

**ARC Strategic Plan  
2006 and Beyond**

**Augusta Rowing Club's  
Strategic Plan  
For  
2006 and Beyond**

**Approved by the ARC Board of Directors**

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George Fry, Jr.-ARC President

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Greg Swanson-Masters President

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Carrie Wagner-Juniors President

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Peter Claus- ASU Representative

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John Moore-ARC  
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Darryl Dixon-ARC  
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Susan Rowland-ARC  
Member at Large

**Approved January 2006**

## **ARC Strategic Plan 2006 and Beyond**

### **INTRODUCTION**

The Augusta Rowing Club (ARC) is a non-profit 501(C)(3) organization. Donations are tax deductible. In December 2005, the Board of Directors (BOD) revisited the original “*2000 and Beyond Strategic Plan*” and made changes which are reflected in this new “*2006 and Beyond Strategic Plan*”. This updated Strategic Plan is a forward-looking strategy to sustain the viability of ARC and enhance the quality of the Club’s service to the community and the CSRA in general.

### **BACKGROUND**

The ARC was established in 1984 by a group of rowing club enthusiasts in and around the City of Augusta. The ARC Board of Directors is responsible for overall management of the ARC facilities, finances, equipment, and activities.

Over the years the Club has grown substantially. To accommodate this growth and to maintain diverse rowing interests, “mini clubs” (referred to herein as Programs) emerged focusing on different age groups and members. These groups are now recognized as the “ARC Juniors Program” serving the needs of the high school aged rowers; the “ARC Masters Program” serving the adult population; and the “Augusta State University Program” serving the student body at ASU. In addition, social programs exist for non-rowing members. These programs are neither required nor recognized by the ARC by-laws. The programs are under the auspices of ARC and emerged as a convenient way to accommodate these diverse interests. Each of these programs has elected officers to represent the interest of its specific program and to effectively interface with the other programs for the overall benefit of ARC and the community it serves. Coordination between the individual programs, as well as the BOD, has been challenging. Equipment logistics and maintenance, debt reduction, fund raising, coaching, facility upkeep, and community outreach are regular challenges facing the leadership of ARC.

Accepting and addressing these challenges in a straight-forward and creative fashion will result in a premier rowing club by providing value to its members and the surrounding community.

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### **MISSION**

The Mission of the Augusta Rowing Club is to provide and promote a variety of rowing activities for the community.

The supporting goals, values, objectives and strategies defined to facilitate successful implementation and achievement of the Mission are provided below.

### **CORE VALUES**

The Core Values represent the principles which shall be observed in the conduct of the Club's planning and operations. The Mission will be accomplished by focusing on and adhering to the following principles:

- \* Safety
- \* Fiscal Responsibility
- \* Personal & Organizational Responsibility and Accountability
- \* Logical/Integrated Planning and
- \* Encouragement of Community Outreach

These Core Values will be achieved through the mutual respect of the members and the community.

### **GOALS & OBJECTIVES**

The Goals support the attainment of the overall Mission. They describe, in general terms, the focus areas that ARC needs to actively pursue to achieve excellence. The Objectives provide "levels of success" for each Goal and describe "how well" a Goal needs to be accomplished. Together, the Goals and Objectives provide the direction and path to realize the Mission. These Goals and Objectives are listed below.

### **IMPLEMENTING STRATEGIES**

The specific actions and activities (strategies) that were evaluated and selected for further development are listed below with respect to the Goals & Objectives they support. These strategies are in accordance with the Core Values and must be aggressively pursued and managed by the Augusta Rowing Club Board of Directors, or designees, to achieve the Mission.

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*\* Goal 1: Provide leadership in defining and implementing fair, clear, logical and enforceable Club Governance rules of operation for the membership.*

**Objectives:**

- Structure the Club to most effectively meet the goals of the membership
- Operate in accordance with Club By-laws
- Operate in accordance with 501(C)(3) requirements
- Determine Club fee structure
- Enforce Club rules and standards
- Define duties & responsibilities of Club elements
- Conduct Club affairs in accordance with the Core Values.

**Strategies:**

- A. Implement the Club structure, shown in Figure 1, beginning January 2006
- B. Annually review membership rules, categories, requirements, dues structure, and “use” fees; communicate and implement any changes as required
- C. Programs may recommend equipment and facility procurements which are subject to BOD approvals
- D. Maintain written descriptions for Club and Program officers and define the common Program responsibilities
- E. Periodically review and update the by-laws as needed.

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**\* Goal 2: Provide the necessary types and frequency of communication for effective operations and marketing of the Club.**

**Objectives:**

- Develop effective internal & external Club communication methodologies
- Communicate the Club structure, rules, plans, and standards
- Increase Community awareness of the Club
- Recognize key sponsors, achievements, or service.

**Strategies:**

- A. Maintain and update the ARC Website. The Website will include information on membership, the Club By-laws, rules, regulations, safety policy, organizational contacts, history, FAQs, a virtual tour, recognition of major sponsors and support groups, news, activity/regatta schedules and results (including photos), links to other sites, and items of special interest
- B. Aggressively pursue a marketing plan which addresses:
  1. Advertising the ARC/Boathouse
  2. Key external media contacts for free advertising
  3. A youth recruiting program
- C. Send a welcome letter with renewal membership dues letters
- D. Effectively use the Internet Web and email.

**\* Goal 3: Provide fiscal responsibility in the solicitation, handling, application, and reporting of Club finances.**

**Objectives:**

- Comply with 501(C)(3) requirements & effective budgeting practices
- Service existing debt
- Reduce long term debt by 10% per year
- Acquire equipment and maintenance on best value & life cycle cost bases
- Target key potential sponsors and member pools.

**Strategies:**

- A. Define the upcoming fiscal year budget in the fourth quarter
- B. Develop and maintain a long term view of major expenses and other potential impacts to ARC
- C. Annually define the minimum fundraising levels for the upcoming fiscal year
- D. Annually identify areas where grants/fundraising sponsorships and milestones are needed for Club growth.

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***\* Goal 4: Manage the Club Assets in an efficient manner to maximize utilization and reduce costs.***

***Objectives:***

- Maintain & enforce rules covering facility and equipment usage
- Update and maintain integrated schedules of facility and equipment availability
- Establish asset replacement and maintenance programs.

***Strategies:***

- A. Periodically review implementation of the Boathouse Director/Manager function
- B. Maintain asset database(s) and implement a preventative maintenance plan
- C. Periodically review the security and access program plan
- D. Develop a multi-year equipment acquisition and obsolescence plan.

***\* Goal 5: Provide quality rowing & membership activities of interest.***

***Objectives:***

- Solicit input from membership & stakeholders
- Provide quality and consistent training
- Support recreational & competitive interests
- Develop and communicate integrated programs
- Grow membership at 10% per year based on a “Membership Baseline” established each year
- Host regattas and social functions annually.

***Strategies:***

- A. Program Presidents are to distribute the Club’s safety rules at least annually to their respective participants
- B. Solicit membership interests
- C. Annually review and update job descriptions and training procedures
- D. Identify a seasonal schedule of available and target regattas for ARC programs updated and posted monthly
- E. Annually host, as a minimum, the Augusta Invitational Regatta, the summer SE Regional, and the fall Head Of The South regatta
- F. Host two to four Social (non-rowing) activities per year
- G. Maintain a Lesson Plan for the Masters Learn-To-Row program and conduct LTR classes as needed
- H. Determine the Club “Membership Baseline” (name, number & type) by October 31 of each year for comparison purposes.

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- ***Goal 6: Provide an effective interface with local government and community leadership to ensure the long-term growth of the Club.***

***Objectives:***

- Develop effective means of communicating with the local government bodies.
- Work with the Parks, Recreation (and Tourism) Department personnel to form an effective team relationship.
- Maintain membership in the Greater Augusta Sports Council (GASC) & have membership on the Board of Directors, if possible.
- Communicate the Augusta Rowing Club's history and achievement to local civic groups whenever possible.
- Reach out to the Power Squadron, Bass Clubs, Savannah Riverkeepers, and any other groups with similar or overlapping interests.

***Strategies:***

- A. Plan to brief Augusta Commissioners, Ports Authority members, Aiken County Council and other governmental groups on a regular basis to present the positive impact of the rowing club in the CSRA and to alert them to possible problems that would have a negative impact on the Club and the community.
- B. Meet regularly with the Augusta Parks and Recreation Department Head and with key staff members on positive actions and on problem issues. Do the same with Aiken County Parks, Recreation & Tourism Department Leadership & staff, particularly on the continued development of Langley Pond.
- C. Continue working closely with the GASC, and promote additional ARC involvement in the Board membership of the GASC. Also, support their Annual awards banquet.
- D. Recruit someone to work continually on finding ways to get stories out to the media on the Club and our activities. (Preferably this would be someone with significant media contacts and experience.)
- E. Establish a "Speakers List" with members who are able to present PowerPoint or Video presentations. These could focus on the history and interesting information to local civic groups, which are always looking for speakers at their meetings.
- F. Find issues and events that can involve ARC with other organizations in the areas that have overlapping interests and concerns. (An example would be a "Clean the riverfront day" or row/canoe to the Lock and Dam. These could be jointly sponsored with the Augusta Rowing Club.