

District of Columbia

**Department of Consumer and Regulatory Affairs
(DCRA)**



Boxing and Wrestling Commission

**Strategic Plan
2018 - 2022**

MISSION, VISION, VALUES

Mission

To ensure the health, safety, and welfare of all combat sports participants in the District of Columbia, through ethical and professional regulation and oversight.

Vision

To transform the District of Columbia into a premier location for combat sports through advocacy for athletes, streamlined processes, partnership with stakeholders, and consistent investment in the combat sports community.

VALUES

PROTECT – The Commission will protect the health, safety, and wellbeing of District combat sports athletes.

PARTNER – The Commission will partner with the community, promoters, gyms, officials, the medical community, and other key stakeholders to strengthen combat sports in the District.

PROMOTE – The Commission will promote the District through well-run events, ethical conduct, and thoughtful, forward-thinking regulation.

BUILDING THE PLAN

This Strategic Plan will outline the focus and priorities of the District of Columbia Boxing and Wrestling Commission (the "Commission") for the next five years. The goal is to furnish the Commission with tools that can be utilized to help execute its mission and vision in an increasingly competitive landscape, create benchmarks for combat sports participants in the District, and implement best practices.

To develop the Strategic Plan, input was gathered from numerous stakeholders including combat sports venues, gym owners, schools, government officials, athletes, promoters, trainers, and other key stakeholders.

The Strategic Plan is a living document that will encourage participation and inspiration.

STRATEGIC GOALS

The Boxing and Wrestling Commission's strategic plan identifies five strategic goals, which support and contribute to the Commission's overall philosophy and vision.

GOAL #1: PROTECT THE HEALTH, WELLNESS, & SAFETY OF COMBAT SPORT ATHLETES – The Commission will foster a safe and healthy environment for regulated, competitive combat sporting events.

GOAL #2: OPERATIONAL EFFICIENCY & EFFECTIVENESS OF THE COMMISSION - Ensure the Commission's structure and procedures work efficiently to ensure its ability to provide effective regulation and oversight

GOAL #3: INCREASE COMMISSION VISIBILITY & ACCESSIBILITY – Proactively communicate the mission, vision and goals of the Commission.

GOAL #4: INCREASE COMMUNITY AND YOUTH PARTICIPATION – Establish frameworks to engage, develop, and support community and youth participation in amateur and professional combat sports

GOAL #5: INCREASE THE NUMBER OF COMBAT SPORTING EVENTS IN THE DISTRICT – Establish processes to increase professional and amateur events in the District.

Strategic Goals	Objectives	
Goal #1: Protect the Health, Wellness, and Safety of Combat Sport Athletes	1.1	Establish a Medical Advisory Committee to investigate and analyze issues related to combat sports athlete health, wellness, and safety
	1.2	Evaluate and update safety standards, procedures, regulations, and requirements with the assistance of the Medical Advisory Committee and at the direction of the Commission
	1.3	Evaluate and optimize training for inspectors, officials, and physicians
	1.4	Eliminate use of performance-enhancing substances in the District by regulated athletes
Goal #2: Operational Efficiency and Effectiveness of the Commission	2.1	Complete integration with new OPLA online credential management platform
	2.2	Conduct business process review and reengineering to improve the Commission’s business processes and identify technical needs and requirements
	2.3	Create process maps, standard operating procedures (SOPs), and job aides to ensure adherence to policies and procedures
	2.4	Evaluate the organizational structure of the Commission and provide recommendations for resource needs
Goal #3: Increase Commission Visibility and Accessibility	3.1	Develop new communications and marketing plans for the Commission
	3.2	Develop educational and informational materials covering topics important to the Commission
	3.3	Redesign and update the Commission’s website
Goal #4: Increase Youth and Amateur Participation	4.1	Analyze current combat sport related gyms or organizations currently providing youth and amateur programs
	4.2	Develop youth and amateur combat sport athlete development plan
	4.3	Partner with the Department of Parks and Recreation (DPR) to expand the Boxing Program

Strategic Goals	Objectives	
Goal #5: Increase the Number of Combat Sporting Events in the District	5.1	Conduct economic impact study to evaluate the benefits of increase combat sporting events in the District
	5.2	Evaluate the use of subsidies designed to increase capital for professional combat sporting events in the District
	5.3	Evaluate and develop strategies to increase the number of amateur combat sporting events in the District
	5.4	Develop methodology to effectively collaborate with local and international combat sports organizations to promote the District as a premier event destination

Goal #1: Protect the Health, Wellness, & Safety of Combat Sport Athletes

The Commission will foster a safe and healthy environment for regulated competitive combat sporting events.

Objective	Strategy	Key Performance Indicator (KPI)
1.1 Establish Medical Advisory Committee to investigate and analyze issues related to combat sports athlete health, wellness, and safety	Organize initial Medical Advisory Committee	<ul style="list-style-type: none"> • Identification of committee members (Q2 FY18) • Establish Committee charter and operating plan (Q4 FY18)
	Analyze and examine current laws, regulations, policies, procedures, and industry best practices	<ul style="list-style-type: none"> • Examine and analyze medical issues, including but not limited to traumatic brain injury, performance enhancing drugs (PEDs), and excessive dehydration and weight-cutting • Ongoing analysis held through 2018 to 2023
1.2 Evaluate and update safety standards, procedures, regulations, and requirements with the assistance of the Medical Advisory Committee and at the direction of the Commission	Develop recommendations for improvements to laws, regulations, policies, and procedures	<ul style="list-style-type: none"> • Conduct regular Medical Advisory Committee meetings with briefings and recommendations delivered to the Commission (Ongoing through 2018 to 2023)
	Implement recommendations at the direction of the Commission	
1.3 Evaluate and optimize training for inspectors, officials, and physicians	Evaluation of current requirements for inspectors, officials, and physicians	<ul style="list-style-type: none"> • Complete analysis of current requirements for obtaining an inspector, official, and physician license (Q4 FY18) • Complete national survey to compare District requirements to those of industry leading athletic commissions (Q1 FY19) • Update, if necessary, licensing examinations (Q2 FY 19)

	Develop education and training for inspectors, officials, and physicians	<ul style="list-style-type: none"> • Develop official trainings to educate and train new and current inspectors, officials, and physicians (Q4 FY19)
	Implement procedures for evaluating inspectors, officials, and physicians	<ul style="list-style-type: none"> • Create subcommittee to evaluate inspectors, officials, and physicians (Q4 FY19) • Develop performance metrics to measure performance (Q4 FY19) • Report on metrics to Commission (Ongoing through 2018 to 2023)
1.4 Eliminate use of performance-enhancing substances by regulated athletes	Continue to perform random drug testing at regulated events	<ul style="list-style-type: none"> • Continue to test per established rules and regulations (Ongoing through 2018 to 2023) • Update testing methods and procedures as necessary (Ongoing through 2018 to 2023)
	Create marketing campaign to deter PED use amongst youth and amateur athletes	<ul style="list-style-type: none"> • Marketing campaign highlighting the dangers of PED's (Ongoing through 2018 to 2023)

Goal #2: Operational Efficiency & Effectiveness of the Commission

Ensure the Commission's structure and procedures work efficiently to ensure its ability to provide effective regulation and oversight

Objective	Strategy	Key Performance Indicator (KPI)
2.1 Complete integration with new OPLA online credential management platform	Leverage the OPLA new digital licensing system to streamline the license process	<ul style="list-style-type: none"> Place notification of transition on Commission Website (complete) Advertise fully automated licensing system to Commission stakeholders and interested parties (Q1 FY18) All licenses are managed through the application (Ongoing through 2018 to 2023)
2.2 Conduct business process review and reengineering to improve the Commission's business processes and identify technical needs and requirements	Review of Commission business processes and procedures will identify opportunities for improvement in efficiency and effectiveness	<ul style="list-style-type: none"> Conduct business process review and recommend opportunities for improvement (Q4 FY18) Implement recommended improvements to processes and procedures (Q1 FY19) Conduct annual audit of or processes and procedures to ensure adherence to best practices. (Ongoing through 2019 to 2023)
2.3 Create process maps, standard operating procedures (SOP), and job aides to ensure adherence to policies and procedures	Proper change management must be conducted to ensure process changes are adopted and followed by workforce	<ul style="list-style-type: none"> Create and distribute any new or revised SOPs (Q4 FY18) Create and distribute job aides and manuals to stakeholders effected by process changes (Q4 FY18) Create checklists for necessary business process (Q4 FY18) Conduct annual review of policies and procedures and update as necessary (Ongoing through 2019 to 2023)
2.4 Evaluate the organizational structure of the Commission and provide recommendations for resource needs.	A properly staffed and resourced organization will help the Commission effectively fulfill its mission, vision, and values	<ul style="list-style-type: none"> Conduct review of current organizational structure and identify any needed changes in resources and responsibilities. (Q4 FY18) Implement recommended changes to Commission structure (Ongoing 2018 through 2023)

Goal #3: Increase Commission Visibility & Accessibility

The Commission will proactively communicate their mission, vision and goals.

Objective	Strategy	Key Performance Indicator (KPI)
3.1 Develop new communications and marketing plans for the Commission	A fully defined communication and marketing plan will ensure that the Commission is conveys their mission, vision and values to the proper stakeholders and parties	<ul style="list-style-type: none"> • Work with DCRA public affairs to complete the Communication and Marketing Plan (Q4 FY18) • Evaluate need to update and/or branding and branding strategy (Q4 FY18)
	Partner with DCRA public affairs office to develop and deliver messages	<ul style="list-style-type: none"> • Work with DCRA public affairs to develop and deliver proactive news releases and respond to statements about combat sports (Q2 FY18) • Distribute news releases and statements as deemed necessary (Ongoing through 2018 to 2023)
3.2 Develop educational and informational materials covering topics important to the Commission	Provide focus and awareness to key issues that affect the Commission and the combat sports community	<ul style="list-style-type: none"> • Work with DCRA public affairs to develop and deliver educational and informational items (Ongoing through 2018 to 2023)
3.3 Redesign and update the Commission’s website	An updated and redesigned website will support the Commission’s communication and marketing efforts	<ul style="list-style-type: none"> • Research the possibility to obtain a “dc.gov” web address (Q3 FY18) • Redevelop and redesign Commission website to improve the user experience (Q2 FY19)

Goal #4: Increase Youth and Amateur Participation

Establish frameworks to engage, develop, and support community and youth participation in amateur and professional combat sports

Objective	Strategy	Key Performance Indicator (KPI)
4.1 Analyze current combat sport related gyms or organizations currently providing youth and amateur programs	Comprehensive study that analyzes trends in youth and amateur participation in the District	<ul style="list-style-type: none"> Completed study of youth and amateur participation in combat sports (Q2 FY19) Recommendations for increased participation in combat sports (Q2 FY19)
4.2 Develop youth and amateur combat sport athlete development plan	Develop a holistic plan focused on the development and advancement of combat sport athletes	<ul style="list-style-type: none"> Completed youth and amateur combat sport athlete development plan (Q2 FY19)
4.3 Partner with DPR to expand the Boxing Program	Expansion of citywide boxing and combat sports programming through collaboration with other agencies and organizations	<ul style="list-style-type: none"> Partner with DPR to develop strategy and funding to expand the Districts current youth boxing program (Ongoing through 2018 to 2023) Partner with Potomac Valley Association and other organizations to expand youth combat sports programming (Ongoing through 2018 to 2023)

Goal #5: Increase the Number of Combat Sporting Events in the District

Establish processes to increase professional and amateur events in the District.

Objective	Strategy	Key Performance Indicator (KPI)
5.1 Conduct economic impact study to evaluate the benefits of increase combat sporting events in the District	Identify the economic benefits and costs of increasing the number of combat sporting events, professional and amateur, in the District	<ul style="list-style-type: none"> Complete analysis on the comprehensive economic impact of the combat sports industry and combat sports events in the District (Q4 FY18)
5.2 Evaluate the use of subsidies designed to increase capital for professional combat sporting events in the District	Providing subsidies for combat sporting events can increase the number of events held in the District and provide positive economic activity	<ul style="list-style-type: none"> Complete analysis on the impact subsidies would have on the number of combat sporting events and economic activity in the District (Q1 FY 19)
5.3 Evaluate and develop strategies to increase the number of amateur combat sporting events in the District	Detailed plan that leverages the results of previous analysis to effectively increase the number of amateur combat sporting events	<ul style="list-style-type: none"> Complete amateur combat sporting event report (Q1 FY19)
5.4 Develop methodology to effectively collaborate with local and international combat sport organizations to promote the District as an event destination	Leverage current combat sport organizations and gym to promote participation in combat sports District residents	<ul style="list-style-type: none"> Complete methodology and plan that outlines collaborative efforts between the Commission and external combat sports organizations (Q2 FY19)