



# Richmond Road Runners Club

## Strategic Plan 2016-2019

## FOREWARD

This strategic plan document is intended to be a road map for the club's leadership as the club moves through the coming years. This plan should be referred to regularly and reviewed and updated at least every 2-3 years. As the club and the environment change over time, the initiatives addressed and action items identified by the club may also need to be changed. This document is only a starting point; over time it will change and improve as club leaders become better at strategic and operational planning.

The process the team followed went like this:

1. Determine/clarify the club's **mission** - craft an appropriate mission statement.
2. Determine a **vision** for the club - what did the team want it to be in 10 years?
3. Determine **key initiatives** for the club to undertake as we move towards our vision.

From here, it will be the responsibility of the club's leaders and managers (officers and board members) to determine how to address each key initiative. For each key initiative, goals and associated action items should be identified. The goals should be measurable and reportable. Progress should be reported often - at least quarterly - to all board members. I'd suggest using deadlines as well to keep projects moving forward.

I'd like to personally thank the club members who volunteered their time, talents and ideas to making this plan the club's first strategic plan in recent years:

Don Garber	Karen McCarthy	Ralph Gibbs	Rosie Schutte
Mike Levins	Frank Gerloff	Jeff Van Horn	Diane Glaze
	Bill Kelly		

Looking forward to the future...

Respectfully,

Michael Muldowney  
President  
Richmond Road Runners Club

## **RRRC MISSION STATEMENT**

### **"To promote running in the Richmond region"**

The club does this by:

- Organizing and sponsoring nearly 20 race events each year in differing areas of our community and at differing mileages
- Providing race services (timing and support) to local organizations in our community
- Offering training teams to facilitate running and training
- Serving as an information hub for member and non-member on running events and topics via our website and social media outlets
- Supporting local running programs and activities including awarding scholarships annually to deserving college-bound students
- Providing a bi-monthly newsletter with content designed to inform, educate and entertain runners
- Supporting safe running practices for all runners

## **RRRC VISION**

The board of directors of the Richmond Road Runners Club wants and expects the club to:

- 1. Be the organization that every Richmond region runner wants to be a part of...**
- 2. Be the recognized brand for running in our region...**
- 3. Offer the best race operations services in the region...**
- 4. Reach more runners in the region by creating and maintaining programs that people value...**
- 5. Expand training programs and help more runners achieve their goals...**
- 6. Create a "training pathway" for runners...**
- 7. Make running even more fun by enhancing and expanding our group and social efforts...**

If we can take actions to achieve this vision, the club will be even more complete in its offerings to runners and ultimately lead to growth in our membership.

## **RRRC KEY INITIATIVES**

These Key Initiatives have been identified by the RRRC Strategy Team as areas to address in pursuit of the club's mission and vision. They are sorted by the priority set by the strategy team through their discussions.

### **Tier 1 (Highest) Priority**

Develop more club leaders

Improve club's membership software, website design and functionality

Consider upgrading timing offerings utilizing current technology

Grow club membership

### **Tier 2 Priority**

Consider a review of our club's brand

Improve the club's use of social media tools

Improve the club's financial systems, controls and data

Review the club's race portfolio; develop new race events; improve current race events

### **Tier 3 Priority**

Expand club-sponsored running groups and training teams

Locate a clubhouse for the club

Change the current meeting process; include more non-business meetings

Document club processes for future leaders

From here, RRRC club leadership will be responsible for addressing these key initiatives in a manner that allows sufficient focus and manpower on each project. These key initiatives are substantial projects, and it may take months to complete an individual item. Patience will be required (along with organization and some committed people) to work through the list. At plan review every 2 years or so, completed items can be removed and new items that are identified can be added as needed. And the cycle continues...

# APPENDIX

Here are the SWOT factors identified by the Strategy Team early in the planning process.

## CLUB STRENGTHS

1. Well respected and well known
2. Large number of race events in our portfolio
3. Leadership
4. Costs of races and membership
5. Financially strong
6. Family friendly
7. Operations excellence - timing and equipment
8. Club gives back to the community
9. Dedicated people - members volunteers
10. Training teams
11. Participation in RRCA at a national level
12. Banquet is awesome
13. Club history
14. Ties to the business community
15. Size of the club

## CLUB WEAKNESSES

1. Communications - website and general marketing
2. Membership
  - a. registration technology
  - b. process
  - c. recruiting
3. Lack of innovation in club races
4. Depth of bench - specifically skilled positions
5. No clubhouse
6. Race timing
7. Inadequate training/mentorship of future leaders
8. Lack of sufficient programs/training to reach our audiences
9. Lack of emergency planning
10. Record storage
11. Lack of diversity (some populations not being reached out to)
12. Accountability
13. All volunteers - no paid staff
14. Some races are maxing out with registrants

15. Financial reporting
16. Lack of market information/data
17. Change is difficult

## **OPPORTUNITIES**

1. Reach out to other local training teams - to support and add members to the club
2. Become "information central" for runners
3. Develop new club races that are innovative
4. Improve networking/communications with other clubs
5. Club competitions
6. Build a strong sponsorship network
7. Fundraising
8. Reach out to healthcare entities via a coordinated effort
9. Capitalize on expo events (have give away items/info)
10. Create an "Angie's List" of members for members - a directory
11. Increase diversity
12. Improve social media interaction
13. Create written job positions and have them available

## **THREATS**

1. Increased competition - more races
2. More for-profit race management firms
3. Non-traditional races are growing in popularity
4. Chip timing/timing in general
5. Competing running groups
6. Where are the younger runners?
7. Not enough social stuff...