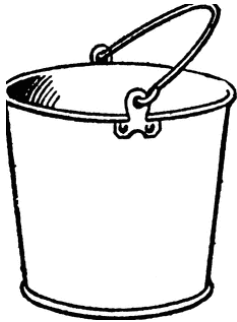


**OLYMPIA AREA ROWING (OAR)
STRATEGIC FRAMEWORK
2014-2018**

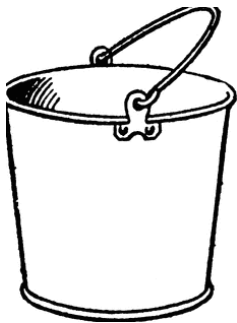
Approved by the OAR Board of Directors August 2014

MAJOR OAR INITIATIVES: 3 “BUCKETS”



#1 GROW THE CLUB

- BETTER PROGRAMS,
- MORE EFFECTIVE MARKETING,
- ENHANCING THE CULTURE

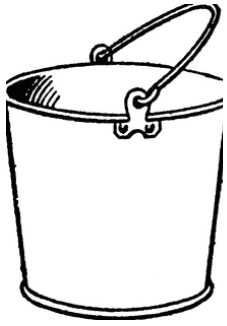


**#2 CHANGE THE SHORT-TERM
PLANNING & FUNDING PARADIGM**



**#3 MANAGE THE CLUB MORE EFFICIENTLY
AND SUSTAINABLY**

[Note: the number of “votes” for various Action Steps indicates priorities for prompt implementation as indicated by many members at a late summer meeting. Action Steps within each sub- initiative are ordered in order of suggested priority.]



#1 GROW THE CLUB

- **BETTER PROGRAMS,**
- **MORE EFFECTIVE MARKETING,**
- **ENHANCING THE CULTURE**

STRATEGIC INITIATIVE #1

OAR will increase and membership through the following efforts:

1A. Provide differentiated leveled Junior and Master's programs that meet the needs of all rowing levels and interests in our membership.

ACTION PRIORITIES:

1. Clearly define the skills and commitment necessary to be considered a Novice, Intermediate and Competitive/Advanced rower. Create a system so members know what is required to move to the next step. Subsequent programs can then be based on these definitions. (20 votes)
2. Create a clear and structured "Master's Novice Program" for folks to participate in after they take the LTR and/or Basic Sculling classes, with appropriate avenues to learn more about how to row well, for both independent rowers and those who prefer a coached program. (18 votes)
3. Further create differentiated opportunities for Competitive/Advanced rowers to row at a higher level. (13 votes)
4. Create a plan to revamp the Sweeps program to allow for more differentiation and implement it. (7 votes)
5. Provide opportunities outside of coached programs for individuals to have additional coaching/training if they so choose and wish to pay extra (Rowing workshops, individual coaching, etc. (2 votes)

1B. Improve avenues towards membership for those people who have already indicated an interest in rowing.

ACTION PRIORITIES:

1. Create and promote a clear, welcoming pathway for stepping into club activities after taking a class. (Example: offer one night a week of coached rowing for novices or those coming right out of classes.) 26 votes
2. Create and promote a clear, welcoming pathway for those people who have rowed before, encouraging them to “try the club out”. 10 votes
3. Target Junior parents to be potential masters by offering a “Taste of Rowing” or a “Try Rowing” opportunity, perhaps offered by the Juniors. 9 votes

1C. Develop a professional coaching staff (Juniors and Masters) that is consistent, cohesive, well-trained, and skillful.

ACTION PRIORITIES:

1. Plan an optimum coaching structure that is consistent with the goals we have set and then find coaches to fit that structure (as opposed to offering programs around existing coaches availability) 32 votes
2. Gradually plan budget to allow for coaches to be paid for necessary time outside of coaching contact time to allow for meetings, coordination, trainings, regatta planning, etc.) 6 votes
3. Train additional people to drive launches to leverage existing coaching staff 2 votes
4. Explore consolidating coaches’ jobs from many very part-time positions to fewer larger positions. 1 vote

1D. Continue efforts to build and maintain a vibrant Junior Program.

(Action Steps to be determined by Junior parents, coaches and reps at the end of the summer season)

1E. Increase awareness of OAR and cultivate positive relationships with partners in the local community through conscious outreach and greater engagement with the community.

ACTION PRIORITIES:

1. Establish a public relations/marketing board position (perhaps at large position) who leads a committee which will be expected to create and implement a board approved marketing plan, to include:

- a) The creation and maintenance of an email list of community contacts to whom we can promote OAR activities to other groups: athletic organizations, wellness agencies, gyms, service groups, etc. (24 votes)
- b) Send information on a regular basis to the above mentioned list to promote OAR activities, classes, and membership.
- c) Decide on specific, carefully chosen community events at which to have an OAR presence and staff these annual events. (8 votes)
- d) Communicate with the press and media regarding OAR accomplishments and activities. (4 votes)
- e) Create signage at the boathouse that allows people to access print materials and lists the website. (2 votes)
- f) Determine what promotional materials, coupons for auctions, slideshows, videos, etc. are most effective and create them. (1 vote)

2. Revamp the website with a marketing strategy in mind, making it easier for prospective members of all kinds to know what to do in order to get involved with the club. (7 votes)

3. Maintain and strengthen our relationship with TESC through meeting with the new athletic director and beginning a conversation about strengthening the TESC rowing program. (1 vote)

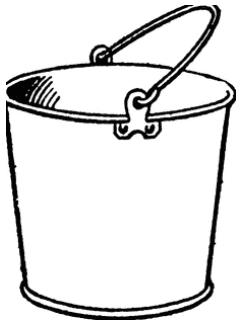
4. Design and implement “Try Rowing” or “Team Building for your Organization” opportunities for various well-chosen groups: local businesses, TESC faculty and staff, other athletic groups, junior parents, high school and middle school coaches.

1F. Create a culture that enhances the Club rowing experience for all members as one, cohesive club: by cultivation integration between programs: promoting the fun, social aspect of rowing,

promoting the racing aspect of rowing to those who are interested; and building pride in all club accomplishments.

ACTION PRIORITIES:

1. Develop two or three annual rowing events for the entire club. (Examples: Solstice Row and Bonfire, NY Day Row, Boston Harbor Brunch, Erg Olympia) 16 votes
2. Create and maintain a regular communication strategy that communicates Board decisions, club procedures, new acquisitions, events, club accomplishments, and other club news to all members. (same as 3A.5) 15 votes
3. Coaches and others meet regularly to design opportunities for integration of all groups or rowers in the club. (social rows, scrimmages, ham 'n egggers) 8 votes
4. Educate all members about racing opportunities and promote regatta participation. 3 votes
5. Create a way to showcase the history and accomplishments of the club, both past and present. (Virtual, physical or both) 1 vote



#2 CHANGE THE SHORT-TERM PLANNING & FUNDING PARADIGM

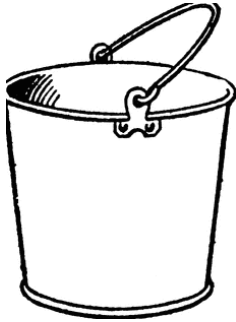
2A OAR will financially plan further into the future than annually, and will base financial decisions, facilities and equipment acquisitions, and staff positions on strategic and defined program needs.

ACTION PRIORITIES:

1. Create a prioritized, 5 year replacement plan for equipment based on defined programmatic needs. 28 votes
2. Create a 5 year financial plan that gives us a better idea of what is necessary financially in order to reach our Strategic Initiatives. 14 votes
3. Formalize the current “ad hoc” board position of Fund Raising chair and support this effort through the creation of a Fund Development committee.

This committee should design a 5 year development plan with annual benchmarks and goals which is approved and supported fully the board and membership. 9 votes

4. Review fee and payment structure possibilities: investigate how other clubs structure their fees, and decide if there are ways to offer more options in the fee and payment structure. 4 votes



#3 MANAGE THE CLUB MORE EFFICIENTLY

3A. Improve the efficiency of club organizational functioning and operations and develop a sustainable system where the work of the club, both volunteer and paid, is efficiently completed as the club grows.

ACTION PRIORITIES:

1. Explore options and plan for an eventual paid staff position for OAR. Begin with a plan for PT position (example: "Director of Rowing") and consider a plan for an eventual Executive Director position. 13 votes
 - a) Research other club staffing models of clubs about our size .
 - b) Decide what model will work best for OAR and build toward that
 - c) Create a financial/business model to help us understand how to eventually be able to support a paid position.

2. Review and revamp our current volunteer system and create an action plan for improving the volunteer system and volunteerism in the club. 11 votes
 - a) Review role of the volunteer coordinator and how that person interacts with the many facets of the club. (Consider this being a board position, as mentioned above)
 - b) Create a method to document and communicate all club functions, who is doing them, who has volunteered, etc.
 - c) Create and educate club members regarding a system of apprenticeship/mentoring/documentation system for all vital volunteer tasks
 - d) Review number of hours required and whether to track hours, bill for unworked hours, etc.

- e) Determine a better system for communicating with members to help them meet the volunteer expectation and better serve the club.

3. Review and revamp the organizational structure of the club to include a limited committee structure, board roles, coaches' roles, and other vital roles of the club. This will probably include an eventual revision of the bylaws. Consider 4 new board member roles: Marketing, Funding Development, Volunteer Coordinator, Communication with Members. (The first two need a committee for support) 7 votes

4. Create and maintain a regular communication strategy that communicates board decisions, club procedures, new acquisitions, club accomplishments, and promotes events to all members.. (Same as 1F.1) 1 vote

5. Explore web and other technology platforms that might better serve OAR across all facets of the club.: (website, integration of databases, Google docs, etc)

The OAR Strategic Planning Process

In the fall of 2013, the Olympia Area Rowing Board decided to embark upon a Strategic Planning process that would help focus and guide the club efforts into the next 5 years.

A club member, Lisa Iverson, was asked to help guide this planning process. Lisa Iverson and Richard Hull, both experienced strategic planners for other organizations, designed a flexible process and this process was approved by the board in the fall of 2014.

The following steps were taken to determine the strengths and challenges of the Club currently, and to create a framework of what the club most needs to accomplish in the coming 5 year period.

- Many interviews were conducted with long time club members, coaches, past Board members, and individuals who have contributed many hours of talent and energy to the club to get it to the point it is today.
- A Strategic Planning Task Force was convened through both specific invitation and a request for interested members to step up. Twelve OAR club members participated on a regular basis.
- The Task Force met monthly from October 2013- June 2014 to thoroughly study and discuss club accomplishments, current challenges, and strategies for the future.
- A small group of Task Force members researched other rowing clubs to inform our process.
- Numerous avenues were provided for club members to offer their input and ideas to our process. All members were encouraged to attend the January Annual Meeting/Community Conversation where we shared our process and the general direction we had set, and provided for both small group conversation as well as individual input. In the spring of 2014, we surveyed the membership for further input. Past members and those who had participated in either classes or had been members but who were no longer members, were also surveyed.
- In July 2014, the Task Force presented the Strategic Framework the group had created to the Board for approval.
- Throughout the summer of 2014, the Strategic Framework was shared in various ways with club members and coaches. Efforts were made to identify the Action Steps that are seen as most urgent and to target their implementation first.

Many thanks to the members of the OAR Strategic Planning Task Force for their service and commitment to this process.

Lisa Iverson, Facilitator
Richard Hull
Mark Williams
Rick Peterson
Ann Wade

Alex Smith
Joan Cullen
David Hansen
Leslie (Gangi)Summers

Gail Wootan
Kathy Emory
Stewart Johnson
Janet Waeschle