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Deep Creek Winter Sports Team Strategic Planning Initiative

Overview: The Deep Creek Winter Sports Team, as a US Ski and Snowboard sanctioned member club, promotes the competitive challenges and lifetime joy the sports of Alpine Ski Racing and Competitive Snowboarding represent. As such, DCWST strives to make decisions, raise and expend resources, and promote a Club culture reflecting a passion for these sports while imparting the US Ski and Snowboard (USSS) Values of Excellence, Passion, Integrity, Community, Grit, Fun and Team on our athletes.

The purpose of this strategic plan is to serve as a blueprint that organizes and prioritizes DCWST management practices and financial resources over a seven year time horizon¹. It is a flexible document that will receive annual review and modification as conditions and factors impacting the program dictate.

Program Vision: Focus on developing and honing Alpine Skiing and Snowboarding skills in a challenging, supportive and positive teaching environment that will serve our young athletes well in competition and, just as importantly, nurture a passion for skiing or boarding that will last a lifetime.

Mission Statement: The mission of the Deep Creek Winter Sports Team is to develop and empower our athletes to be competitive in PARA / USSS Eastern Region Alpine Ski Racing and USASA Snowboarding competitions, while demonstrating good sportsmanship and character.

DCWST Goals:

Individual Athlete Performance (IAP): Develop and build our athletes at the individual level emphasizing the technical, tactical, emotional and physical components of competition. Specific goals are:

1. Develop our athletes in the individual skiing and snowboarding skills, techniques, and tactics using the framework from proven PSIA, AASI, USSS and USASA methodologies to form the foundation for success in competition.
2. Prepare Alpine and Snowboard athletes so they are able to successfully compete in all Wisp hosted and/or regional away USSS or USASA events.
3. Continue to refine and enhance the Video Analysis and Feedback Program to support athlete development.
4. Recognize individual athlete success through continued implementation and refinement of the Performance Recognition Program (e.g. DCWST Cup and various End of Season Awards)

Requirement (IAPx.x)	Supported Goals	Completion Goal (Begin Season)	Projected Cost	Comments
IAP3.1	IAP3	Annual/Ongoing	\$500	Sustainment Funds
IAP4.1	IAP4	Annual/Ongoing	\$500	Sustainment Funds

¹ Year 1 = 2018 Season; Year 2 = 2019; Year3 = 2020; Year 4 = 2021; Year 5 = 2022; Year 6 = 2023; Year 7 = 2024

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Program/Team Performance (PTP): DCWST’s organizational performance is measurable by its ability to, (1) maintain a program size commensurate with resources (financial, personnel, and infrastructure); (2) qualifying athletes for end of season championship competitions ; and (3) continuing to annually host first-class Alpine Ski Racing events (and add future Snowboarding events). Specific Goals are:

1. Attain/maintain a Program Size of 90 to 110 Alpine (Comp and Devo combined) athletes and 20 to 25 Snowboard athletes.
2. Full DCWST participation by eligible athletes in the PA Cup (U19 and U21) Race Series
3. Strive to qualify athletes for PARA/USSS U12, U14, U16 PA State Championships (“Derby”) events in both genders in accordance with the following percentage goals:
 Year 2 (2019 season) – Derby numbers equal to 20% of the DCWST percentage of PARA Western Region participation rate. (e.g. if DCWST has 10 of 30 (33%) U14 Girls in the PARA Western Region then 20% of 1/3 of the U14 State Championship Western Region Qualifiers should be DCWST members)
 Year 3 – number equal to 40% of the DCWST percentage of PARA Western Region participation rate.
 Year 4 – number equal to 60% of the DCWST percentage of PARA Western Region participation rate.
 Year 5 – number equal to 80% of the DCWST percentage of PARA Western Region participation rate.
 Year 6 – number equal to 100% of the DCWST percentage of PARA Western Region participation rate. (e.g. if DCWST has 10 of 30 U14 Girls in the PARA Western Region then a full 1/3 of the U14 State Championship Western Region Qualifiers should be DCWST members)
4. At the end of Year 7 (i.e. the 2024 racing season) have maintained the 100% goal AND place DCWST Athletes on the PA State Teams in all age/gender categories
5. Continue to host two USSS sanctioned races annually
6. Continue to host a two day Maryland Governors Cup annually
7. Annually qualify athletes for USASA Snowboard Nationals.
8. Host a DCWST/USASA Rail Jam by Year 5 (2022)

Requirement (PTPx.x)	Supported Goals	Completion Goal (Begin Season)	Projected Cost	Comments
PTP5.1	PTP5	Annual	\$3000	Two races @\$1500 per season
PTP6.1	PTP6	Annual	\$1500	
PTP8.1	PTP8	2022	\$1000	

Coaching Competency (CC): A cornerstone objective of DCWST is to recruit, train and retain a quality coaching staff that is capable of developing our athletes within the parameters established by the DCWST Program Vision, Mission and Goals. Specific Goals are:

1. Professional development/continuing education training opportunities (on snow and off snow) will be provided two (2) times per season (one to occur before Dec 31st and the second to occur before Jan 15th) to ensure all coaching staff is current, knowledgeable, and capable of providing our athletes consistent high-level coaching and/or instruction. (Beginning with Year 1 (2018 Season))
2. All coaching staff will achieve USSA Level 100 certification by the start of their third year of coaching with DCWST.

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3. As the increased competitive level of our athletes warrants, selected coaching staff members should achieve USSS Level 200 certification or higher.
4. USASA Certification for all traveling snowboard coaches as needed depending on the progression of the program
5. Increase the number of coaches with competitive ski-racing experience to 50% by Year 3 (the 2020 season) and 75% by Year 5 (the 2022 season).
6. 75% of the Alpine coaching staff will be certified in some capacity as a race official (Referee, Chief of Course, or Chief of Race) by Year 5 (the 2022 season).

Requirement (CCx.x)	Supported Goals	Completion Goal (Begin Season)	Projected Cost	Comments
CC2.1	CC2 and CC3	Ongoing	\$1500	Will vary annually
CC4.1	CC4	Ongoing	\$500	Will vary annually
CC6.1	CC6	2022	\$500	Cost for AO clinic and testing

Resource (Infrastructure and Equipment) Management (RM): The procurement, maintenance and periodic enhancement/upgrade of DCWST owned, borrowed or contracted for infrastructure and equipment represents the largest area requiring funding and support. The goals and requirements in this section require detailed planning and intensive management to ensure they effectively support the broader goals identified in the Strategic Plan. Specific Goals are:

1. Maintain and upgrade Squirrel Cage as the principal DCWST race venue (ongoing Years 1 thru 7)
2. Increase access to training hill space and time by Year 2 (2019 Season)
3. Make Main Street Governor’s Cup Competition ready by Year 5 (2022 Season)(Achieve USSS Race readiness sometime thereafter)
4. Periodic upgrade/replacement of racing/support equipment (timing equip, gates, tools, netting, etc.) (ongoing Years 1 thru 7)

Requirement (RMx.x)	Supported Goals	Completion Goal (Begin Season)	Projected Cost	Comments
RM1.1 – Starting Hut basic maintenance	RM1	2019	\$500	Consultation with WISP for general maintenance of stairs, door, windows, roof, floor, and exterior
RM1.2- Start Area Façade and Tent	RM1	2019	\$4000	Commercial products thru World Cup Supply
RM1.3 – Team/Finish Building Renovation	RM1	2023	TBD	Consultation with WISP on complete facility upgrade depending on allowances
RM1.4 – Maintain/update SC Homologation	RM1	As required		As other improvements occur this may be needed to remain in compliance

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RM1.5 – Tree trimming above Finish Area to reestablish sight lines	RM1	2018 (ongoing)		Consultation with WISP to determine way ahead; be prepared to do work on own or hire contractor
RM1.6 – Squirrel Cage Lighting	RM1	2018 (ongoing)		Continue consultation with WISP to increase reliability of lighting for Friday Night Training
RM2.1 – Increased Training Hill Space and Time	RM2	2018		Consultation with WISP for increased regular access to a Black and Blue Trail for each weekend training day
RM3.1 – Update Main Street timing infrastructure	RM3	2021	TBD	Confirm current operational state of existing wiring
RM3.2 – Attain Main Street Homologation	RM3	2024?		Goal for USSS event in 2024? season
RM3.3 – Update Main Street Finish Area Capabilities	RM3	2024	TBD	Consultation with WISP on possible modifications to existing base building to support USSA T&C requirements
RM4.1 – Equipment Replacement	RM4	Annually	\$2500	Programmed replacement of support equipment/supplies across all categories due to wear and tear

Team & Community Support (TCS): DCWST Program Vision calls for a supportive environment. This is achieved through the active involvement of the entire DCWST community, in particular team parents whose support is essential. Further, to better connect the Program to the local community, the team should take steps to increase efforts in bringing local region athletes to the team. At the same time, we must continue to build our relationship with Wisp Resort and the local business community to encourage their support of the Program. Specific Goals are:

1. Encourage/enhance participation by all parents in routine team and race/special event support.
2. Encourage increased parent USSA AO certification in key race day positions (Start and Finish Referees and Gatekeeping (PARA Cert))
3. Plan team/community activities and events that highlight the excitement of ski-racing and competitive snow-boarding in order to help familiarize those new to the sport with its culture.

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4. By the start of the 2021 Racing Season, 30% of the Team Membership should be athletes who are resident in the local region (i.e. Garrett County and surrounding MD, WV and PA counties)
5. As local region membership increases, seek out ways for local members to represent DCWST in regional (athletic, community, and social) events that support the community and raise the team’s profile.
6. Continue to nurture, enhance and evolve relations with Wisp Resort and other regional businesses for mutual benefit of all parties.

Requirement (TCSx.x)	Supported Goals	Completion Goal (Begin Season)	Projected Cost	Comments
TCS3.1 – Season “Starting Gate” Party	TCS3	2018 (and hopefully annually thereafter)	TBD	Consider additional “fun” events to augment fundraising
TCS4.1 - Maintain the current five (5) scholarships annually	TCS4	2018 and 2019	\$5000	2x reserved for local region athletes 3x At-Large
TCS4.2 - Increase scholarship opportunities to seven (7) annually	TCS4	2020 and 2021	\$8000	2x reserved for local region athletes 3x At-Large 2x Three Year scholarships for local region U10 or U12 athletes only
TCS4.3 - Increase scholarship opportunities to ten (10) annually	TCS4	2022 and 2023	\$15000	3x reserved for local region athletes 3x At-Large 4x Three Year Scholarships for U10 or U12 local region athletes only
TCS4.4 – Maintain ten (10) annual scholarships	TCS4	2024 and beyond	\$7000	Maintain above annually

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Milestones Ahead:

Fund Raising Meeting TBD December 2017

Begin discussion and development of strategies to grow the Capital Fund (bring in additional participants with fund-raising experience)

DCWST Starting Gate Party – December 28th at The Greene Turtle

Use the party to briefly present the Strategic Plan to the General Membership as well as to introduce some fund-raising activities (also present information at the Team Parent Meeting on Dec 26th)

Winter through Spring 2018

- Start fundraising in Dec 2017 within the established annual program
 - o Encourage and solicit end of year tax deductible contributions
- Establish formal DCWST Fund-Raising Committee that answers to the Board
- Consult with Team accountant on best practices and any regulatory requirements
- Seek Board decision on commitment of existing Reserve Funds to SPI
- Continue development of fund-raising plan and transition in 2018 to a multi-year program aligned with the SPI
- Review progress towards goals and refine SPI as needed at conclusion of the season