



United States Bowling Congress

# STRATEGIC PLAN

WHO WE ARE

## OUR VISION

Our vision is to continue to be the leading authority to the sport, servicing the needs of bowling.

## OUR MISSION

The USBC is the National Governing Body for Bowling. Our mission is to provide services, resources and the standards for the sport.

PROMISE

Our promise is to celebrate the past, be mindful of the present and ensure bowling's future through thoughtful research, planning and delivery.

STRATEGIC PRIORITIES

- Athlete Development
- Championship Tournaments
- Diversification of Revenue Streams
- Education & Training for Associations
- Equipment Certification & Specifications
- Marketing
- Membership Value
- Research & Analysis
- Technology & Data Systems
- Youth Program Development

A **Future** FOR  
THE **Sport**®



# USBC Association Development

The Association Development team works strategically with many departments within USBC to obtain the knowledge and information to assist associations with their operations. As a support team, we provide the answers our volunteer network needs to ensure policies are followed and services are provided to members. As an education team, we motivate, educate and share best practices based on USBC business needs.

Providing education and service to all USBC associations is the key focus of the Association Development team, which is accomplished utilizing a variety of strategies and tactics. As of August 1, 2018, USBC will have approximately 1,600 local associations and 49 state associations servicing all bowlers.

The Association Development team focuses on education and communication to associations and bowling centers. The team is responsible for the following communication pieces to associations and centers throughout the year:

- Regional Manager Travel
  - State meeting presentations
  - Local association consultations
  - Meetings with bowling center managers
  - Association education through Association Leadership Academies
- Composing and publishing the weekly eNews newsletter
- Bi-monthly association conference calls by Regional Managers
- Oversee Association Leaders Facebook group
- Support to associations regarding non-profit, tax exemption
- Counsel association disputes
- Process requested center transfers
- Communicate to associations late in processing memberships
- Oversight of the center certification process

## TEAM TRAVEL

The majority of the team’s travel is focused toward educating associations through state meetings and jamborees so associations can present information and education to larger audiences. Each year the education is derived from the most relevant and important seminars/workshops delivered at the USBC Convention and Annual Meeting. Each Regional Manager has a target of working in the field with associations and centers 10 days per month.

## CONTACT USBC ASSOCIATION DEVELOPMENT

Email: [associationservices@bowl.com](mailto:associationservices@bowl.com)

Phone: 800-514-BOWL (2695)

## REGIONAL MANAGERS

<b>Western Region</b>	David Prange	817-385-8327   <a href="mailto:david.prange@bowl.com">david.prange@bowl.com</a>
<b>Southern Region</b>	David Fields	817-385-8249   <a href="mailto:david.fields@bowl.com">david.fields@bowl.com</a>
<b>Midwest Region</b>	Roger Petrin	817-385-8253   <a href="mailto:roger.petrin@bowl.com">roger.petrin@bowl.com</a>
<b>Northeast Region</b>	John McCarthy	800-514-2695   <a href="mailto:joh.mccarthy@bowl.com">joh.mccarthy@bowl.com</a>

**CENTER CERTIFICATION** is also administrated by USBC Association Development.

Center Certification Coordinator: Samuel Guy | 817-385-8385 | [certifications@bowl.com](mailto:certifications@bowl.com)





## USBC Coaching

The USBC Coaching Certification and Development Department's primary focus is to provide coaches of all levels with the materials necessary to give them the best opportunities for coaching.

We are the only coaching program for bowling recognized by the United States Olympic Committee (USOC) and we're continuously working to build a stronger relationship with proprietors, pro shop operators, industry partners and bowlers.

### **LEVEL I PROGRAM**

USBC Coaching's Level I online program covers safety and fundamentals that apply to everyone who bowls.

### **BRONZE PROGRAM**

USBC Coaching's Bronze program is an intermediate level of training designed to increase coaching skills and professionalism. This certification is recommended for high school coaches.

### **SILVER PROGRAM**

USBC Coaching's Silver program is designed to increase coaching skills and professionalism by focusing on advanced techniques and training. This course is recommended for collegiate coaches.

### **GOLD PROGRAM**

USBC Coaching's Gold program is the highest level of certification a bowling coach can achieve. It involves a working knowledge of many of bowling's disciplines and standards. The process is similar to obtaining a PhD in a field of study.

Information about the Registered Volunteer Program, Camps and Clinics, Tips for Bowlers and more can be found at [BOWL.com](http://BOWL.com).

### **CONTACT**

Email: [coaching@bowl.com](mailto:coaching@bowl.com)



# USBC Equipment Specifications

The USBC Equipment Specifications and Certifications Team consists of research engineers and research technicians who test bowling balls, pins, lane surfaces and oils to make sure those four factors of the sport meet the standards set by USBC before they can be used in USBC-certified leagues or tournaments.

A significant amount of resources and behind-the-scenes effort are invested by the Equipment Specifications and Certifications Team to make sure that no matter what center you're bowling in across the country or around the world, your bowling experience is as fair as it is enjoyable. When you're bowling well, you're enjoying the sport more.

Besides conducting bowling research using specialized equipment and analyzing large databases of bowling data, the team is comprised of individuals who have the knowledge and abilities to conceive, design, and build the specialized research equipment for the sport. This includes ensuring the test results are repeatable and reproducible from one test to another.

## ABOUT US

The Equipment Specifications and Certifications Team is led by USBC Senior Director of Specifications and Certifications Danny Speranza. The team consists of professional staff members who have many years of combined experience in the industry and many of them are highly competitive bowlers.

The team has an inside understanding of bowling and have numerous achievements on the lanes, as well as various levels of USBC Coaching certification. Through a combination of practical experience and technical knowledge, they join to explore the science of bowling!

**Explore our extensive resources on [BOWL.com](http://BOWL.com).**

## CONTACT USBC EQUIPMENT SPECIFICATIONS AND CERTIFICATIONS

Email: [specifications@bowl.com](mailto:specifications@bowl.com)



# USBC Membership Department

The Membership Services Team is dedicated to customer service for bowling. It provides high-quality service to the membership operation and awards components of USBC's business. The team conducts day-to-day membership and association service tasks, which includes handling a large majority of the incoming calls and email communications to USBC.

The department serves a dual role as it handles a significant number of administrative tasks to satisfy operational components, and, in many cases, is the first point of contact for providing information to USBC members.

Communicating with various departments within USBC helps keep the team informed so they can work with the customers to provide efficient service. Some numbers worth noting:

37,000 incoming phone calls annually

50,000 incoming emails annually

Over 90,000 touch-points annually

The Membership Services Team is responsible for daily operation and support to membership and award components of the organization.

This team is responsible for all lead-up elements that must be established before a membership can be purchased by a member. Preparing for each season starts months in advance, as the membership and award components must be in place for the Aug. 1 launch of each season. The team, in conjunction with associations, supports nearly all the daily supply chain components of USBC membership.

### **Yearly business operations completed by the department:**

Summer supply ordering and coordination with IT and warehouse

Member applications

League applications

Nationwide membership fulfillments

Hall of Fame membership fulfillments

Association banking information updates

Updates to BOWL.com/Awards

Year-end liaison with IT and other departments to ensure preparation for the next season

Team High Score awards processing and award fulfillment

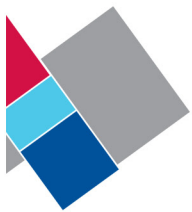
Anything else you can think of as a service to members

### **CONTACT USBC MEMBERSHIP**

Email: [bowlinfo@bowl.com](mailto:bowlinfo@bowl.com)

Phone: 800-514-BOWL (2695) ext. 8953





## USBC Rules and Compliance Team

As the sport's National Governing Body, the USBC Rules team maintains bowling's integrity by consistently interpreting and enforcing the playing rules for USBC league and tournament competition.

By helping bowlers, association leaders, tournament managers, league officers, and others understand the rules of the sport, USBC ensures play is fair so we can enjoy it more. Those efforts also allow USBC leagues and tournaments to run more smoothly.

While the USBC Playing Rules is perhaps the most visible and main overall responsibility of the USBC Rules team, the group does much more. The USBC Rules department provides online tools such as the League Operations Handbook and the new league and tournament sections to guide officials through the duties and responsibilities to keep USBC league and tournaments running more efficiently and in accordance with USBC Rules.

Our expert counselors work behind-the-scenes for you, answering thousands of emails, other written requests and phone calls each year relating to rules interpretation and direction, rules infractions, approved competition formats, eligibility requirements, tournament prize distribution, online tournament certification, specific rules for USBC Youth, High School and Collegiate bowling programs, and eligibility questions.

Remember, the USBC rules and regulations are here for you to enjoy the sport and know that it is being played fairly around the world.

The Rules and Compliance department consists of six full-time employees who have more than 100 years of experience in interpreting and enforcing the rules of the sport. The team provides the following services to associations, leagues, tournaments and USBC members:

- **Rules Counseling** – Providing guidance with any rules situation, from answering general rules questions to deciding appeals of league and tournament decisions
- **Tournament Certification** – Providing an online portal to allow managers the ability to certify their tournament 24 hours a day, seven days a week through our tournament certification program housed on BOWL.com
- **Judicial Oversight** – Making final decisions involving interpretation, application and/or enforcement of USBC Bylaws and USBC Playing Rules. We also hold members accountable by suspending membership of those who violate the rules
- **Bonding** – Maintaining a policy of bonding, burglary and holdup insurance for all officers of certified leagues and chartered associations. The policy covers misuse of funds, the taking of funds by violence or threat of violence, and funds taken through the forcible entry into the premises or locked receptacle where funds are kept
- **Education** – From monthly league officer's emails to online resources for league and tournament information, educated members of the rules provide for a fun bowling experience
- **Registered Volunteer Program** – Helping those who are required to become a Registered Volunteer through the process and answering any questions about the program

### CONTACT USBC RULES

The team is available Monday through Friday, from 8 a.m. to 5 p.m. (Central).

Email: [Rules@bowl.com](mailto:Rules@bowl.com) or [RVP@bowl.com](mailto:RVP@bowl.com)

Phone: 800-514-2695 | Fax: 817-385-8260

Mail: 621 Six Flags Drive, Arlington, TX 76011



# USBC Marketing

The USBC Marketing Department is committed to aligning strategies and processes to ensure USBC is managing essential business functions in a unified and well-planned manner.

This includes management of communications and marketing mediums, project intake processes, technology platforms, and analytics and reporting to essentially create a strong and centered community, supporting our most essential business goals and branding needs.

## PHILOSOPHICAL PRINCIPLES

**Strategic:** Course-correction during and not after, recurring business problem solutions, efficiency-focused

**Agile:** Able to seamlessly adapt in anticipation of changes in business needs, customer behavior, and organizational direction

**Integrative:** Shared vision, successful collaboration and alignment with all stakeholders

**Efficient:** Process documentation and strategic planning, cross-functional support, process management

**Analytical:** Data-driven decision making, alignment of metrics, leverage business intelligence and segmentation data, and mandatory metrics review

**Scientific:** Ideate, develop tactical plans, experiment and test, measure results, and modify as needed

## DEPARTMENTAL STRUCTURE

With emphases on cross-vertical collaboration and clearly-defined business needs and goals, a Functional Organization Structure is being utilized, which is defined as structure where business tasks are organized around areas of expertise and specialization. We accomplish this with four verticals:

- Brand Marketing
- Partnership Marketing
- Creative Design
- Communications
- Digital Media
- Recruitment
- Project Management

## CONTACT USBC MARKETING

Email: [marketing@bowl.com](mailto:marketing@bowl.com)



## USBC Information Technology

The philosophy of USBC Information Technology is to provide the highest quality of professional technical service. Many users of our applications are volunteers and members, so it is critical our systems are reliable and available at all times.

USBC constantly seeks to improve its systems to ensure peak performance and to take advantage of developing technologies that offer more efficient and cost-effective approaches to the organization's technology needs.

Because we maintain a small staff base, our team must display a variety of skills – both technical and people skills. They must be good problem-solvers who also are able to communicate with users in a friendly and supportive manner. They must ensure project deliverables are on time and work as expected.

The day-to-day operation of USBC, from headquarters through to the smallest local association, would be quite difficult without the USBC IT team.

Local and state associations are driven by data – think bowlers' records – and the ability to properly process all information falls to the IT team. Managing a database that has millions of bowlers, and ensuring local associations have the tools to keep this information up to date, is one of the significant everyday tasks.

The team also is responsible for the tournament registration and management for the USBC Open and Women's Championships, assisting SMART, and many more areas that deal with data and technology.

Think about how your local association, especially as an association manager or league secretary, interacts with USBC Headquarters. Your first thought probably would be WinLABS, a software program developed and maintained by USBC, to set up leagues, and to process memberships and averages.

IT recently completed a new and improved version of WinLABS and currently is in the process of rolling out the software – WinLABS 12 – to every merged association in the nation. That means working with 1,246 associations to ensure they will have the right tools to operate their association.

Next, how often do you go to BOWL.com to check a member's record? If you have used the Find A Member application, you are not alone.

During the 2018 calendar year, the BOWL.com website had over 23.2 million pageviews and just over 1 million of those pageviews, 8.6%, were for the Find A Member page. The most popular page, the BOWL.com Home page, brought in 3.9 million pageviews, and 16.8% of the site traffic. More than 900 thousand consumers utilized the League Standings Sheet page, where leagues can upload their standings and league bowlers can view the pages.

That is just a sampling of the USBC Information Technology team, whose mission is to provide efficient and effective use of technical resources to support USBC's business goals and ensure the future of the sport.





# IBC Youth Development

IBC Youth Development is a joint effort by the Bowling Proprietors' Association of America and USBC to move our game, sport and activity forward.

**Vision:** For all children to experience the fun of organized bowling.

**Mission:** Cultivate opportunities to grow youth bowling through services, developmental programs and competitions.

## CORE VALUES

- **Service**
- **Integrity**
- **Education**
- **Teamwork**
- **Collaboration**
- **Leadership**

**Service** bowling with **Integrity** in all areas through **Education, Teamwork** and **Collaboration** with our partners. Above all, demonstrate and foster **Leadership** within the organization at all levels.

## STRATEGIC PRIORITIES

- **Membership:** Creating opportunities for fun and friendly competition, sportsmanship, teamwork and leadership development.
- **Tournaments:** Organize youth championships and events that deliver an exceptional experience for all bowlers.
- **Education:** Provide educational tools and resources to motivate and support the bowling community.
- **Scholastic:** Present an avenue for kids to participate in bowling through school-based programs.
- **Marketing:** Create more opportunities for youth bowling by delivering promotional marketing strategies to increase awareness of youth development programs.
- **Innovation:** Leverage advancing technology to improve operational efficiencies.

## #MoreKidsBowling

### CONTACT IBC YOUTH DEVELOPMENT

Email: [contactus@ibcyouth.com](mailto:contactus@ibcyouth.com)

Phone: 817-385-8426



RESOURCE BOOKLET

A **Future** FOR  
THE **Sport**

8



## SMART

The Scholarship Management & Account Reporting for Tenpins (SMART) program provides a centralized location to manage bowling scholarships at no cost to the provider and/or member.

### ONLINE RESOURCES

Go to [Bowl.com/SMART](http://Bowl.com/SMART) for information needed to efficiently manage provider and recipient accounts, including:

- Printable Certificates
- Parent Information
- Frequently asked questions for both providers and recipients
- Opening a new account, adding/removing individuals from the account
- Step by step instructions on various topics
- Policy and procedures manual

### SCHOLARSHIP FUNDS

- Only available after high school graduation
- Can be used at Vocational, Trade, Business and Technical Schools, and Universities and Colleges. These can also be online classes/programs
- Sent directly to the secondary educational institution and may be applied to tuition, textbooks, on-campus housing/meal plans or required supplies/equipment necessary for the successful completion of course study
- \$7 million in scholarships are awarded annually through bowling

### CONTACT SMART

Email: [smart@bowl.com](mailto:smart@bowl.com)