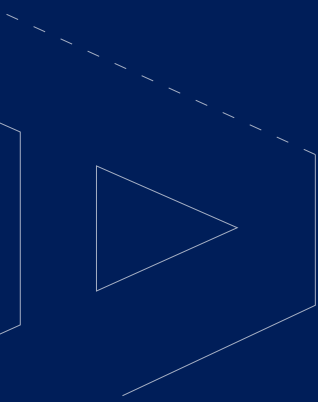




USA™ LACROSSE



STRATEGIC PLAN



2019-2023



An important step in the ongoing efforts of USA Lacrosse to support the growth and development of lacrosse is the renewal of its strategic plan. This plan is intended to bring greater focus to USA Lacrosse's organizational activities and drive targeted impact in defined areas of priority the next 3--5 years.

The development of this plan was led by USA Lacrosse's Strategic Planning Task Force, which concluded its six--month process in September of 2018, when the USA Lacrosse Board of Directors approved the task force's recommendations. The five areas of strategic focus and related goals within the plan are inter--dependent and complementary. There is not a hierarchy or priority among these focus areas and goals. Rather, they are intended to be cohesive, integrated and mutually re--enforcing initiatives that better position USA Lacrosse to advance its mission to lead and serve the sport. A set of operational tactics, metrics and targets have been developed for each goal strategy, and the organization will be measuring and regularly reporting on related progress.

Critical to the success of this strategic plan are the human and financial resources required to achieve success. This plan includes significant goals related the generation of increased investment in the organization's mission, which is essential given the limited resources and significant scope of USA Lacrosse operations.

Strategic Planning Task Force

Jack Bovaird – Facilitator
Ed Calkins – Chair, USA Lacrosse Board
Ted Dardani – USA Lacrosse Board
John Gagliardi – USA Lacrosse Foundation Board
John Poulton – USA Lacrosse Foundation Board
Scott Seymour – USA Lacrosse Foundation Board

Katie Hearn – USA Lacrosse Board
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Brett Hurwitz – USA Lacrosse Staff
Cara Morris – USA Lacrosse Staff
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Leadership in the Sport

The future of lacrosse is dependent upon the vitality of community, town and recreation--based programs that provide increased accessibility to the sport and embrace diversity and inclusion as cultural priorities. USA Lacrosse will continue to lead and advocate for initiatives that increase accessibility, strengthen culture, improve player safety and expand awareness.

Goal 1: Increase participation and access to programming in all communities.

Strategy: Support the development of participation at the community level.

Strategy: Improve the affordability of the sport, especially at the entry level.

Strategy: Increase delivery of best practices, training and support to providers of youth lacrosse programming at the community level.

Goal 2: Increase sport science & safety research as a basis for improvements in rules, equipment and education

Strategy: Develop and implement a youth injury surveillance system.

Strategy: Increase the size of the lacrosse-focused research community.

Strategy: Develop and implement studies to evaluate the effectiveness of protective equipment.

Goal 3: Increase the levels of diversity and inclusion within the national lacrosse community

Strategy: Establish an integrated regional service model designed to support the growth of the sport targeted communities serving underrepresented youth.

Strategy: Establish and deliver needs-based programming and grants designed to help eliminate economic barriers to participation.

Goal 4: Collaborate with the FIL to position lacrosse participation as a medal sport in the 2028 Olympics

Strategy: Target USA Lacrosse resources and marketing assets to increase the profile of lacrosse in Greater Los Angeles (host city for the 2028 Olympic Games).

Strategy: Target USA Lacrosse resources and marketing assets to increase the profile of lacrosse in Birmingham, Alabama (host city for 2021 IWGA World Games).

Goal 5: Become the leading source for advocacy, awareness and education in the sport

Strategy: Collaborate with stakeholders to reduce the rates of drug and alcohol use in high school and college lacrosse.

Strategy: Reduce priority injuries in boy's and girl's lacrosse.

Strategy: Increase awareness and adoption of USA Lacrosse Youth Rules.

Strategy: Increase awareness and adoption of AEDs and the American Heart Association's CPR and First Aid Programs.



Quality Player Experience

USA Lacrosse has been, and will continue to be, a leader in the development and delivery of resources and best practices focused on providing a fun, safe and rewarding experience for players, parents, officials and coaches.

Goal 1: Improve the quality and increase the quantity of coaches

Strategy: Increase Coach Development Program participation.

Strategy: Increase the value of Coach Development Program certification.

Strategy: Increase the engagement of coaches with the USA Lacrosse e-learning portal. **Strategy:** Target and recruit parents and recent college graduates to become youth coaches. **Strategy:** Recruit, train and retain a more diverse pool of coaches.

Goal 2: Improve the quality and increase the quantity of officials

Strategy: Increase number of USA Lacrosse-certified officials.

Strategy: Target and recruit parents, high school players and recent college graduates to become youth officials.

Strategy: Recruit, train and retain a more diverse pool of officials.

Strategy: Increase the engagement of officials with the USA Lacrosse e-learning portal.

Goal 3: Expand Adoption of the Lacrosse Athlete Development Model (LADM)

Strategy: Increase the number of leagues and events that implement LADM principles.

Strategy: Increase the number of program leaders, influencers and coaches trained in the core competencies of the LADM.

Strategy: Increase adoption of small-sided play in youth programs and leagues.

Strategy: Increase parent understanding of the LADM.

Clarify and Strengthen the USA Lacrosse Brand

USA Lacrosse must deepen understanding and support of its role among constituents, as well as more effectively communicate the impact of its leadership and investment, in order to maximize mission success.

Goal 1: Create and build a stronger, more recognized brand

Strategy: Redefine and increase recognition of the USA Lacrosse brand.

Strategy: Revise marketing strategies to most effectively support the brand.

Strategy: Create and implement a membership marketing campaign to increase the visibility of USA Lacrosse leadership and impact, and attract more stakeholders to the brand.

Goal 2: Elevate the USA Lacrosse brand as the most recognized and trusted in the sport

Strategy: Build a consistent presence for USA Lacrosse alongside other prominent lacrosse properties and blue-chip non-endemic brands.

Strategy: Increase USA Lacrosse brand association with mission success.

Strategy: Increase USA Lacrosse involvement in premium lacrosse experiences and events.



Secured Financial Future

Greater human and financial resources are required to effectively address the opportunities and challenges facing the sport, as well as the strategic priorities embraced by USA Lacrosse.

Goal 1: Increase annual philanthropic revenue

Strategy: Grow USA Lacrosse annual giving.

Strategy: Expand the USA Lacrosse Foundation major gifts program.

Strategy: Increase corporate & foundation grant revenue.

Goal 2: Increase membership

Strategy: Increase overall market share of members.

Strategy: Improve member retention.

Strategy: Grow participation.

Goal 3: Increase annual sponsorships revenue

Strategy: Evolve and expand USA Lacrosse program assets.

Strategy: Maximize endemic, non-endemic and media partnerships.

Strategy: Maximize national team partnership opportunities.

Goal 4: Increase other revenue sources

Strategy: Enhance the visitor experience at headquarters and U.S. Team Training Center.

Strategy: Expand the USA Lacrosse event platform and maximize participation.

Strategy: Explore mission-related entrepreneurial partnerships and opportunities.



Maximize Impact of National Teams

USA Lacrosse will continue to strengthen its National Team program and provide participants with invaluable opportunities. With proper support, U.S. Teams will elevate the profile and stature of the sport, and serve as influential ambassadors for strategic priorities.

Goal 1: Promote and expand the National Team Development Program (NTDP)

Strategy: Launch NTDP for aspiring high school players.

Strategy: Launch NTDP event platform.

Strategy: Establish NTDP select teams to train and compete annually.

Strategy: Select NTDP partners and evaluation sites.

Goal 2: Endow U.S. Team operations

Strategy: Develop campaign plan and materials. *Strategy:* Select campaign steering committee. *Strategy:* Execute major gift solicitations.

Goal 3: Maximize U.S. Team assets

Strategy: Host annual events that feature U.S. Men's & Women's Teams and sync with FIL competition cycle.

Strategy: Increase marketing resources to promote the U.S. Team brand.

Goal 4: Utilize U.S. Teams to advocate, demonstrate and inspire

Strategy: Better engage and raise awareness of U.S. Team players.

Strategy: Deploy U.S. Team players and coaches as USA Lacrosse brand ambassadors.

Strategy: Ensure player and coach pools best position U.S. Teams to win world championships.