



## **WBC Vision**

Establish WBC as the center of excellence for community (recreational and competitive) rowing in the Upper South region.

## **Mission**

Provide a high quality rowing experience, in a positive environment, to members of the surrounding communities from every skill level, age, and background.

To accomplish this, we must focus on developing outstanding coaching and quality training facilities and equipment while doing all that is possible to create a broad range of rowing opportunities for those across the rowing spectrum. No rower's potential or access should be limited by our programs or cost.

As a steward of this approach to rowing, we must continually attack the cost of participation, raise public awareness of what we have to offer, reassess the effectiveness of existing programs, and be willing to explore new program development.

To do so effectively, we must be engaged with US Rowing and local rowing organizations to develop a regional rowing community that supports our shared goals.

## **2019 Strategic Imperatives**

1. Build membership to critical mass across rower groups to optimize capacity/facilities efficiencies and to offer rowers a variety of programs
2. Develop waterfront, facilities, and equipment options that delivers an outstanding rowing experience for all rowers
3. Provide rowing options for the needs of our membership, including affordable choices and rowing for those with disabilities
4. Create an organizational structure for effectively managing facilities and operational growth, with an expanded volunteer foundation that can provide continuity of leadership over time
5. Establish financial resources and stability with the objective of providing affordable rowing for the community with outstanding coaching, facilities, and equipment

## 2019 Strategies

### Membership

- a. Increase recruiting efforts and WBC visibility for MS, HS and LTR programs
- b. Build the MS feeder for HS through Charles City outreach, Destination Rec., other county MS, and Summer Camps
- c. Develop “tiered” HS approach – Fitness and Performance, that allows more participation from students involved in other activities and opens capacity for more Performance rowers
- d. Open Winter training, or Summer fitness, to Public to gain rowing exposure
- e. Identify rowing needs for those with disabilities, and outreach approach

**Performance:** We increased WBC visibility with JCC Parks & Rec, JCC Board of Supervisors, W&M, Sports Williamsburg through multiple one on one meetings such as Park & Facilities planning meetings, through Ex Dir. meetings with W&M staff, and through Gazette news stories during regattas. Recruiting was mixed with good LTR participation and growth in Masters, but a flat HS and declining MS effort (and a need to put more emphasis on our summer camps). The HS program evolved behind Tom’s leadership with the new schedule allowing greater flexibility for students with multiple activities. The summer program was a great success with current and returning from college rowers, and winter training did bring in a few additional participants. Initial efforts on starting an adaptive rowing program included identifying key program advisors in Richmond, working on future waterside dock improvements with the Park, and identifying key activities and a timeline (with Wanda as the Board program lead).

### Facilities

- a. Initiate fundraising as an ongoing and core Club function, with an initial prioritization on BH phase 1, secondary on equipment
- b. Formalize sponsorship development and grant applications as part of fundraising, revenue generating function
- c. Promote activities with Govt/Park Planning, and support Park investment in waterfront and traffic flow improvement projects, disabilities access
- d. Update boat needs for sustainable boat needs (largest program “butts in seats”) along with depreciation and funding plan
- e. Build existing regattas into meaningful profit contributors

**Performance:** The fundraising committee was created but has struggled to improve effectiveness from past efforts. We obtained Village Bank as a sponsor and we expect to receive some grant money via the Ben Altschuler fund, and we receive periodic

contributions in time, material and money unrelated to fundraising activities. The web site is being modified moving into 2020 to enable a contribution ask during registration, and the committee has identified responsibilities in targeting larger corporations, new grant applications, corporate team building, and outreach to volunteer support groups such as Kiwanis.

We have developed a strong relationship with Parks & Rec on Park improvements, making large strides in planning with traffic flow/safety changes approved for March 2020 and a general approval for moving forward with the Boat House next year

Great progress was achieved on our fleet including acquisition of our coaching “cat” and a new, wider jon-boat. We also had timely opportunistic racing shell buys that upgraded quality and number of butts in seats. It should also be noted that our boatman function (Mike) substantially improved the servicing of our fleet and planning for keeping boats on water, and in good shape.

Both regattas grew over 30% and received excellent reviews from participants. We made a profit on both, and a meaningful profit on the HoC. Organizationally we are getting greater volunteer participation and experience, and Tom and Kelly have both led efforts effectively and trained current and future functional team leaders. At least for the future year it was determined the best course is to continue to focus and build on these two events before considering a Sprint event, either in addition or as a replacement.

### **Rowing Experience**

- a. Continue to lead and optimize evolving HS competitive rowing in the Upper South region and to promote maintaining or increasing rowing options for all ages and weight classes
- b. Build a lower cost rec/fitness option for HS rowers, especially for those with other extracurricular activities. Identify program and/or scheduling adjustments that allow the Club to hit its target of no more than \$2:\$1 ratio of fees to coaching (with the balance for equipment and overhead costs)
- c. Work with US Rowing regionally to represent our community rowing goals and to develop our coaching skills and resources
- d. Build an annual plan for Masters and expand participation in both programs to fill training sessions, allow for better rower boat matchings, and provide critical mass for supporting Club operations and revenue w/o fee increases
- e. Identify path forward w/ADA rowing access

**Performance:** Tom has grown into a leader within the US Rowing coaches council and the EVRSA now looks to WBC as a leadership club as well. We have built a more flexible rowing practice schedule for accommodating busy HS activity schedules. More work is needed in assessing costs for the different programs relative to coaching resources but we believe we continue to represent good value both for other rowing programs and for youth sports clubs. Our coaching resource in terms of quantity and quality is excellent and progressed vs. last year. In general, we had good rower

responses to the Masters program this year, and have identified ways to continue evolving and improving next year (after outreach to rowers and coaches in surveys and one on one discussions). Adaptive rowing is as discussed earlier.

### **Organizational Structure**

- a. Implement the Board and Operations organization approved in December of 2018, with defined roles and responsibilities. Refine the approach by mid-year with adjustments for pragmatic function
- b. Actively recruit to fill out volunteer Board and Operations teams and committees to build WBC capabilities and resources, and to provide for long term continuity of Club Operations as leadership roles change hands
- c. Clarify role of Boosters and eliminate redundancies with WBC operations

**Performance:** The new organization was a moderate success – roles and responsibilities were more clearly defined with less duplicated effort, but as with most change, there can be additional clarity after the first year that will be addressed by tightening roles and responsibilities going into 2020. We have been successful in getting greater volunteer participation in meaningful leadership roles (especially via the regattas), and the Boosters role has been more tightly defined and is operating at high effectiveness in support of the Club activities. We have committed to iCrew software to improve multiple facets of administration and transactions.

### **Financial Operations**

- a. Work to build better financial reporting and analysis to support Club Operations and decision making, and to build confidence in supporting institutions (Parks) and lenders
- b. Add “business operations” into the functional support needs for regatta (along with racing and event management). This is to include making the right decisions on investment (should we pay for a vendors license for the revenue from concessions), to selling merchandise and supporting sponsors, linking into Williamsburg sports marketing and economic development
- c. Establish a functioning team to make sure we begin to build consistent revenues through fundraising, but also finding and managing sponsors, and finding and applying for available grants.

**Performance:** This is an area of continued struggle, in part due to limited resources, antiquated and time consuming transaction (revenue and expense) software (changing going into 2020) and budgeting, and in focus/priority of day to day operations. We expect to end the year without a surplus for supporting the Boat House capital fund raise – though to be fair, much of this was the result of unplanned boat purchases that were either an immediate need or opportunities that support next year capital needs. The regattas both had increased focus on making a profit and decisions were built on learning from past events that improved contributions. A business manager function may be worth considering as an additional volunteer function.