

# **Steamboat Tennis Association “STA”**

## **Strategic Plan**

**February 1, 2015**

### **Background**

The Steamboat Tennis Association (STA) is a 501c3 non-profit organization whose purpose is: “To strengthen our community and support youth through the healthy lifelong sport of tennis”.

Located in Steamboat Springs, Colorado (a mountain town of nearly 12,000 full time residents in the north western corner of the state) the STA is the product of an enthusiastic and energetic tennis community.

In 1985 the STA and concerned parents successfully lobbied the Steamboat High School to add girls and boys tennis teams to the sports offered at the high school. Initially high school tennis was totally funded by the STA and participating families.

In 1991 the STA brought to the city of Steamboat Springs:

- 1) A donation of eight acres of land from Ski Corp.,
- 2) Over \$100,000 in cash donations,
- 3) The Lodging Committee’s commitment to support the first use of lodging tax revenues (\$800,000) for the creation of an indoor/outdoor public tennis center. These actions lead to the construction of “The Tennis Center at Steamboat Springs” consisting of six clay out door courts and four indoor courts.

In 1998, the City of Steamboat, the STA and the tennis community at large joined forces to add four outside hard courts. The tennis community raised \$40,000 of the \$160,000 required for the expansion.

In 2004, the STA and the entire tennis community successfully lobbied the City of Steamboat to replace the decaying tennis bubble with a permanent frame structure. The STA paid \$10,000 for the initial engineering study.

Today “The Tennis Center at Steamboat Springs” is a nationally recognized indoor/outdoor public tennis facility hosting six cushioned indoor courts, four outdoor hard courts and six outdoor clay courts. The Steamboat High School tennis teams (girls and boys) are recognized throughout the western slope of Colorado as major forces. The STA continues to build youth programs (STA programs touched over 1400 children), communicate with our community (our newsletters are sent to 1200 tennis enthusiasts) and attract members to the association (currently 200 strong). The STA is proud of its contributions to our community and to our youth.

## **Mission**

To strengthen our community and support youth through the healthy life long sport of tennis.

## **Vision**

Create More Tennis Programs, Involve More People in Tennis and Make Tennis More Affordable

## **Objectives and Priorities This Year**

### **Youth Programs**

College Scholarships (\$1000 each for a girl & boy) – Every year Yampa Valley high school seniors are encouraged to apply for one of two \$1,000 college scholarships. The STA provides awarded funds directly to the students' college/university. Awards are based on character, community involvement, leadership and love of tennis.

Individual Grants – Any Routt County youth can apply for up to \$450 per year to help with tennis instruction. The STA matches the amount paid by the parent or parents. We typically award 10-20 individual grants per year depending on our local economy. This program empowers youth to participate longer and enables more siblings to play.

High School Tennis Teams – Every year the STA helps supplement the cost of high school tennis for over fifty girls and boys. We are proud to help the Steamboat High School be a 'no-cut' high school tennis team. The STA's objective is to continue the financial support as well as to recruit volunteers to supplement the paid coaching staff in support of the no cut policy.

Team Steamboat – Started in 2014, we help with some of the team expenses for twenty youth who have been selected for the traveling tournament team. Selection is based on skill as well as character and leadership. All team members are required to keep up a high grade point average, take part in community service and mentoring to younger players. Based on the success of this program our 2015 objective is to create a tier "B" team of up to 15 players.

Middle School Co Ed League – The STA helped supplement the cost and invited all middle school youth to a six week 'team' based competition where all skill levels were represented on co-ed teams. Last year 24 youth participated this year our objective is to expand the program to 32 youth.

Adaptive Tennis Program – Started in 2014, the STA purchased an athletic wheelchair in partnership with STARS (Steamboat Adaptive Recreational Sports) and the Strawberry Park Middle School. The STA also offered a free five week Adaptive Tennis Program where we attracted 15 students with the help of STARS. This year's objective is

to purchase another wheelchair and to hold two five week free sessions. Additionally, we are in the process of creating an introductory program for our junior players so that they can understand the challenges of being wheelchair bound.

Free Tennis Camps – Offered during the Christmas holidays and in the early Spring, we usually attract 75-100 youth to a ‘try tennis’ camp followed by an offer to play more tennis in an afterschool program. Our objective for 2015 is to continue this program while involving more of our juniors as mentors.

Buy One Session of Junior Tennis Academy (JTA) Get One Free – Twice a year the STA follows up our Free Tennis Camps with a ‘Buy One Get One Free’ offer for afterschool tennis at the Tennis Center at Steamboat. We believe that, if a child can participate in at least two months of tennis instruction and play, they most often will fall in love with the sport. We will continue this program in 2015.

In School Programs – The STA supports certified teaching professionals to go into local schools and work with PE teachers and students while they learn a few basics of tennis in school. We also help schools acquire free or discounted tennis equipment such as portable nets, balls and racquets. Since late 2013, the STA (with the help of USTA CO) has introduced over 1,800 children to tennis in local schools. Currently all of our local schools have adopted this program and we will continue to support existing schools. In 2015 we are contacting more remote schools in the county with the objective of including them in this program.

10 and Under Tennis Equipment – The STA has purchased mini-nets, low compression balls, teaching aids and youth racquets to help make the 10 and Under tennis programs more fun and accessible to hundreds of young children. Our objective is to ensure that no program is limited by lack of equipment.

Youth Summer Medallion Program – The STA subsidized low cost summer medallions for our youth to play every day. In 2014 we subsidized 10 youth summer medallions. Our objective is to increase this program in upcoming years.

(See the STA Pyramid of Investment to Youth below)

## STA'S PYRAMID OF INVESTMENT TO YOUTH



"touch" - lesson, supervised practice or match, tournament

## **Events & Functions**

**Socials** – The STA hosts five to seven community socials each year. The socials help bring the community together, raise awareness for the STA mission and programs and create a ‘family’ atmosphere at the Tennis Center. The objective of the socials is to support our tennis community.

**Block Party** – One of the largest socials the STA holds is an annual Tennis Block Party. There is food, drinks, free instruction and play for all ages and abilities. This program is an introduction to tennis.

**Summer Tournament** – The STA’s annual summer tournament and fundraiser attracts hundreds of participants and helps the STA raise over \$25,000 per year to fund the youth tennis programs throughout the year. Our 2015 objective is again raise \$25,000 and to provide our tennis community a wonderful tennis experience.

## **Fund Raising**

**Memberships** – The STA averages 200 members. Our goal is to increase that number by at least 10% per year for the next five years.

**Donations** – Since 2013, the STA donations have shown an increase. We attribute the increase to now having a part-time paid Executive Director and more exposure with a new web site and bi-weekly e-blasts. Our objective is to increase donations by 10% in 2015.

**Sponsors** – The STA plans to grow and expand our sponsorship offerings in the next few years. The 2015 objective is an expansion of 5%.

**Grants** – The STA has recently been awarded various grants from the USTA, Ski Town Rotary, STARS and Colorado Realty Group. Fundraising plans include more grant applications to grow the existing programs. Last year was a banner year for grants as a result we are expecting one less grant this year even with added effort.

**Summer Tournament** – Every summer the STA hosts a very popular tennis tournament, silent auction, live auction and dinner. This is our largest fundraiser and we are fortunate to have consistent success in raising more than \$25,000 per year for the past three years.

**Operating Budget** – The 2015 approved STA annual budget shows \$46,320 in income and \$54,185 in expenses. The STA board intends to cover all expenses over income with surplus from last year.

## **Marketing and Communications Plan**

Bi Monthly E-Blasts – The STA has an email database of 1,200 addresses. Our plan is to increase the number of email addresses by 10% per year.

Web Site – Last year we created a new and more effective site:  
SteamboatTennisAssociation.org

Press Releases – The Pilot (Steamboat’s Newspaper) has worked with us in the past and we have a good working relationship with them regarding ‘Happenings’ and press releases. The STA will also receive exposure with TV 18 and on various radio shows in Steamboat. Our 2015 objective is to quantify our contacts and then set objectives for expanding them.

## **Strengths, Weaknesses, Opportunities, & Threats Analysis**

### **Strengths**

- Scope of youth programs supported
- Tennis Community Support
- Some Local Business Support
- Energy of the Board of Directors (BOD)
- Executive Director
- Relationship with Tennis Center
- History of Supporting Youth Tennis
- Fund Raising
- Inclusion of juniors in STA activities
- Inclusion of “Parent Reps” on BOD

### **Weaknesses**

- Relationships w/ high school team Players, Coaches and Parents
- Relationship w/ High School
- Relationships with non-tennis playing community in general
- Fundraising – Base size

### **Opportunities**

- Increase involvement w/
  - Players, Coaches and Parents
  - High School
  - Community at large
- Broaden Funding Base:
  - Additional Grants

Increase Sponsorships  
Improve Communications with our communities

## **Threats**

Weakening of support from:

Tennis Community  
City Government  
Sponsorships

## **Action Plan**

Each fall our board retreat produces the programs, events and funding levels for the next year. Agreement is reached on who will take the lead on each activity and the year's calendar is established. Monthly meetings of the board provide opportunities to track and follow up on each endeavor.

## **Measures of Success**

Our measures of success focus on the performance of our programs and how well we meet our budget. We track monthly our fund raising and our expenditures, our goal being to stay on budget while meeting each program objective.

## **Management / Succession Plan**

The STA management consists of an eight member board of directors, two high school team liaisons, an executive director and the concessionaire of "The Tennis Center at Steamboat Springs" Ex-Officio.

The board members are:

President - Bo Stempel, Small business owner, Steamboat. Bo, his wife Sue and son Wyatt are all avid tennis players.

Vice President - Bill Krueger, Small business owner, Steamboat

Treasurer – Robin Schuellein, Accounting Specialist

Co-Chair Summer Tournament - Jan Boedecker-Theadore, Retired Educator

Co-Chair Summer Tournament - Sharon Paulus, Sharon refers to herself as a Professional Volunteer, having served on various Boards over the last 20 years. Her son Ethan is a member of Team Steamboat and aspires to play tennis in high school and college.

Secretary - Bert Halberstadt, Retired Lawyer

Membership Chair – Jeannie Antonucci, Retired Educator and former high school tennis coach

Sponsorship Chair – Warren Luce, Retired small business owner

High school team liaisons are:

Annette Lynch, Parent of a high school player

Jill Boyd, Parent of a high school player

Executive Director – Loretta Conway, USTA Tennis Specialist and Adjunct Faculty Member

The Tennis Center at Steamboat Springs Concessionaire - Jim Swiggart, Ex-Officio (USPTA Elite Professional)

The succession plan is based on two year terms for each of the board members. We have planned departures and recruitments, with the major positions being filled by experienced board members.

### **Annual Review Process**

Each year the STA board of directors hosts a retreat to review the year's performance. Each program is analyzed and is deemed worth continuing, adjusting or expanding. Fund raising efforts are likewise reviewed.