


Midland Amateur Hockey League Strategic Plan 2019-2021

Mission and Vision	Vision Elements	Goals/Objectives	Measures
<p>MISSION <i>Fostering personal growth, sportsmanship, and skill development of youth hockey players in a safe and positive environment</i></p>	<p>Optimal Player Development</p>	<ol style="list-style-type: none"> Expand development opportunities for all players (structured and unstructured) -open skating, drop-in hockey, unused ice time, etc. Improve the participation rates for girls Expand opportunities for coach’s development Balance house/travel leagues 	<ol style="list-style-type: none"> Increased participation rates Increase in player satisfaction Increase in player development
<p>VISION <i>A premier youth hockey league committed to building a lifelong love of the sport</i></p>	<p>Highly Efficient and Effective Operations</p>	<ol style="list-style-type: none"> Implement initiatives to improve operational efficiencies of the league (office management, league management, concessions, etc.) Identify and prioritize opportunities to improve the <i>ease of doing business</i> with MAHL and increase member/player/coach satisfaction Develop and implement a financial infrastructure to manage/monitor financial operations and increase transparency and communication Create a well-coordinated fund development strategy Improve board governance and board operations 	<ol style="list-style-type: none"> Increased efficiency Increased member/coach satisfaction Increased transparency Increased sustainability
	<p>Strong Internal and External Communications</p>	<ol style="list-style-type: none"> Clarify the value proposition for MAHL Develop a clear and concise brand/brand promise for MAHL Create a plan to market the league Create marketing collateral to support fund development and sponsorship initiatives 	<ol style="list-style-type: none"> Increased awareness Increase in # of sponsors Increase in sponsorship \$ Increase in membership

2019 Plan of Work

Pillar 1: Optimal Player Development					
Goals/Objectives	Tasks/Activities	Timeline	Champion/Leader	Measure	Target
1 Expand development opportunities for all players (structured and unstructured)	Develop plan to increase opportunities to expand ice time: Drop In, Stick and Puck, Power Skating, Spring Hockey, Summer Hockey	Dec-19	House Director/Board	% completion	100% completion
	Provide position specific training (goalie, wing, center, defense) (skating, shooting, passing, rules)	Aug-19	House Director	% completion	100% completion
	Acquire advanced training equipment (skating bungees, puck shooters, shooter tutors)	Aug-19	President/Grant Coordinator/Equip Dir	% completion	100% completion
	More ice touches as skaters progress (Skills → 6U → 8U → 10U → 12U → 14U → 18U)	Aug-19	Booster Club President	% completion	100% completion
	Improve consistency and access to training for fundamentals Dryland area	TBD	TBD	% completion	100% completion
	Provide opportunities for camps and clinics (bring in outside firms) Summer camps, pre-season camps, etc.	TBD	TBD	% completion	100% completion
	Provide a video review area (smart TV)	TBD	TBD	% completion	100% completion
	Implement non-hockey development initiatives (food/nutrition, stamina)	TBD	TBD	% completion	100% completion
	Establish a move-up process (skills to others, and move-up requests)	TBD	TBD	% completion	100% completion
	Explore skater evaluation process (self-perception and coach)	TBD	TBD	% completion	100% completion
	Establish relationships with local university club teams and/or high school teams (SVSU, Delta, Northwood, Saginaw Spirit)	TBD	TBD	% completion	100% completion
	Implement baseline physical assessments	TBD	TBD	% completion	100% completion
	Hire a director of player development	TBD	TBD	% completion	100% completion
	Establish Outdoor practice opportunities	TBD	TBD	% completion	100% completion

		Establish a relationship with other skating clubs (figure, speed) for skill improvement	TBD	TBD	% completion	100% completion
2	Improve the participation rates for girls	Develop a marketing plan to encourage girls to participate -Promote (at the rink) Hockey girl's successes	Aug-19	Publicity Director/Chris Haney	% completion	100% completion
		Provide financial incentives for girls to play (scholarships etc.)	TBD	TBD	% completion	100% completion
		Improve coaching for girls	TBD	TBD	% completion	100% completion
		Improve dressing areas for girls	TBD	TBD	% completion	100% completion
		Develop a program working with other area hockey organizations to provide girls the best hockey experience (Great Lakes Bay Team)	TBD	TBD	% completion	100% completion
		Provide girls' specific skill sessions	TBD	TBD	% completion	100% completion
3	Expand opportunities for coach's development	Communicate a consolidated coaching curriculum for each age level	Aug-19	Coaching Director	% completion	100% completion
		Implement training opportunities and procedures to enhance consistency of coaching across the league	Aug-19	Coaching Director	% completion	100% completion
		Provide position specific coaching opportunities (e.g. goalie)	TBD	Coaching Director	% completion	100% completion
		Recruit more female coaches	TBD	Coaching Director	% completion	100% completion
		Provide a coaching for coaches' session (generic and skill specific) (Who? HS coaches, former HS coach, NW coach)	TBD	Coaching Director	% completion	100% completion
		Identify skill level of all coaches (beginning to expert) early on	TBD	Coaching Director	% completion	100% completion
4	Balance house/travel leagues	Identify/communicate financial commitment differences	Aug-19	Travel Director	% completion	100% completion
		Combine ½ ice practices with both Travel and House teams	Aug-19	Travel Director	% completion	100% completion
		Select tournament teams (not just travel)	TBD	TBD	% completion	100% completion
		Invite house player to be a guest on the travel team practices	TBD	TBD	% completion	100% completion

		Define skills travel teams are looking for	TBD	TBD	% completion	100% completion
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Pillar 2: Highly Efficient and Effective Operations

Goals/Objectives	Tasks/Activities	Timeline	Champion/Leader	Measure	Target	
1	Implement initiatives to improve operational efficiencies of the league	Review concessions as a revenue stream (product inventory, volunteer/paid staff, pricing, etc.) Increase profitability or transfer back to city	Mar-19	President/Board	% completion	100 % completion
		Improve the cost structure of the city contracts – Ice rental, sponsorship “contract”, Zamboni drivers, non-ice space rentals, concessions rental	Aug-19	President	% completion	100 % completion
		Identify financial roles and responsibilities (e.g. team manager, MAHL, etc.)	Jun-19	Treasurer/Team Finance Committee	% completion	100 % completion
		Address facility issues and optimize space (locker rooms, restrooms, etc.)	TBD	TBD	% completion	100 % completion
		Improve the use of the MCA – dryland area, storage space, meeting space	TBD	TBD	% completion	100 % completion
		Simplify the registration forms process (less paper, more electronic)	TBD	TBD	% completion	100 % completion
		Define and communicate roles and responsibilities	TBD	TBD	% completion	100 % completion
		Improve operational communication (e.g. the right person / place or FAQ)	TBD	TBD	% completion	100 % completion
		Determine opportunities to further leverage purchasing power	TBD	TBD	% completion	100 % completion
		Simplify the submission process for MAHL request processes	TBD	TBD	% completion	100 % completion
		Implement IT improvements (phone, computer programs)	TBD	TBD	% completion	100 % completion
2	Identify and prioritize opportunities to improve the <i>ease of doing business</i> with MAHL and increase member/player/coach satisfaction	Hire and train an effective Office Manager with posted hours of operation and ability to return emails/calls promptly	Aug-19	President	% completion	100 % completion
		Improve processes for accepting payment: -Clear process for additional payments outside of registration -Communicate payment/billing expectations -More consistent and timely invoicing for additional costs	Aug-19	Office Manager	% completion	100 % completion
		Improve scheduling processes for stakeholders by communicating more timely and consistent schedules	Aug-19	Office Manager	% completion	100 % completion
		Explore and improve Volunteer processes -identify gaps (what is needed) -best system (e.g. credits) -should we continue?	Aug-19	Secretary	% completion	100 % completion

		Clarify and communicate Team roles (Travel Team Managers, House Team Managers, Coaches)	Aug-19	House and Travel Directors	% completion	100 % completion
		Improve registration process for players/coaches/volunteers: -clear communication of the registration process and steps -simplify the registration flow/steps -clear confirmation of registration	Aug-19	Office Manager	% completion	100 % completion
		Implement initiatives to make it easier/less burdensome to be a coach (manager meeting(s)/training)	TBD	Board/Coaching Director	% completion	100 % completion
3	Develop and implement a financial infrastructure to manage/monitor financial operations and increase transparency and communication	Clean up the financial accounting processes (QuickBooks)	July-19	Office Manager	% completion	100 % completion
		Establish consistent financial accounting practices – SportsEngine / QuickBooks integration	July-19	Office Manager/Treasurer	% completion	100 % completion
		Establish / improve Collections process – including communication to all parties including other hockey leagues	TBD	TBD	% completion	100 % completion
4	Create a well-coordinated fund development strategy	Define the cost to run MAHL – hockey operations (overhead included)	Jul-19	Treasurer	% completion	100 % completion
		Create and execute a fundraising plan in association with operational costs - Review and maximize fundraising initiatives (could cover individual cost, team cost, and/or League cost) - Plan league wide fundraising opportunities	Dec-19	Booster President	% completion	100% completion
		Identify future fundable opportunities (Dryland gym, Power Skate, Director of player development)	Dec-19	Vice President/Grant Coordinator	% completion	100 % completion
5	Improve board governance and operations	Consider extending and staggering board terms (longer than 1 year)	Apr-19	President	% completion	100 % completion
		Establish a director of grants position on the board	Apr-19	President	% completion	100 % completion
		Create a process to modify and manage documentation (e.g. bylaws, processes, etc.)	Apr-19	President	% completion	100 % completion
		Review other hockey organizations (USA Hockey, MAHA) R&R list	Apr-20	President	% completion	100 % completion
		Define role of Boosters as it relates to fund development	Apr-20	President	% completion	100 % completion
		Develop board succession plans (e.g. President, Office Manager)	TBD	TBD	% completion	100 % completion

Pillar 3: Strong Internal and External Communications

Goals/Objectives		Tasks/Activities	Timeline	Champion/Leader	Measure	Target
1	Clarify the value proposition for MAHL	Develop a communication strategy to clarify our value proposition -Benchmark league costs and offering with other area leagues (vs what you get at Midland) - Understand dissatisfaction with league costs	Aug-19	House Director	% completion	100% completion
2	Develop a clear and concise brand for MAHL	Explore NorthStars brand changes - consistent branding colors for MAHL (jerseys) – Full revamp of our player gear (reinvent the MAHL player gear (jerseys, socks, etc.)	Apr-19	Equipment Director	% completion	100% completion
		Roll out a new brand for our 50 th anniversary.	Jul-19	Equipment and Publicity directors	% completion	100% completion
		Explore feasibility of a single large sponsor (Meijer, Feeny, Dow.....)	TBD	TBD	% completion	100% completion
		Brand the key elements of the mission: personal growth, sportsmanship, and skill development in a safe and positive environment – is this another communication plan? How do you brand these things? – what does USA hockey have to help this cause?	TBD	Office Manager	% completion	100% completion
		Execute a communication plan for our brand / brand promise	TBD	TBD	% completion	100% completion
		Address issues that are inconsistent with personal growth, sportsmanship, skill development, safety, positive environment (need clarification of what this is)	TBD	TBD	% completion	100% completion
3	Create a plan to market the league	Create and execute an overall communication plan -Implement a monthly communication calendar	Aug-19	Publicity Director/Office Manager	% completion	100% completion
		Develop and implement an Attraction/retention strategy (recruiting videos, YouTube, Facebook, website)	TBD	TBD	% completion	100% completion
4	Create marketing collateral to support fund development and sponsorship initiatives	Target specific sponsors (Feeny, Meijer, Dow, etc.) and implement sponsor packages with different levels of sponsorships	Aug-19	Vice President/Treasurer	% completion	100% completion