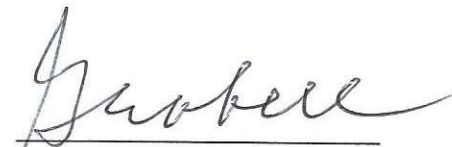




“ROW THE RIVER”

Augusta Rowing Club's Strategic Plan For 2018 and Beyond

Approved by the ARC Strategic Planning Team

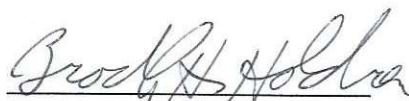


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January 2018



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***Augusta Rowing Club
2018 Strategic Planning Update***

The Augusta Rowing Club (ARC) was formally established in 1984 as a non-profit 501(c)(3) organization serving the Central Savannah River Area (CSRA). The Club traces its historical roots in the Augusta area back to 1837.

This Strategic Planning Update provides a new Mission and Vision along with supporting goals and implementing objectives based on our Core Values. These efforts will provide the ARC with a transitional path for sustainability and growth to the benefit of the citizens in the CSRA. Current and future ARC officers and members have the responsibility for implementation.

Mission

To provide the CSRA with safe, educational, and competitive rowing opportunities that benefit all – from the recreational beginner to world champion – emphasizing strong character and a healthy lifestyle

Vision

To transform the CSRA into a rowing oriented community, a center of rowing excellence, and the prime destination for clinics, spring training, and nationally recognized events

Core Values

Safety - Excellence - Community Service - Cooperation - Competition

Values and Key Objectives

Safety - Concern for the security and well-being of one's self and others

To protect the individual safety of all ARC facility users and protect our facilities and equipment by elevating safety awareness and instituting pre-launch and pre-activity safety reminders. Develop a user-friendly safety manual that will be required reading for all new and current members.

Excellence - Pursuit of the highest level of optimal performance in the areas of partnering, planning, and leadership

To establish an Advisory Board that will assist the ARC Executive Board in the development of a Business Plan that addresses transforming the CSRA into a rowing oriented community. This Business Plan will consider the development of new programs and new venues and will create the framework for establishing the CSRA as a prime destination for all types of rowing events. To develop a Communications Plan to increase visibility and awareness in the community and a Fundraising Plan that address the long-term viability and financial needs of the Club.

Community Service - Placing importance on serving the CSRA with quality and value

Continue to support the community with respect to athletic and water related events and identify other organizations/activities in an effort to foster new partnerships. Expand the current Learn to Row Program and offer community/business team building opportunities. Present the ARC video to Augusta-Richmond County, Columbia County and Aiken County civic groups and discuss the economic impact of our regattas. Pursue an adaptive rowing program partnering with local groups for either on the water or land based activities at the boathouse.

Cooperation - Placing importance on working together to achieve results

Develop an effective interface with local government and community leadership to ensure the long term growth of the ARC. As a Club, identify opportunities to improve the depth of our internal and external relationships.

Competition - Comparison of self and Club against one's self or another

Become the "gold standard" in the Southeastern United States with respect to all competitive aspects of rowing. Continually grow by supporting the development of NCAA Rowing Programs, re-establishing the Augusta Training Center and increasing the number of spring training crews visiting the CSRA.

Participation and Support

Strive to engage the residents of the CSRA through a variety of activities that will expose residents to the sport of rowing. This exposure may be as participant, volunteer, spectator or financial backer.

Goals and Implementing Objectives

GOAL #1: SAFETY: Concern for the security and well-being of one's self and others

Safety Objectives: Prevent and mitigate injuries and equipment damage by:

1. Instituting pre-launch safety reminders (indoor and outdoor activity).
2. Developing a user-friendly safety manual to be required reading for all members
3. Developing skills-based rowing competence levels for all rowers

Goal #2: EXCELLENCE: Pursuit of the highest level of optimal performance in the areas of Partnering, Planning, and Leadership

Partnering Objectives

1. Target appropriate USRowing, NCAA, and other sanctioning bodies for bidding on their events. Events/Regatta Committee to contact USRowing, ACC, and NCAA to establish relationships and determine the process for hosting major events in the future and develop a multi-year schedule for these events.
2. Regain Membership on the Augusta Sports Council (ASC) and identify ASC members who could potentially serve on the ARC Advisory Board.
3. Work to influence the Savannah River Keeper and identify common goals and activities that we can address to ensure the Savannah River remains a viable resource for all stakeholders.
4. Have an ARC representative attend Parks and Recreation/Visitors' Bureau meetings for Augusta-Richmond, Aiken, and Columbia Counties to form a more effective relationship and ensure long term viability of ARC.

Planning Objectives

5. The Executive Committee in conjunction with the Advisory Board will develop a *Business Plan* including Augusta-Richmond, Aiken, and Columbia Counties, which will consider the development of potential rowing venues in the CSRA.
6. The Communications Committee will develop a *Communications Plan* and be responsible for its implementation.
7. The Fundraising/Business Development Committee will establish appropriate goals and a *Fundraising Plan*.

Leadership Objectives

8. The ARC Executive Committee will identify potential candidates and establish at least a 3-person Advisory Board.
9. Continually review/update the *ARC Strategic Plan*.
10. Review the Club structure and ensure it will meet long term needs, goals and objectives based on the core values.

GOAL #3: COMMUNITY SERVICE: Placing importance on serving the CSRA with quality and value

Community Partnering Objectives

1. Continue to support the Augusta Sports Council Banquet [recognize outstanding ARC Junior(s) for academic and athletic accomplishments]
2. Continue to support CSRA non-rowing sporting or community events with volunteers (e.g. Iron man, half marathon, Canal Cleanup, etc.) and seek out other local groups/entities with overlapping interests or new events that ARC members could support as volunteers.
3. Become the best organization in the CSRA in terms of community service
4. Collaborate with Augusta Sports League for inclusion on their website

Community Offering Objectives

5. Participate in the National Learn To Row Day.
6. Offer additional Learn to Row Days to various community/business groups (e.g. team building opportunities)
7. Pursue adaptive rowing programs with Augusta Warrior Project with activities on the water or at the boathouse
8. Increase the number of educational clinics (CPR, LTR, Coxing, Equipment, Coaching Levels I & II)

Community Marketing Objectives

9. Increase community awareness of the ARC and our major associated activities
10. Become a “Voice of the River” via cost effective and targeted advertising: e.g.; distributing/posting the “Oaracle” to local representatives; providing printed materials/posters to Riverfront Y (YMCA); continuing to update the ARC website and Facebook page, posting ARC events on TV community calendar/public service sites
11. Research opportunities to post ARC seasonal events in Augusta-Richmond, Aiken and Columbia County area magazines
12. Leverage and advertise ARC historical attributes and current events in order to promote club values and interests to local entities (e.g. civic groups, major

- employers, neighborhood “welcome wagons”, and community service organizations). Contact the Augusta Museum of History to determine the requirements for a continuing exhibition at the museum.
13. Seek opportunities to show the ARC video and discuss the economic impact of regattas to Augusta-Richmond, Aiken and Columbia County civic groups.
 14. Post information in North Augusta riverfront neighborhood publications
 15. Invite representatives from Augusta-Richmond, Aiken, and Columbia County to ARC social events
 16. Participate in local “float” events
 17. play rowing shells/oars in riverfront hotels in Augusta and North Augusta including the new hotels and shops in North Augusta
 18. The Communication Committee, in conjunction with the Regatta Committee, will establish a standard “Brand” for ARC signage and marketing materials. New, larger, more attention-getting signs will be placed on the Boathouse and at the levee entrance.
 19. The Communication Committee will establish a continuing flow of information to be posted free in local papers and on TV and radio stations.

GOAL #4: COOPERATION: Placing importance on working together to achieve results

Cooperation Objectives

1. Identify opportunities to improve the Club’s internal relationships; i.e., Masters and Juniors, Competitive and Recreational, Active, as well as, passive participation
2. Identify opportunities to establish satellite rowing facilities/entities in the CSRA
3. Develop an effective interface with local government and community leadership to ensure the long-term growth of the Club

GOAL #5: COMPETITION: Comparison of self and Club against one’s self or another

Competition Objectives

1. Sponsor the Head of the South (HOTS) with a focus on transforming the HOTS weekend into a multi-event venue (e.g. alumni functions and dinners, a concert, VIP invitations and venues, Sunday marathon row), continue to grow the number of participants and to seek additional dock space.
2. Increase the number of spring and winter training crews
3. Win “points trophies” at regattas

4. Develop the Peach Belt Conference into an NCAA Rowing Program
5. Pursue the infrastructure for ARC to become a Center of Excellence
6. Re-establish the Augusta Training Center.

GOAL #6: RECRUIT AND RETAIN MEMBERS: Develop a recruitment and retention strategy to enhance all previously stated goals

Recruitment Objectives

1. Determine the minimum of members needed to sustain each ARC program, including fixed and variable costs
2. Focus resources to enhance the Boathouse appearance
3. Identify opportunities, information, and feedback for inclusion in the Community Marketing initiative in Goal #3
4. Identify prioritized “Tiers of Recruiting Targets” (e.g. Parents of junior rowers, local high schools, middle schools, colleges) and appropriate ARC information packages and methods for dissemination

Retention Objectives

5. Develop a *Retention Plan* that focuses on retaining new members by implementing LTR feedback surveys which ensure prompt and accurate member communications. Review all historical data with respect to member retention and document lessons learned.
6. Introduce and organize erg contests for local schools, companies, and groups as a segue to member recruitment.

ATTACHMENTS:

- A. The 2017 ARC Risk Analysis Matrix
- B. The 2017 Approved ARC Committee Assignment Spreadsheet
- C. The 2017 Approved ARC Club Structure
- D. The 2017 Approved Measures Spreadsheet and Dashboard

Final Version 1/15/2018