



THE VISION/TRACTION ORGANIZER™

V/TO Name: Indianapolis Rowing Center (IRC) V/TO

V I S I O N

<p>CORE VALUES</p>	<ol style="list-style-type: none"> 1. Engaged Community - that is inclusive, enth... 2. Always Forward - with quality growth in peo... 3. Go Do - always willing to help. 4. Team First - We before I. 5. Have Fun - enjoying the sport & community. 	<p>3-YEAR PICTURE™</p>
<p>CORE FOCUS™</p>	<p>Purpose: Transform lives through rowing. Our Niche: Developing winning rowers.</p>	<p>Future Date: 12/31/26 Revenue: \$646,000 Profit: \$130,000 Measurables: 100 junior, 54 middle school, 90 masters</p> <p>What does it look like?</p> <ul style="list-style-type: none"> • 100 Junior Rowers • 54 Middle School Rowers • 90 Masters (technical & competitive) • TBD adaptive rowers • 5 hosted regattas • Indoor facility year round • 20 coaches w/ 75% level 2+ • Full-time event/fund development leader • Phase 2/3/4 dock replacement complete • Increase parking • Replace tower windows & AC • Invited & requalify for Head of Charles • Medal at Masters Nationals • Medal at Youth Nationals • 10 outreach clinics
<p>10-YEAR TARGET™</p>	<p>5 year target: Preeminent Midwest rowing destination: 1) Success on the water 2) Top tier facilities & equipment 3) Financial strength 4) Highly trained staff & coaches</p>	
<p>MARKETING STRATEGY</p>	<p>MARKETING STRATEGY Target Market/"The List":</p> <ol style="list-style-type: none"> 1. Rowers within 45 minute commute 2. Regatta hosts 3. Indy City & Parks 4. Establish key relationships through sponsorships & donors <p>3 Uniques™:</p> <ol style="list-style-type: none"> 1. Venue 2. Unique sport 3. No barriers <p>Proven Process: Get word out -> Trial -> Enrollment -> Program -> Participation -> Retention Guarantee: Do program, you will play.</p>	

Core Values

- 1.** Engaged Community - that is inclusive, enthusiastic & positive.
- 2.** Always Forward - with quality growth in people, equipment & results.
- 3.** Go Do - always willing to help.
- 4.** Team First - We before I.
- 5.** Have Fun - enjoying the sport & community.



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T R A C T I O N

1-YEAR PLAN	ROCKS	ISSUES LIST																		
<p>Future Date: 12/31/24 Revenue: \$425,000 Profit: \$80,000 Measurables: 95 Juniors, 45 Middle School, 75 Masters, TBD Adaptive Goals for the Year:</p> <ol style="list-style-type: none"> 1. Fill Director of Rowing/Head Junior Coach Role 2. \$50 K fundraising goal (excluding capital campaign) 3. Coaching staff of 20 FTE's 4. 2024-2025 Fleet development plan in place 	<p>Future Date: 03/31/24 Revenue: \$75,000 Profit: Measurables:</p> <p>Rocks For The Quarter:</p> <table border="1"> <thead> <tr> <th data-bbox="743 672 1255 695">Rocks For The Quarter:</th> <th data-bbox="1276 672 1352 695">Who?</th> </tr> </thead> <tbody> <tr> <td data-bbox="743 704 1255 753">1. Finalize 2024 equipment plan for current year program needs</td> <td data-bbox="1276 704 1352 753">S K</td> </tr> <tr> <td data-bbox="743 760 1255 808">2. Fall/Summer programs plans plus equip & coach requirements</td> <td data-bbox="1276 760 1352 808">M B</td> </tr> <tr> <td data-bbox="743 815 1255 863">3. Document current equipment including inventory & useful life</td> <td data-bbox="1276 815 1352 863">S K</td> </tr> <tr> <td data-bbox="743 870 1255 919">4. Indoor facility; space planning, location, approve process</td> <td data-bbox="1276 870 1352 919">A T</td> </tr> <tr> <td data-bbox="743 925 1255 974">5. Fund raising database update; HS & in kind, social media growth</td> <td data-bbox="1276 925 1352 974">A T</td> </tr> <tr> <td data-bbox="743 980 1255 1003">6. Define & implement board expectations</td> <td data-bbox="1276 980 1352 1003">J F</td> </tr> <tr> <td data-bbox="743 1010 1255 1032">7. Park partners with MOU's/city/park relationships</td> <td data-bbox="1276 1010 1352 1032">A T</td> </tr> <tr> <td data-bbox="743 1039 1255 1062">8. Cash Reserve Plan</td> <td data-bbox="1276 1039 1352 1062">A T</td> </tr> </tbody> </table>	Rocks For The Quarter:	Who?	1. Finalize 2024 equipment plan for current year program needs	S K	2. Fall/Summer programs plans plus equip & coach requirements	M B	3. Document current equipment including inventory & useful life	S K	4. Indoor facility; space planning, location, approve process	A T	5. Fund raising database update; HS & in kind, social media growth	A T	6. Define & implement board expectations	J F	7. Park partners with MOU's/city/park relationships	A T	8. Cash Reserve Plan	A T	<ol style="list-style-type: none"> 1. <u>Communications plan - process, approach, medium</u> 2. <u>Identify additional revenue streams at events</u> 3. <u>New DOR/HJC define & implement elite program for juniors</u> 4. <u>Review scorecard & tie to revenue/profitability</u> 5. <u>Replace remaining bubble docks</u> 6. <u>Reputation with stakeholders/coaches</u> 7. <u>Donations/fundraising/sponsors</u> 8. <u>Facility management plan</u> 9. <u>Member management tool</u>
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