

Group #	Strategic Theme (Focus Areas)	Outcomes (Goals)	Strategic Objectives
9	Middle School	Increase student participation in athletics by 5%	<ul style="list-style-type: none"> <li>● Get coaches to go to the middle school a recruit</li> <li>● Recreational. league continues for older students, consider making it a school club</li> <li>● Camp with high school teams</li> <li>● Recruit more teachers to coach</li> <li>● Be flexible on registration and attendance</li> <li>● Increase field accessibility</li> <li>● Add sports as there is a demand</li> <li>● Give bus cards</li> </ul>
	Affordability	Keep Athletics affordable for students and families while promoting high programming and facilities	<ul style="list-style-type: none"> <li>● Flexibility around summer start times and registration</li> <li>● Sponsorship and corporate \$</li> <li>● Increase fundraising and athletics sports and booster clubs. Fundraising should go to the team and students that raised it.</li> <li>● Advertising in programs</li> <li>● Bus cards for all</li> </ul> <p>Resources: \$ grants scholarships to keep costs low</p>
	Expand programming	Increase flexibility in athletic programming	<ol style="list-style-type: none"> <li>1. Offer sports according to the school and allow students to pay at other school</li> <li>2. Offer some sport club and rec. to introduce</li> <li>3. Survey students and parents about wants</li> <li>4. Coop SPPS when possible</li> </ol> <p>Resources: Partnerships with Parks and rec. Training on flexibility (out of the box thinking)</p>
	Leadership	Attract, recruit and train more	<ol style="list-style-type: none"> <li>1. Hire more coaches and assistants that are on site</li> </ol>

		quality coaches and assistants	2. Provide more training for coaches
	Facilities	Strive for high quality, well maintained facilities and equipment	1. Sponsorships 2. Keep our facilities safe
<b>3</b>	Middle School	Increase participation of middle school students in athletics/sports by 10% by 2020.	1. Create levels for participation in middle school sports (A & B) 2. Recruit, train and pay coaches for middle school sports 3. Provide space in middle schools for sports 4. Have high schoolers go visit and talk to middle schoolers re. sports
	Affordability	Keep cost of participation affordable for students and families	1. Increase corporate sponsorships 2. Share ideas for fundraising from parent groups and booster clubs 3. Create a scholarship fund to help families pay fees (need based) 4. Increase partnerships with community organizations and area churches for community support Resources: communication with parents; district communication & leadership with corporate and community organizations
	Expand programming	Realign sports offered to be responsible to student populations and interests	1. Create flexibility in how coaches and funding can be reallocated based on need 2. Survey students for interest in sports Resources: survey creation
	Leadership	Recruit and retain coaches who are former athletes	1. Offer professional development Resources: Time
	Facilities	New Field Houses	
<b>4</b>	Middle School	Increase skill development and athletic opportunities at earlier ages	1. Focus on building city-wide structures that promote through partnerships early skill development and greater opportunities for younger athletes 2. Create a network of key stakeholders committed to designing city-wide collaborative systems

	Expand programming	Create athletic programs and opportunities based on student interest beyond what's currently offered	<ol style="list-style-type: none"> <li>1. Survey students/parents on periodic bases and all ages</li> <li>2. Organize student/parent focus groups</li> </ol>
<b>8</b>	Middle School	Increase middle level programs	<ol style="list-style-type: none"> <li>1. Better communication between junior high and high school (transportation)</li> </ol>
	Expand Programs	Increase participation	<ol style="list-style-type: none"> <li>1. Educate and market to the parents (use parent academy)</li> </ol>
	Leadership	Increase the quality for coaching	<ol style="list-style-type: none"> <li>1. Partner up with organizations for PD, hire and train people in the building</li> </ol>
	Facilities	Equitable facilities and resources for all populations (Washington facilities renovated in 1996)	<ol style="list-style-type: none"> <li>1. Equitable representation</li> </ol> <p>Resources: Leverage as a collective (soccer)- Meet as a team of coaches and focus on overall well-being of conference-share resources (cultural shift)</p>
<b>1</b>	Middle School	Middle School Funding	<ol style="list-style-type: none"> <li>1. Increase funding to match participation</li> </ol>
	Affordability	Keep Costs accessible for all	<ol style="list-style-type: none"> <li>1. Corporate partnerships (signs on fence, walls)</li> </ol>
	Expand Programs	Reevaluate offerings	<ol style="list-style-type: none"> <li>1. Survey all parents and students (elementary, middle, high)</li> </ol>
	Leadership	Increase the amount of qualified coaches	<ol style="list-style-type: none"> <li>1. Offer beneficial training/coaching for all coaches</li> </ol>
	Facilities	Keep facilities safe	<ol style="list-style-type: none"> <li>1. Inspection</li> </ol>
<b>5</b>	Middle	Move away from "recreational	<ol style="list-style-type: none"> <li>1. Provide a clear mission statement to students and families (be a good</li> </ol>

	School	activity” to a “true” sports program	student, be supportive, hold each other accountable)
	Affordability	Keep costs low for all participants	1. Staff to properly record participation fees by sport
	Expand Programs	Feasibility of adding/replacing sports	1. Evaluate current sports and their costs and participation 2. Determine additional sports in demand and the costs
	Leadership	More coaching/leadership development for coaches	1. Develop an internal coaching/leadership development program
	Facilities	Maintain and update facilities and equipment	1. Get the district to dedicate an additional allocation specifically for updating equipment and facilities. Once agreed by the district, determine a plan for how those updates will be made
<b>7</b>	Middle School	Increase participation and leadership	1. Programs lead by HS student athletes 2. Camps and summer programs for each sport 3. Strengthen feeder programs 4. Offer lifelong sports 5. Programs beyond season (i.e. futsal tournament and league)
	Expand	Keep students in district	1. Understand “why” for choosing to leave-survey parents and students to find out what % leave for private/suburbs
	Facilities/ Leadership	Winning culture	1. Facilities Investment
<b>6</b>	Middle School	Keep middle school athletics	1. Keep \$ in budget 2. Park and rec. partnerships
	Affordability	Keep sports affordable	1. Corporate sponsors 2. Share best practices among schools/teams 3. Keep \$ in budget 4. District position for raising \$

	Expand Programs	Listen to changing student body and find out what sports they want (annual survey by the district)	<ol style="list-style-type: none"> <li>1. Survey students</li> <li>2. Watch national trends</li> <li>3. Make sure facilities are multi-purposeful</li> </ol>
	Leadership	Increase number of coaches with content specific certification	<ol style="list-style-type: none"> <li>1. Offer professional training</li> <li>2. Encourage coaches to take training</li> </ol>
	Facilities	Having adequate space/facilities for programs to run well.	<ol style="list-style-type: none"> <li>1. Partnerships (shared space)</li> <li>2. Design multi-purposeful facilities</li> </ol>
<b>2</b>	Middle School	Improve our feeder programs overall and exchange participation within students	<ol style="list-style-type: none"> <li>1. Middle school students reaching out to elementary students, high school students reaching at middle school students</li> </ol> Resources: Parks and rec.. community, athletic directors involvement
	Affordability	Keep costs affordable for all students to maintain rich diversity	<ol style="list-style-type: none"> <li>1. Fundraising, corporate sponsorships</li> <li>2. Parent/community partnerships</li> </ol> Resources: building a community, strong relationships with sponsors, transportation
	Expand Programs	Offer sport as a school club/intramurals, unisex	<ol style="list-style-type: none"> <li>1. Finding space, facility, time</li> </ol> Resources: Partnering with community and student leadership; transportation
	Leadership	Captain training, coaches training, better training for coaches and assistant coaches, modeling expectations and teaching lifelong skills, teaching skills at beyond just the sport	<ol style="list-style-type: none"> <li>1. Develop coaches training and middle and high school levels similar to the captains training</li> </ol> Resources: Tony Sanneh/facilitator
	Facilities	Maintain/update facilities fairly	<ol style="list-style-type: none"> <li>1. Better relationships with Parks and Rec. sponsorships/fundraising</li> </ol> Resources: Parks and rec., Community, parents, partnerships, transportation

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<p><b>Affordability</b></p>	<ul style="list-style-type: none"> <li>● Keep Athletics affordable for students and families while promoting high programming and facilities</li> <li>● Keep cost of participation affordable for students and families</li> <li>● Keep Costs accessible for all</li> <li>● Keep costs low for all participants</li> <li>● Keep sports affordable</li> <li>● Keep costs affordable for all students to maintain rich diversity</li> </ul>	<ul style="list-style-type: none"> <li>● Flexibility around summer start times and registration</li> <li>● Sponsorship and corporate \$</li> <li>● Increase fundraising and athletics sports and booster clubs. Fundraising should go to the team and students that raised it.</li> <li>● Advertising in programs</li> <li>● Bus cards for all</li> </ul> <p>Resources: \$ grants scholarships to keep costs low</p> <ul style="list-style-type: none"> <li>● Increase corporate sponsorships</li> <li>● Share ideas for fundraising from parent groups and booster clubs</li> <li>● Create a scholarship fund to help families pay fees (need based)</li> <li>● Increase partnerships with community organizations and area churches for community support</li> </ul> <p>Resources: communication with parents; district communication &amp; leadership with corporate and community organizations</p> <ul style="list-style-type: none"> <li>● Corporate partnerships (signs on fence, walls)</li> <li>● Staff to properly record participation fees by sport</li> <li>● Corporate sponsors</li> <li>● Share best practices among schools/teams</li> <li>● Keep \$ in budget</li> <li>● District position for raising \$</li> <li>● Fundraising, corporate sponsorships</li> <li>● Parent/community partnerships</li> </ul> <p>Resources: building a community, strong relationships with sponsors, transportation</p>
<p><b>Expand Programs</b></p>	<ul style="list-style-type: none"> <li>● Increase flexibility in athletic programming</li> <li>● Realign sports offered to be responsible to student populations and interests</li> <li>● Create athletic programs and opportunities based on student</li> </ul>	<ul style="list-style-type: none"> <li>● Offer sports according to the school and allow students to pay at other school</li> <li>● Offer some sport club and rec. To introduce</li> <li>● Survey students and parents about wants</li> <li>● Coop SPPS when possible</li> </ul> <p>Resources: Partnerships with Parks and rec. Training on flexibility (out of</p>

	<p>interest beyond what's currently offered</p> <ul style="list-style-type: none"> <li>● Increase participation</li> <li>● Reevaluate offerings</li> <li>● Feasibility of adding/replacing sports</li> <li>● Keep students in district</li> <li>● Listen to changing student body and find out what sports they want (annual survey by the district)</li> <li>● Offer sport as a school club/intramurals, gender inclusion</li> </ul>	<p>the box thinking</p> <ul style="list-style-type: none"> <li>● Create flexibility in how coaches and funding can be reallocated based on need</li> <li>● Survey students for interest in sports</li> </ul> <p>Resources: survey creation</p> <ul style="list-style-type: none"> <li>● Survey students/parents on periodic bases and all ages</li> <li>● Educate and market to the parents (use parent academy)</li> <li>● Survey all parents and students (elementary, middle, high)</li> <li>● Evaluate current sports and their costs and participation</li> <li>● Determine additional sports in demand and the costs</li> <li>● Understand “why” for choosing to leave-survey parents and students to find out what % leave for private/suburbs</li> <li>● Survey students</li> <li>● Watch national trends</li> <li>● Make sure facilities are multi-purposeful</li> <li>● Finding space, facility, time</li> </ul> <p>Resources: Partnering with community and student leadership; transportation</p>
<p><b>Leadership</b></p>	<ul style="list-style-type: none"> <li>● Attract, recruit and train more quality coaches and assistants</li> <li>● Recruit and retain coaches who are former athletes</li> <li>● Increase the quality for coaching</li> <li>● Increase the amount of qualified coaches</li> <li>● More coaching/leadership development for coaches</li> <li>● Winning culture</li> <li>● Increase number of coaches with content specific certification</li> <li>● Captain training, coaches training, better training for</li> </ul>	<ul style="list-style-type: none"> <li>● Hire more coaches and assistants that are on site</li> <li>● Provide more training for coaches</li> <li>● Offer professional development</li> <li>● Partner up with organizations for PD, hire and train people in the building</li> <li>● Offer beneficial training/coaching for all coaches</li> <li>● Develop an internal coaching/leadership development program</li> <li>● Offer professional training</li> <li>● Encourage coaches to take training</li> <li>● Develop coaches training and middle and high school levels similar to the captains training</li> </ul>



	<p>coaches and assistant coaches, modeling expectations and teaching lifelong skills, teaching skills at beyond just the sport</p>	
<p><b>Facilities</b></p>	<ul style="list-style-type: none"> <li>● Strive for high quality, well maintained facilities and equipment</li> <li>● New Field Houses</li> <li>● Equitable facilities and resources for all populations (Washington facilities renovated in 1996)</li> <li>● Keep facilities safe</li> <li>● Maintain and update facilities and equipment</li> <li>● Having adequate space/facilities for programs to run well.</li> <li>● Maintain/update facilities</li> </ul>	<ul style="list-style-type: none"> <li>● Sponsorships</li> <li>● Keep our facilities safe</li> <li>● Equitable representation</li> <li>● Inspection</li> <li>● Get the district to dedicate an additional allocation specifically for updating equipment and facilities. Once agreed by the district, determine a plan for how those updates will be made</li> <li>● Facilities Investment</li> <li>● Partnerships (shared space)</li> <li>● Design multi-purposeful facilities</li> <li>● Better relationships with Parks and Rec. sponsorships/fundraising</li> </ul> <p>Resources: Parks and rec., Community, parents, partnerships, transportation</p>