some classic teams have coaches that are "reluctant heroes" and have shown lack of communication and alignment with the club 	<ul style="list-style-type: none"> • Advanced players leave SPSC for other programs • Less advanced players leave soccer because there is no viable option for them • Difficulty in recruiting qualified coaches, especially if we begin to have more classic teams 	<ul style="list-style-type: none"> • Lack of program for HS Age kids who are not currently in soccer (kids who left soccer or who now might be interested) • No NE side 56ers type high quality program for very advanced/high potential players • Offer comparable coaching quality with lower cost than MYSC, 56ers or any other premier program 	<ul style="list-style-type: none"> • Establish rec program for HS age kids not currently in soccer • Collaborate with NE Madison clubs to establish programs for very advanced players U13-18 • Outreach to ethnic communities – seek corporate funding of scholarships • Elevate status of classic teams U14 and up – Warm-up suits, etc. • Use concept of age group coaching consistently • Guarantee more consistent coaching standards with classic teams – apply the coaching interest form and interview process for every classic team • Advertise open coach positions • Hire paid Travel / Coaching Director

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PROGRAMS					
Off-Season / Indoor	<ul style="list-style-type: none"> • Strong initial indoor season • Practices organized by age groups • Focus on recreational side of soccer, and individual technical skills development (self learning) • great enthusiasm for new program, meeting club and player needs 	<ul style="list-style-type: none"> • Lack of summer program impacts player development • Unbalanced utilization by age group – great at U10-U12, boys and girls; medium at U15+ girls and boys, U8; very low at U13 and U14, boys and girls 	<ul style="list-style-type: none"> • PAC partnership is not guaranteed • Time frames are scarce and hours not consistent • Communication management and volunteer supervisors have not been consistent • Risk of having to buy indoor hours in advance but then not selling them resulting is a "loss" 	<ul style="list-style-type: none"> • Increase participation at higher ages, bring new players into soccer • Focus indoor on recreational side, fun, low pressure • More consistent club teams at indoor leagues • Open practice times for team practice (higher level teams) • No summer evening program though kids off-school and "bored" 	<ul style="list-style-type: none"> • Offer a summer team or point players to program that does • Offer summer "casual" evening house league • Deepening of partnership with PAC – Oppty to run entire indoor program and "brand" SPSC @PAC • Clear scholarship model • Optimize financial management (small loss on first complete season) • Better schedule management • Soccer tournament • Hire Club Administrator to manage (among other duties)

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PLAYER / TEAM / GAME SUPPORT					
Coaches (In-house)	<ul style="list-style-type: none"> • In-house: sufficient number of coaches to maintain growth of program; • Y1 requirement 	<ul style="list-style-type: none"> • In-house: coaching is seen as a "need to do" instead of a "want to do/like to do" 	<ul style="list-style-type: none"> • In-house: tail end of coach recruitment has many "reluctant heroes"; • Growth of program may occasionally leave club with shortage of coaches 	<ul style="list-style-type: none"> • Use In-house to recruit and identify volunteers (coaches and admin) for the long term; • Support structure to give new coaches confidence and motivation to stay coaching – multi year experience 	<ul style="list-style-type: none"> • Set up "coaching lead team" and train coaches not only in present in-house needs, but how in-house is feeding future player development; • Consistent message on in-house objectives and integration with comprehensive player development • Improved coaches "development" resources and growth "pathway" from beginner to classic level • Hire paid Travel / Coaching Director

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Coaches (Traveling)	<ul style="list-style-type: none"> • Traveling: coaches in 3 age groups (U10 girls, U11 girls, U11/U12 boys) are beginning to use "coaching team" approach • Club has made an effort to reach out to coaches, and value their input 	<ul style="list-style-type: none"> • Large majority of coaches still maintains teams separate from other club teams; • Coaching practices /curriculum /philosophy is not integrated; • Focus on competitive nature/ game wins can stifle player technical development; • Low focus on coaching education and unified coaching philosophy 	<ul style="list-style-type: none"> • Volunteer nature of coaching at traveling age may not to respond stricter coaching direction; coaching philosophy may not be understood /embraced; focus on player individual technical development may bring lower ratio of wins at onset – driving acceptance of change 	<ul style="list-style-type: none"> • Unified coaching philosophy will increase ability to cross transfer players; • Adoption of more uniform coaching practices will reduce technical gap between players; • Strong coaching direction will support coaches that feel unable to drive improvement; 	<ul style="list-style-type: none"> • Creation of unified plan of development for teams and players; • Strong and permanent coaching direction, with clear curriculum, expectations, and player development path and criteria • Systematic player evaluation and maintenance of player records, for coaching guidance (not for player selection) • Systematic and periodic communication between coaches – coaches club "sharing" sessions • Focus on coaching education, starting with required licenses, and supplemented with internal training, continuing education from coaches' membership organizations and additional certifications

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PLAYER / TEAM / GAME SUPPORT					
Referees	•	•	•	•	<ul style="list-style-type: none"> • Hire Club Administrator to administer referees (among other duties)
Fields	<ul style="list-style-type: none"> • Reasonable management of available fields and coordination between different teams • Flexibility and respect for individual team needs • Effort to tackle field shortages and quality is clear priority 	<ul style="list-style-type: none"> • Communication with city and schools needs to improve substantially • Club has no short or mid term ability to develop own field complex • Schedule flexibility, field quality affected by over usage • Coaches and parents reliance on game filed for practices 	<ul style="list-style-type: none"> • Increasing numbers drives field shortage • Field shortage affects quality of service AND perception of club ability to deliver excellent service • Inability to change perception of connection between field availability and practice quality • Field development taking precedent over field maintenance 	<ul style="list-style-type: none"> • Field limitation and perceived importance can attract new people to be involved with club • Search for field solutions may bring about new partnerships or opportunities to extend the club reach • Field complex contributes a permanent, visible community image of SPSC and can also drive revenue via hosting tournaments 	<ul style="list-style-type: none"> • Effective, formal structure to handle field maintenance AND new field development • Short term focus should be on maintenance; individual field development may need to happen before soccer complex can be developed • Budget \$ each year for field maintenance • Ongoing soccer club "committee" with constant focus on fund-raising for same and seeking sites • Build a field complex fund by adding ___ \$ per registration to the fund • Hire Club Administrator to administrate fields (among other duties)

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PLAYER / TEAM / GAME SUPPORT					
Equipment / Spirit Wear	<ul style="list-style-type: none"> • Have had good success offering spirit wear 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Expand revenue via improved offering & easy "anytime" ordering 	<ul style="list-style-type: none"> • Expand to an on-line catalog hosted by on-line supplier partner • Hire Club Administrator to administer equipment and spirit wear (among other duties)
MANAGEMENT					
Registration / Tryouts	<ul style="list-style-type: none"> • Large participation • Good job of diffusing information, various sources 	<ul style="list-style-type: none"> • paper registration and process is still cumbersome • administrative burden on one person alone (Rachel) 	<ul style="list-style-type: none"> • Burn out of register 	<ul style="list-style-type: none"> • Outreach to communities within a 20/30 mile radius 	<ul style="list-style-type: none"> • Online registration • Urgent to give Rachel support in the registration process • Hire Club Administrator to administer registrations (among other duties)
Communications & Marketing	<ul style="list-style-type: none"> • Soccer shorts • Web Page • Director of communications 	<ul style="list-style-type: none"> • Timeliness • Over communication from several sources on various issues 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Automated team email lists • Google-group for each team? • Automated registration and update by parents • Add message board to club web page • Seek more publicity by publishing team/club successes/news in SP news paper

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MANAGEMENT					
Financial / Management	<ul style="list-style-type: none"> • Financial sustainability - seems to be in good condition 	<ul style="list-style-type: none"> • No plan to grow endowment fund for field complex • Budget process is not defined • Administrative burden in one person alone (Jack) • Low level of alternative sources of revenue (scholarship funding, sponsorships, ticket sales, apparel) 	<ul style="list-style-type: none"> • Burn out of treasurer • Implementation of strategic changes may impact adversely the financial health of the club • Investments with expected rate of return may not materialize: eg, hire coach to increase registrations, and fall short • Increased level of professionalism may turn to be out of economic possibility • Expense growth above revenue growth 	<ul style="list-style-type: none"> • Higher level teams could open opportunity to diversify sources of revenue • Build reserve fund while club expense structure is light • Maintain SPSC as a value alternative to other clubs, with comparable quality of service 	<ul style="list-style-type: none"> • Implement more professional help in select areas of the club (admin, coaching) – allowing board and other volunteers to “pivot” more to club growth and improvement • Develop plan to diversify sources of revenue – scholarships funding by corporations – field complex fund raising committee & campaign • Maintain control over expenses • Urgent to give Jack support in the financial process - hire Club Administrator to do bookkeeping and as second signatory of checks (among other duties) • or engage volunteer professional accountant/bookkeeper
Volunteers	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Hire Club Admin. to administer volunteer assignments/other duties