



USA SURFING

2019-2024 STRATEGIC PLAN

MISSION

Support and grow the sport of surfing, empower future generations of champions, and advance the positive image of the surfing lifestyle in the United States.

CORE VALUES

Inclusiveness. Create and maintain an environment of respect, fairness, caring and equality. Embrace the value of diverse backgrounds, experiences and perspectives.

Gratitude and Service. Create a sense of gratitude, service and community among our members such that all feel a sense of commitment to serve, protect the environment, and give back to the next generation of surfers.

Athlete First. Ensure the health and well-being of the athlete is the primary driver of our decisions and programming ensuring all have the opportunity to be successful in and outside of competition.

Communication. Foster strong, positive relationships through clear, transparent exchange of information and promoting common goals and values. Encourage ourselves, members and partners to communicate honestly and candidly.

Excellence. We strive to do our personal best every day and exhibit the highest standards of good sportsmanship and respect.

2028 SUCCESS VISION

USA Surfing success by 2028 is envisioned as follows, and serves as a guide for setting the future direction of the organization for the next Quad.

Athletes Amaze

- Team USA defends its 3rd world champion title with gold in both men's and women's Olympic events
- Similarly, Team USA defends its 2nd world champion title with gold in men's and women's Paralympic events

Surfing is Exciting & Everywhere

- Via wave pool expansion, USA Surfing able to offer programming across the entire United States, including opportunities for novice and underserved communities through competitive and elite surfers
- New, creative formats and specialty events (e.g., air shows, aerial surfing, etc.) attract sport participation and popularity

Recipe for Success

- Fostering a culture of gratitude and service – athletes say thank you to USA Surfing, help younger athletes and honor the legacy of surfing
- High Performance Center(s) are established- with Hawaii and California collaborating along with major donor and state government support
- Academy-style learning program supports educational as well as competitive needs of school-aged surfers
- Surfing is an NCAA sport with scholarship opportunities
- Domestic tour helps to retain and develop competitive surfers

Booming Business

- Sponsors clamor to support USA Surfing
- 5-10 USAS staff members, including a dedicated media department
- 50K members
- WSL collaboration is high and ISA is a strong and effective international governing body of the sport
- Athletes perceive Olympics as the pinnacle achievement

STRATEGIC PLAN OVERVIEW

To successfully advance its mission and vision, USA Surfing will focus its time, energy and effort in the following key areas:

- **ATHLETE SUPPORT.** Lead the surfing community in the holistic development of athletes with an emphasis on health, safety and the performance pipeline.
- **BRAND & REVENUE STRENGTH.** Enhance recognition and positive perception of the USA Surfing brand and create expanded opportunities for financial support.
- **SPORT & MEMBERSHIP GROWTH.** Grow and retain members and fans with targeted opportunities for training and experiencing the sport and USA Surfing.
- **STRATEGIC PARTNERSHIPS.** Unify the sport by strengthening relationships and building partnerships with international and domestic organizations.

Quad Strategies

ATHLETE SUPPORT

Lead the surfing community in the holistic development of athletes with an emphasis on health, education, safety and the performance pipeline.

Strategies:

- 1) **Athlete Safety and Well-being.** Foster healthy and safe environments and successful competitive career transition.
 - a) **Athlete Abuse and Misconduct.** Communicate and educate athletes, coaches, parents and the broader surfing community on standards and expectations and how to recognize, respond and prevent abuse or misconduct.
 - b) **Physical and Water Safety.** Identify and disseminate best practices and resources that promote athlete physical safety.
 - c) **Athlete Transition.** Establish and support a plan for athletes who are transitioning from competition to careers and education.
- 2) **Athlete Training Resources.** Expand evidence-based resources for athletes to support training and competition ambitions. (physical, mental, nutrition, analytics, etc.)
- 3) **Talent Development and Performance Programs.** Support the growth of junior competitors to elite athletes.
 - a) **Establish a Domestic Tour.** Establish a domestic tour for emerging athletes to more easily transition from the junior national team to international competition
 - b) **High Performance Training Center.** Establish a premier surfing training, education and operational headquarters facility to enhance and expand the athlete pipeline, high-performance capabilities and sport leadership and operations.

Target Outcomes

By 2024:

- USA Surfing members perceive the organization as a leader in athlete well-being and safety and this effort is seen as a benefit by the membership, esp. parents
- Work with the USOC to develop a suite of athlete training resources
- Athletes are participating in USOC Athlete Career & Education (ACE) programs
- Launch Domestic Tour
- Boarding School open and enrollment reaches 100+
- Identify potential partner for the High Performance Training Center and establish a capital campaign to help with funding the Center

BRAND & REVENUE STRENGTH

Enhance recognition and positive perception of the USA Surfing brand and create expanded opportunities for financial support.

Strategies:

- A. Brand Identity & Value Messaging.** Articulate a clear, distinct and compelling brand for USA Surfing, leveraging the connection to the Olympics and Paralympics and the organization’s strengths in youth development and event organization and management.
- B. Content Creation & Storytelling.** Spotlight athletes and their experiences to raise awareness of the sport, reinforce the brand story, and inspire engagement and financial support. Involve athletes as “brand ambassadors” to encourage personal and emotional connections across all levels of participation, from beginner to professional.
- C. Fundraising.** As the value proposition for association with USA Surfing grows, connect interested parties with opportunities to contribute support for athlete needs and programmatic priorities.
- D. Sponsorship Marketing.** Grow marketing-related revenue to include non-endemic sponsorships. Help sponsors enhance their brand through association with USA Surfing. Maximize the relationship with Toyota.
- E. Event Sanctioning.** Design and deliver an insurance and event sanctioning offering that provides value to organizers while creating an alternate revenue stream for USA Surfing.

Target Outcomes

By 2024:

- Measurement of brand recognizability and positive perception is very high
- Total revenue exceeds \$5M per year
- Fundraising revenue exceeds \$500K per year
- Sponsor revenue exceeds \$3M per year

SPORT & MEMBERSHIP GROWTH

Grow and retain members and fans with increased and targeted opportunities for experiencing the sport and USA Surfing.

Strategies:

A. Membership Structure. Evaluate alternative membership structures and initiate adjustments to increase individual affiliation and/or communication with USA Surfing. Improve relationship and revenue model with organizational members.

B. Value Proposition. Assess constituent needs and expectations. Incorporate learnings into the membership offering (benefits and pricing) to attract new members and enrich the experience for existing members.

C. Member Resources. Develop a national, comprehensive education and certification programming to improve introductory knowledge and promote sport involvement and competitive achievement.

Key Focus Areas:

- a. Instructors
- b. Coaches
- c. Judges
- d. Participants/Athletes
- e. Parents

D. Alternative Formats/Venues. Leverage existing surfing infrastructure and new wave system facilities nationwide to develop alternative programming and new event formats that promote diversified athlete participation and fan/member engagement.

Target Outcomes

By 2024:

- 20K members
- “Learn to Surf” programs certified by USA Surfing established in at least 25 states
- Coach and Judge certification attendance/graduation exceeds 100 and program receives high satisfaction marks from participants
- Introductory education for parents and athletes has been created and established as premier in the industry
- Diversity target set and achieved

STRATEGIC PARTNERSHIPS

Unify the sport by strengthening relationships and building partnerships with international and domestic organizations.

Strategies:

- A. World Surfing League (WSL).** Create a collaboration that benefits both professional and developmental surfers. Explore ways to partner with the WSL to foster growth and encourage participation in the sport.
- B. International Surfing Association (ISA).** Exercise strategic influence with the ISA for future Olympic cycles.
 - a) Olympic Team Selection.** Jointly develop selection procedures that align with the Olympic Charter, enhance reputation and value of the ISA and national federations, and provide a fair right-to-compete process for athletes.
 - b) Judging.** Collaborate on an improved qualifying system designed to increase the number and quality of elite international judges. Adapt USA Surfing process to train and certify judges to meet the criteria.
- C. State of California and LA28.** Capitalize on the establishment of surfing as the “Official Sport of California”, identifying promotional opportunities as part of “Road to LA” activities.
- D. Community Organizations.** Partner with community organizations to create programs aimed at introducing surfing to under-represented and under-served populations.
- E. Other Sport Organizations.** Evaluate creative, age-appropriate youth developmental opportunities that introduce Olympic and Paralympic sport generally and surfing specifically, e.g., partnership with USA Swimming’s learn-to-swim programs.

Target Outcomes

By 2024:

- WSL is an engaged and supportive partner
- ISA is viewed by national federations as an effective governing body of the sport
- USA Surfing certified judges represent at least 10% of all ISA-qualified judges.
- Surfing is officially declared the “Sport of California”
- Establish 3 community programs that are aimed at under-represented communities.
- Youth participation in surfing increases by 20%

APPENDIX

SWOT ANALYSIS – TOP LINE SUMMARY

STRENGTHS

- Quality of events
 - Judging
 - Dedicated/passionate people
 - Great locations
 - Management
- Amateur/youth programs
- Leadership (board and staff)

WEAKNESSES

- IF alignment (qualification ownership)
- Finances
- Messaging
 - Lack of communication to constituency
 - Pathway to Olympics
 - Parent's knowledge center
- Staffing (only Greg in office)
- Sponsorships (lack of industry sponsors)

OPPORTUNITIES

- Build the "USA Surfing" brand
 - Work with the WSL
 - Kids learn from USAS certified coaches
- Strengthen the relationship with the ISA
- Youth development
 - USA Surfing is the main pipeline for future WSL competition
- Technology
 - Be ahead of WSL
 - Equipment
 - Wave pools
 - Audience engagement and education

THREATS

- WSL unwillingness to share power and control
- Wave pool technology (WSL lobbying to use their technology)
- Funding (USAS staffing)
- Communication with athletes before Tokyo
 - Lack of consistent athlete communication
 - Rule 40

WORKING GROUP PARTICIPANTS

Greg Cruse – USAS Chief Executive Officer
Andrea Swayne – USAS Board President
Randy Brecher – USAS Board Treasurer
Kevin Schulz – USAS Board Member – Athlete Representative
Christiaan Bailey – USAS Board Member – Adaptive Athlete Representative
Kevyn Dean – USAS Board Member – Medical Director
Chad Faulkner – USAS Board Member
John Ruger – Consultant
Jordy Collins – Athlete
Chris Stone – Head Coach
Brett Simpson – Jr. Head Coach
Brandon Phillips – Assistant Coach
Colin McPhillips – Longboard Coach

FACILITATORS

Denise Parker – Vice President, NGB Services, USOC
Avery Wilson – Strategy & Business Consulting, USOC
Jace Coston – Strategy & Business Consulting, USOC
Davis Tutt – NGB Services, USOC