



Eastern Rockies Rugby Referee Society
Strategic Plan 2014 – 2018

ABOUT THIS DOCUMENT

This 5 year plan provides goals for the society to maintain and grow its capacity as a High Performance referee society. Based on the USA Rugby strategic plan, these goals are separated into Leadership, Development, Performance, Marketing and Communications, and Revenue Generation. To align with the USA Rugby strategic plan that ends in 2015, these goals have been separated into mid-term (end of 2015) and long-term (end of 2018) goals.

These strategic goals were formulated by first conducting a SWOT (Strength, Weaknesses, Opportunities, Threats) analysis of the society as it stands entering the 2014 spring season. Three potential scenarios were then considered to develop goals: Business as Usual (slow to no growth at all levels), Olympic Explosion (high growth of sevens), and Youth Explosion (continued high growth of youth). Goals were then evaluated and agreed upon by members of the committee:

- Mike Blois – a senior referee coach and educator
- Steve Gore – a mid-level referee
- Kasia Wegrzyn – a new referee
- Justin Tafoya – the youth rugby referee coordinator

USE OF THIS DOCUMENT

Once ratified, the Chairman of the society will assign each goal to a specific role or committee that will be responsible for developing a plan to achieve the goal and reporting on the progress of the goal. Each year, the Chairman will report on progress towards achieving the strategic goals during the Annual General Meeting. Additionally, the Chairman will review and update the strategic plan as necessary.

SWOT ANALYSIS

Strengths

- Enough members to cover current Club, College and High School matches
- Relatively even distribution of senior, mid-level, and junior referees
- 5 National Panel referees
- Membership includes coaches, performance reviewers, educators
- Opportunities for national and international exchanges
- High level of rugby at Infinity Park
- Regular training courses.
- Recognized by USA Rugby as one of the strongest societies in the US
- Finances to cover stipend, exchanges, kit, Aspen

Weaknesses

- Disrespectful behavior amongst members of the society
- Unstructured and unfocused discussions at meetings
- Old guard vs new guard mentality
- Large (and possibly expanding) geographic area to cover
- Relationship with Rugby Colorado and TRY (also an opportunity)
- Low retention rate from Level 1 Courses (improving)
- Inconsistent coaching / mentoring / performance reviewing (improving)

Opportunities

- Large number of newer (less than 5 years), motivated members
- Large number of TRY / Rugby players, parents, coaches, referees
- Increasing interest in rugby as a result of Olympics
- USA National Office in Boulder, CO
- Improving management of coaching / mentoring / performance reviewing
- Improving retention rate from Level 1 courses
- Technology to make meetings available to people outside of Denver

Threats

- Limited number of current referees with high level (B) potential
- Consolidated and centralized leadership by a few members
- Loss of standing as a High Performance society due to few younger members
- Increasing popularity from the Olympics bringing more people to the sport and requiring additional referees providing better service
- People with the temperament for officiating can earn more in other sports



STRATEGIC GOALS

These goals are based on the areas identified in the USA Rugby strategic plan ([http://usarugby.org/documentation/USA Rugby Strategic Plan 2013-2015.pdf](http://usarugby.org/documentation/USA_Rugby_Strategic_Plan_2013-2015.pdf)) and separated into mid-term (end of 2015) and long-term (end of 2018) goals. Mid-term goals continue to apply after 2015, unless a long-term goal sets an increased objective.

LEADERSHIP

End of 2015

- 100% of active referees sign the Code of conduct for how referees act at meetings, matches, etc
- 100% of meetings have an agenda published 24 hours before and minutes distributed 48 hours after
- Coordinator for each league we serve
- All elected positions (president, match secretary, treasurer) are supported by active committees / vice chairs. As an example, the treasurer would have a backup and someone to help with fundraising

End of 2018

- Official positions for 15 members of the society
- Have an active sponsor in place



DEVELOPMENT

End of 2015

- Increase number of active referees, coaches, evaluators and educators by 8% annually
- 3 active female members
- 2 active referees from the TRY junior referee program
- L1 offered twice a year
- L2 offered once every two years
- Intro to Refereeing course offered twice a year
- Every TRY Jamboree has an assigned society member for mentoring and referee identification
- Every active referee receives a written coaching report once per season
- Every new referee receives a written coaching report twice per season
- 35% of active referees will have an assigned mentor
- 50% of active referees have a match filmed per year
- Achieve a player to referee ratio of 40:1 (Club, College and High School)

End of 2018

- 5 active female referees
- 8 active referees from the TRY junior referee program
- L2 offered once a year
- Sevens L1 offered once a year
- CMO1 offered every two years
- Every active referee receives a written coaching report twice per season
- Every new referee receives a written coaching report three times per season
- 50% of active referees will have as assigned mentor
- 25% of members have the opportunity to go on exchange every year
- Achieve a player to referee ratio of 30:1 (Club, College and High School)



PERFORMANCE

End of 2015

- 100% of league matches at all levels refereed by a team of three
- 100% of referees identified for promotion receive an evaluation once per season
- 50% of available members will have an assignment each week
- 50% of active referees take a fitness test twice a season
- Services of our members chosen by a non-Colorado competitive body (Varsity Cup, PRP in CA, etc) once per year
- 90% satisfaction on customer survey
- Seasonal coaches and evaluators meeting to establish consistency
- Performance action plans in place to address members that are not meeting standards on or off the field

End of 2018

- 80% of available members will have an assignment each week
- 80% of active referees take a fitness test twice a season
- 100% of referees have a development plan including skills and fitness
- 3 new national referees
- 1 referee participating in 2019 RWC



MARKETING AND COMMUNICATIONS

End of 2015

- Annual survey of customers (ERRFU teams, Rugby Colorado teams, tournaments)
- Quarterly newsletter to members and customers
- Captains and Coaches meeting held before every season
- Law clinics for 8 clubs each season
- Central location for all referees to review meeting minutes, strategic documents, elected position descriptions, grading and evaluation criteria, etc
- Annual report on progress towards the goals included in this plan

REVENUE GENERATION

End of 2015

- Identify sponsorships opportunities (jerseys, flags, newsletter, banners / boards)
- \$1000 of sponsorship annually

End of 2018

- Identify other revenue opportunities (for-profit services, additional services, camps)
- \$5000 of sponsorship annually