



Club leadership and management

Aaron Huston

Executive Director & Head Coach
Gig Harbor Canoe & Kayak Racing Team



Overview

What this is ...

Broad overview of logistical components of running a club

Specific examples of how to do things or sometimes ... mistakes!

Toolbox of ideas

What this is not ...

One right way

The only way

The best way

A one-size fits all approach

Content

- ✓ Type of club, structure and organization
- ✓ Kids recruiting and progression
- ✓ Training groups and staff
- ✓ Membership and billing
- ✓ Parent volunteers & fundraising
- ✓ Example SW platform

Who is Aaron Huston?

Executive Director & Head Coach GHCKRT,
Seattle

ACA's Sprint Coach & former program
director

20 years in coaching: canoeing,
swimming, weightlifting, etc.

Founder Team Highlander Athletics

Founder Narrows Swim Club

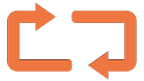
Nurse Practitioner in Pulmonary Critical
Care Medicine in Tacoma, WA.

- Former faculty at Seattle U, PLU (taught graduate courses in pathophysiology, physical examination, primary care, and pharm)

3 kids, one dog.

Too many boats

Why organize a club?



Sustainable
beyond one
person &
saves time



Build
membership
& enable
financial
success



Allows
coaches to
focus during
season and
regattas



Acquire
equipment



Builds
performance



Engages
parents and
athletes

Why is ACA interested in supporting clubs?

#1 ACA Strategic Objective: “Build the base” and accelerate the growth

A club is the basic building unit in sport.

More clubs, more members, more success and more opportunities for everyone

A nation full of strong clubs = Lots of fun & strong national teams

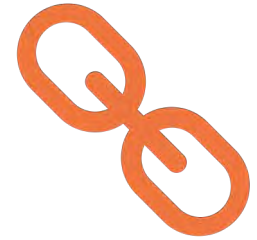
What drives the structure of your club?



What is your “why”?



When you envision success, what do you see?



What elements are important to you?

GHCKRT: Mission - Purpose - Vision

Opportunity to be competitive at the highest levels

Service and community

Character through struggle to achieve

TEAM – Part of something bigger than self

Qualities of great teams

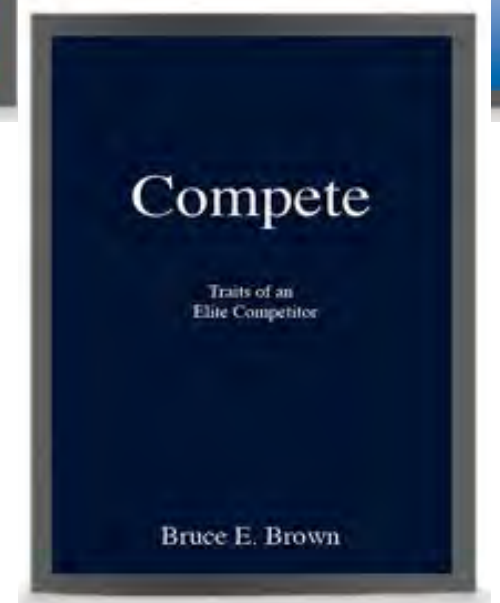
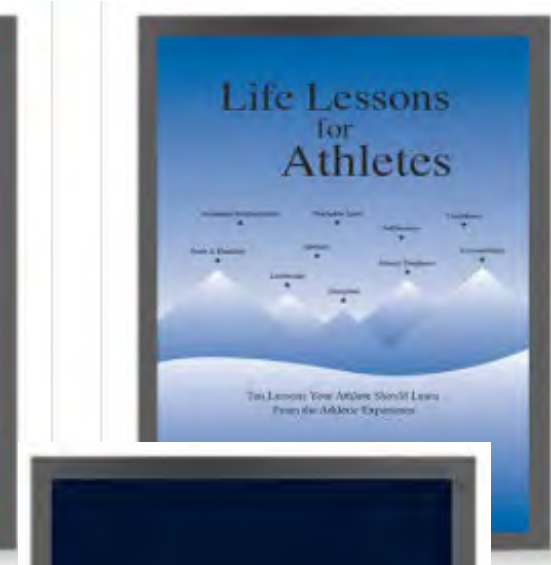
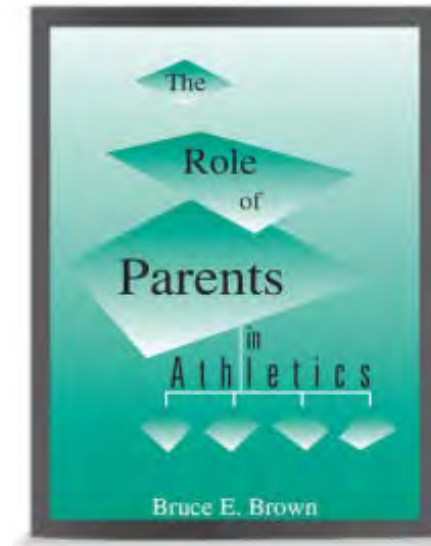
- ✓ Leadership
- ✓ Guiding principles
- ✓ Pride
- ✓ Communication
- ✓ Motivation
- ✓ Persistence
- ✓ Positive attitude



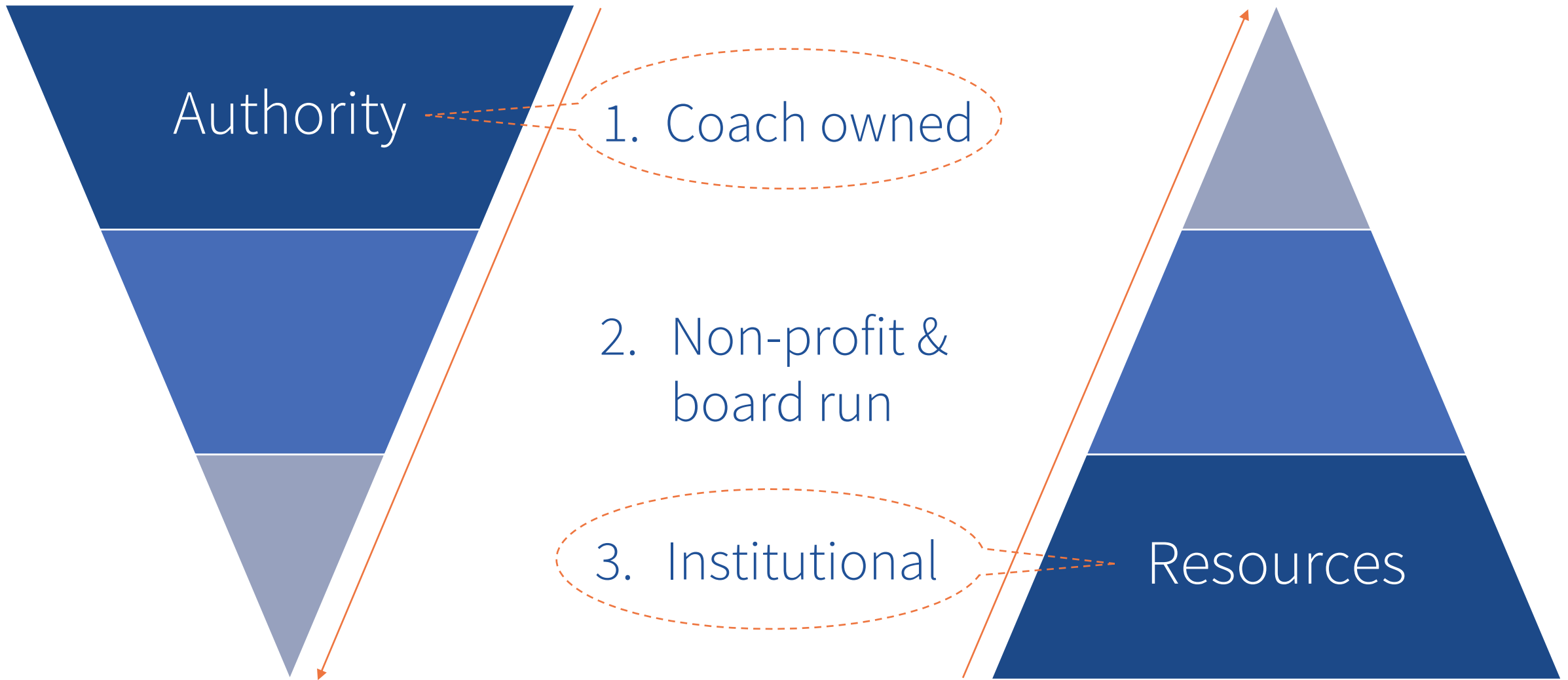
Coach Aaron's 3 rules

- 1) Show up
- 2) It's not enough to just show up
- 3) I'm not here for myself

We take care of the team culture, and the results take care of themselves.



Three types of clubs



Authority, help, liability, sustainability, resources, and taxes.

GHCKRT

501(c)3 founded by Alan Anderson

Board of Directors → Board run

~80 members

Parent volunteer committees

Five (5) coaches

Two (2) coach interns



Club staff

Salaried “staff” coaches:

- Year-round salary vs. hourly

Coach meetings 1x/month

Hourly coaches: 15-17\$/hr

- Intern coaches: Min wage \$13.50

Must always work to develop staff

- Head coach instruct other coaches

Required:

- CPR/first aid
- Chase boat training annually
- WA state boaters’ card
- Safesport
- Background check
- The ICF level 1 within first year (club pays)

Club “one pager”

GHCKRT Program Overview 2019-2020

Coaching Staff

Head Coach: Aaron Huston
Assistant Coach: Alan Anderson
Assistant Coach: Allyson Morse
Assistant Coach: Payton Chiou
Assistant Coach: Bryse Paffile
Coach Intern: Sadie Hanks

Training Location

Skansie Park, Source Therapy and Team Highlander Gym

Training Season

Approx: October 2nd – September 25th

Monthly Fees

Group 1: Coach Aaron Huston and Payton Chiou: \$180/month. Practice on water 4-8x/week. Gym sessions 3-5x/week. Additional gym fee of \$30/month is required.

Group 2: Coach Alyson Morse and Coach Sadie Hanks: \$160/month year-round. Practice on water 4x/week. Gym sessions 2x/week by coach invitation at additional cost of \$30/month.

Group 3: Coach Allyson Morse and Coach Alan Anderson and Coach Sadie Hanks: \$140/month. Practice on water 3x/week.

Masters: Coach Allyson Morse: \$65/month. Water practice every Saturday and TBA.

Para Program: Coach Bryse Paffile: \$65/month. Water practice every Saturday and TBA.

Commitment: Athletes/families must commit to a minimum of 3 months with GHCKRT.

Club “one pager”

... cont.

ACA Membership

All members of GHCKRT must maintain current independent membership in the American Canoe Association (ACA) and provide proof of membership. The ACA is the U.S. National Governing Body (NGB) for the Olympic sports of Canoe Sprint and Slalom, and the Paralympic sport of Paracanoe.

Equipment

The team provides boats, paddles, and personal floatation devices (PFDs) for new athletes. Athletes are encouraged to purchase a boat and paddle with coach input (see equipment tab on our website). Athletes 12 and under are always required to wear a US Coast-Guard-Approved PFD on the water. All athletes are required to wear a PFD from Nov 1st - Mar 1st.

Regatta Fees

The average athlete will attend between 4-6 regattas. Local regattas cost about \$40-90 for boat transport and race entries. Attendance at the National Championships is highly encouraged for Groups 1 and 2. Those fees are set each year at the time of the event and usually range from \$300-400. The location of Nationals rotates between the East Coast, West Coast, and Central US.

Family Commitment/Requirements

Fundraising: The team actively fundraises for capital purchases (boats, chase boats, etc.) and large events. All families are expected to participate.

Volunteer hours: The club is run by volunteers. All families are expected to participate.

You may register online starting Tuesday, October 2nd.

Club “one pager”

... cont.

Fiscal Policies

Many parts work together to make the GHCKRT a great program. Maintaining a sound financial position is an essential aspect of club operations. GHCKRT functions yearly with an annual budget funded by your dues, training fees, and fundraising.

- All billing and registration are done online on our website.
- The GHCKRT registration fee and first month’s training fee are due at the time of registration. Subsequent monthly billing will be processed via Team Unify’s online bill payment system on the 1st of the following month.
- Families needing temporary financial assistance should inquire at admin@ghckrt.com.
- Regatta fees will be assessed when you sign up for regattas on our website.
- There is no multiple athlete discount.
- Athletes who plan to participate in high school sports are expected to make weekend GHCKRT practices and as many weekday practices as possible to maintain their proficiency. They need to coordinate with their coach for the appropriate practice workouts.
- Fees are not pro-rated for participation in partial months.
- If you wish to cancel your membership, a written notice must be sent to admin@ghckrt.com, by the 20th day of the month before the withdrawal.
- Delinquent accounts - Timely remittance of monthly dues and fees are critical to the club’s efficient operations. We strongly encourage members with past due invoices or the inability to pay to reach out to the club via email at admin@ghckrt.com.
- At 30 days past due, a board member or volunteer will attempt to contact you. At 60 days past due, a member cannot attend practices or regattas.

Billing best practices

Automated billing

All billing is captured

Keeps monthly and event billing info

Everything gets tracked & can be searched

Deposited on time

Ability to refund & set up customized billing

Not dependent on you or staff

Monthly billing

Spreads cost out over a year

Easier for families to budget

Constant income adds stability

Clubs that use automated billing do better financially.

Fees & pricing

Team fees during winter

Group 1: \$180 + \$30 = \$210.

Average 19 hours per week

76 hours per month @ **\$2.76/h**

Group 2: \$160 + \$30 = \$190

Average 10.5 hour per week

42 hours per month @ **\$4.52/h**

Group 3: \$140 per month.

5 hours per week

20 hours per month @ **\$7.00/h**

Pricing

Budget based & consistent with objectives

Comparable to other activities, e.g., swimming

Value perception:

- About things that are free.
- Coaches paying themselves - “I’m not in it for the money.”

Scholarships

Rainy days cash reserve fund

Equipment:

- What opportunities can be provided by having it?

Sustainability & mindset:

- The club staying power after we leave?

Athlete recruitment ... how do kids join our team?

95% of kids join the team via a summer camp

- Three 1-week camps. 3 hours/day for 6 days
- Camp cost is \$195. Kids bring their own lunch

Coaching: coaches + a couple older athletes

Equipment: Surfskis, vipers, and kape canoes
Max 20 kids/camp, ages 9-13. Waiting list

Meet parents on Saturday of each camp

- Offer kids to join Group 4, the summer only team
- After the first week of a summer camp and goes until Pacific Cup (mid September)
- 3x per week, 5-6:30 pm

Discuss the year-round team participation with kids who seem ready at Pacific Cup. They can join Group 3 at the start of the season in October

Fewer than 5% of kids join our team via a try- out or walk-on process

- These kids paddle free for a week; must have ACA membership.

35% retention past 3 months

The camp system works best because of the cohort dynamic.

Program details

Summer camp

60 kids in a camp

- ~45% on average progress to Group 4, the summer team and the Pacific Cup
- ~20% join year-round Group 3 team

Success Factors

- “Right kids” into camp and summer team
- Lots of parent communication; the key is anticipatory guidance
- Development boats: K2/K4, and C2

Part of something bigger

Group 3 – kids can join year round

12-15 join/year and we typically lose 1-3

Focusing on fun, balancing in boats and learning technique fundamentals

- Some older kids are offered to practice with Group 2 once per week

Group 3 practices with Group 2 starting in the summer.

- They may attend nationals if they can balance in a racing boat.
- We encourage these athletes to have their own paddle.

Program details

... cont.

Group 2

Must paddle a racing boat away from the dock

Own paddles and a watch (not necessarily with GPS)

Paddle 4x/wk & gym 2x/wk; attend all regattas

The club provides:

- Team boats for racing
- Development boats for learning

The club doesn't provide:

- C1 or K1 racing boats
- Many kids purchase a used boat

Group 1

Athletes must be in high school or above

Must be committed to making an international regatta

Own paddles, a boat and a GPS watch

Paddling 6-9x/wk & gym 3-5x/wk; attend all regattas

Not all athletes progress to Group 1

Program details

... cont.

Other key elements

Athletes interview to move up

- We make a big deal out of it

Athletes can move up twice a year

- Like to keep them in cohorts

Season is defined

- All athletes renew and sign up every October



Club practice schedule

Winter

MON	TUES	WED	THURS	FRI	SAT
Gr 1 Water 9-10		Gr 1 Water 9-10	Gr 1 Water 9-10	Gr 1 Water 9-10	
Gr 1 Water 3-445	Gr 1 Water 3-445	Gr 1 Water 3-445	Gr 1 Water 3-445	Gr 1 Water 3-445	Gr 1 water 9-11
Gr 1 gym 5-630	Gr 1 gym 5-630	Gr 1 gym 5-630		Gr 1 gym 5-630	Gym 130-3
Gr 2 Water 330-5	Gr 2 gym 5-6	Gr 2 Water 330-5	Gr 2 gym 5-6	Gr 2 Water 330-5	Gr 2 water 9-11
	Gr 3 water 330-5		Gr 3 water 330-5		Gr 3 water 9-11

Summer

MON	TUES	WED	THURS	FRI	SAT
Gr 1 Water 730-9	Gr 1 Water 730-9	Gr 1 Water 730-9	Gr 1 Water 730-9	Gr 1 Water 730-9	Gr 1 water 9-11
Gr 1 Water 3-5	Gr 1 gym 3-5	Gr 1 Water 3-5	Gr 1 gym 3-5	Gr 1 Water 3-5	Gym 130-3
SUMMER CAMP 11-3	SUMMER CAMP 11-3	SUMMER CAMP 11-3	SUMMER CAMP 11-3	SUMMER CAMP 11-3	SUMMER CAMP 11-3
Gr 2-3 Water 9-1030	Gr 2-3 Water 9-1030	Gr 2-3 Water 9-1030	Gr 2-3 Water 9-1030	Gr 2-3 Water 9-1030	Gr 2-3 Water 9-1030
Gr 2-3 water 3-5	Gr 2 gym 5-6	Gr 2-3 water 3-5	Gr 2 gym 5-6	Gr 2-3 water 3-5	

GHCKRT strengths & weaknesses

Strengths

Club values and core objectives are front and center with members

Club provides equipment: paddles and boats

- Coaches advise parents when and what to purchase, so they make informed decisions

Video review weekly

Engagement with activities

Merchandise

Weaknesses

Kids (& parents) often rush to get into racing boats

- Can be harmful to technique development and could lead to injury

Groups have benefits

- Spending time with each paddler needs to be a priority ... no one should slip through the cracks

Money

How do we earn it?

Membership dues

- Dedicated to operating budget

Big fundraising

- For large capital expenditures

Small fundraising

- For scholarships & offset for the nationals trawling

How do we spend it?

Operating Expenses:

- Payroll
- Fixed costs: gas, rent, insurance, taxes, bookkeeping
- Replacement equipment

Capital expenses

- Use big fundraising for new equipment

Best practice

Ongoing (monthly) operations should be funded only by membership dues

Resist the temptation to pay for day-to-day expenses with fundraised money

Annual operating budget

Budget creation at our club:

- Create a budget in September → review by the Treasurer → review by the Board
- With experience, budgeting becomes easier
- Budget projections include 3, 5, and 7% safety margins

Monitor actuals at each board meeting

Example annual operating budget

Income

group	rate	numbers	income
Group 1	\$ 180.00	14	\$ 30,240.00
group 2	\$ 150.00	22	\$ 39,600.00
group 3	\$ 120.00	14	\$ 20,160.00
masters	\$ 65.00	5	\$ 3,900.00
para	\$ 65.00	4	\$ 3,120.00
total team members		59	
		total dues income	\$ 97,020.00
Maintenance Fee			
fee		number	
		35	59
			\$ 2,065.00
Summer Camp - see appendix C			\$ 3,000.00
Development team - see appendix C			\$ 3,000.00
		SUBTOTAL INCOME	105,085.00

Expenses

Coach	rate	hours	
Coach 1	18	1040	18720
Coach 2	18	1040	18720
Coach 3	15	800	12000
Coach 4	14	400	5600
Coach 5	15	100	1500
Coach 6	15	0	0
Coach 7	13	0	0
	0	0	0
		total wages	56540
		taxes (15%)	8481
		Prof Dev / Training	1,000.00
		L&I Payment	1,911.60
		Guest Coaches	1,000.00
		subtotal personnel	68,932.60

Administrative			
		Professional Service	1,500.00
		Website	1,200.00
		Visa CC fees(3% cha	2,500.00
		Licns/Reg/Mmbrshp	2,500.00
		QB/Software Fees	500.00
		Printing / Postage /	500.00
		Team Events/Fun	500.00
		admin subtotal	9,200.00
Facility and Equipment			
		Maintenance & Rep	1,500.00
		Gas/Tolls	1,000.00
		Supplies	800.00
		Moorage(414/month)	2,000.00
		Boat storage	3000
		Facility/equipment	8,300.00
Fixed Asset Purchases			
		Racing Boats	10,000.00
		Chase Boats / Moto	2,000.00
		fixed assets subtotal	12,000.00

subtotal expenses 98,432.60

Contingency	3%	5%	10%
	\$ 2,952.98	\$ 4,921.63	\$ 9,843.26
expenses	\$ 101,385.58	\$ 103,354.23	\$ 108,275.86
INCOME	\$ 105,085.00	\$ 105,085.00	\$ 105,085.00
NET	\$ 3,699.42	\$ 1,730.77	\$ (3,190.86)

Fundraising

Focused on specific capital purchases each year

- ✓ Chase boats
- ✓ Team boats
- ✓ Development boats

The board and committees

The board

Can be tricky

Focus on vision and long-term decisions

Process for choosing board members

Not everyone is a good member

Handles parent volunteers and “dry-side operations”

Parent volunteer committees

Regatta

Equipment & Maintenance

Administrative & IT

Fundraising & Marketing

Events (non-regatta)

Coaches and staff handle day-to-day and “wet-side operations and decisions”

Tools beyond the whiteboard

GHCKRT Plan: April 29, 2020

Planning Calendar Selected Track: GHCKRT group 1 Event Type: Workout

Tracks	GHCKRT group 1	GHCKRT group 2	GHCKRT group 3	ODP ca
Sun 19	<ul style="list-style-type: none"> run Run 2 mi at 85% Zoom Workout 21-15-9: Push-ups and Air Squats run Run 2 mi at 85% Zoom Workout 21-15-9: Push-ups and Air Squats run Run 2 mi at 85% Zoom Workout 21-15-9: Push-ups and Air Squats 	<ul style="list-style-type: none"> cardio Run Zoom Work Alternating Lun and Dead Bugs cardio Run Zoom Work Alternating Lun and Dead Bugs cardio Run Zoom Work Alternating Lun and Dead Bugs 	<ul style="list-style-type: none"> run Run : 10 run Run : 10 run Run : 10 	
Sun 26	<ul style="list-style-type: none"> cardio Run : 30 mins at 70% group 1 zoom "Tabata" - Switch Kicks, Power Jacks, Power Knees and 5 more : 8 x 1 min / 1 min cardio Run : 30 mins at 70% group 2 zoom "Tabata" - Switch Kicks, Power Jacks, Power Knees and 5 more : 8 x 1 min / 1 min cardio Run : 30 mins at 70% group 3 zoom "Tabata" - Switch Kicks, Power Jacks, Power Knees and 5 more : 8 x 1 min / 1 min 	<ul style="list-style-type: none"> run Run : 10 run Run : 10 run Run : 10 		
Sun 3				
Mon 4				

LEVEL 73 Sarah Grady GHCKRT 645 WORKOUT SESSIONS

April 2020

Back Squat : 5x5

Back Squat : 5x5 : 1250 kg | 50 kg, 50 kg, 50 kg, 50 kg, and 50 kg | Rx'd

Sets

- 5 Back Squats | 50 kg
- 5 Back Squats | 50 kg
- 5 Back Squats | 50 kg
- 5 Back Squats | 50 kg
- 5 Back Squats | 50 kg

7 days View Site Leaderboard (41661)

Posts

- Calendar
- All Activity
- Workout Posts
- Weigh Ins
- Journal Entries
- Injuries

Benchmarks

- Girls
- Barbell Lifts
- Heroes

Leaderboard: Barbell Lifts - Deadlift

WODs Today Calendar All

Leaderboards Girls Barbell Lifts Heroes Endurance Gymnastics Notables The Open

Members Elsie Huston Connor Peterson Anabel Bedlan Adam Behnke

Rank	Name	Weight	Date
1st	Kenny Kasperbauer	192.8 kg	March 15, 2020
2nd	Jackson Plymale	183.0 kg	April 25, 2020
3rd	Payton Chiou	170.0 kg	March 13, 2018
4th	Ryan Grady	160.0 kg	January 07, 2020
5th	Dylan Boeholt	145.0 kg	April 27, 2020
6th	Chauncey Bevin	136.0 kg	June 23, 2018
7th	Benjamin Blanck	131.0 kg	

Coach's Eye

GHCKRT CANOE

APR 29 2020 - 6:22 PM

Benefits of a suitable on-line platform

Online registration for season process

Members enter information, staff approves

Collects signatures for agreements and waivers

Saves monthly billing info

Communication

Through web site

Email system

Can check reception of emails

Event registration

Regattas and team events

Posts all relevant info: fees, travel info, etc.

Auto-charges

Can set deadlines and see who is going

Can email reminders

Benefits of a suitable on-line platform

Financials

Monthly deposits to the account

Costs % of fees; typical 3%.

Tracks who gets charged and when

Enables refunds (club loses the 3%, so be careful)

Automatically flags failures

Other useful information

Calendars

Directory & emergency contacts

ACA number tracking

Safesport certification tracking (in the future)

Mobile app with attendance

Workout logging

...

Summary

Club structure and foundational principles matter: values, mission, vision

Kids must have fun and learn to struggle to achieve

Membership recruitment and group progression

Sounds financial management and fundraising

Board and committee structure

On-line tools

Thank You!



US SPRINT · PARACANOE · SLALOM



Tennessee Valley Canoe Club (TVCC), Chattanooga, TN

Michael F. Shillinger

Immediate Past President, TVCC

L4 SWR Instructor



Who we are?



Formed in 1967

ACA PAC Club; 50% ACA members

All Volunteer

Mostly WW with Flatwater and REC-
Boating Growing fast!!

Currently 800 members

Started the ACA instructor push 11
years ago; 40 instructors in seven
disciplines

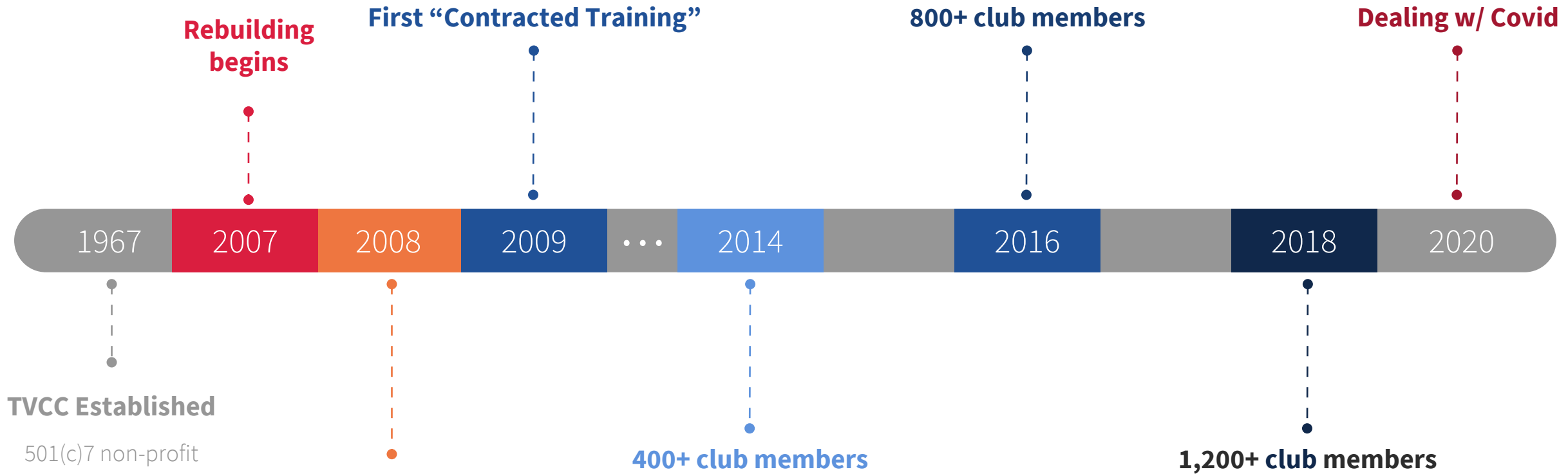
2017 ACA Stroke of Achievement Award
Winner

In 2020 COVID-19 slows us down but
doesn't stop us!

How we got here?



- Held first SWR class in 10 Years
- Hired out all Advanced Instruction



Formalized board positions

- Began Resurrecting Safety Program
- Website Activated

How we operate?

501 C(7) Non-Profit

Board positions defined by function,
not by individual

Regular monthly board meetings

- Roberts Rules of Order
- Board Voting by email

Processes & Tools

- Zoom Conferences
- Google Drive
- Wild Apricot (Membership Management)
- QuickBooks (Accounting)
- Affinipay (Online payment)
- SmartWaiver (Paperless waivers)
- Local Checking and Bank Accounts

The Club's Paddling Training Program Drives Everything

Club revenue model

\$20.00 annual club membership fee

Classes are FREE for ACA members, else you pay \$5.00 event membership

Club Dues are reinvested in ACA Instructor Scholarships

Special Events/Races focused on community relations

Targeted beneficiaries

- Team River Runner
- State Park Friends Groups



How we are organized?



Officers

Board Position	Name of Officer	Email
President	Darren Caputo	president@tvccpaddler.com
Vice President	Cat Vogel	vp@tvccpaddler.com
Assistant Vice President	TBD	assistantvp@tvccpaddler.com
Treasurer	Buck Meyer	treasurer@tvccpaddler.com
Secretary	Kathy Cusick	secretary@tvccpaddler.com
Communications Officer	Dian Lawhon	comm@tvccpaddler.com
Webmaster	David Riall	webmaster@tvccpaddler.com
Conservation Officer	Dixie Riall	conservation@tvccpaddler.com
Safety Officer	Rob Theurer	safety@tvccpaddler.com
Training Officer	Karla Gann	training@tvccpaddler.com
Cruise Master 1, Class II/III	Greg Foster	cm1@tvccpaddler.com
Cruise Master 2, Class III/IV	Robert Haile	cm2@tvccpaddler.com
Cruise Master 3, ALT Overnights	Ben Johnson	cm3@tvccpaddler.com
Cruise Master 3, Overnights	Ben Johnson, Leigh Dave	cm3@tvccpaddler.com
Cruise Master 4, Paddleboards	Liz Young	cm4@tvccpaddler.com
Cruise Master 5, Flatwater, Class I	B.G. Smith	cm5@tvccpaddler.com
Committee Positions		
Non-Paddling Cruise Master	tbd	cm6@tvccpaddler.com
Quartermaster	Scott Painter	qm@tvccpaddler.com
Ocoee Race Director	Cat Vogel	ocoeer@tvccpaddler.com
Competition	Cat Vogel	cm6@tvccpaddler.com

Board recruiting/process (2-3 Year Cycle)

- Looking for young “crusaders”
- Start in safety or training
- Primary board position (Year 2 or 3)
- Senior leaders are mentors

Leader Development

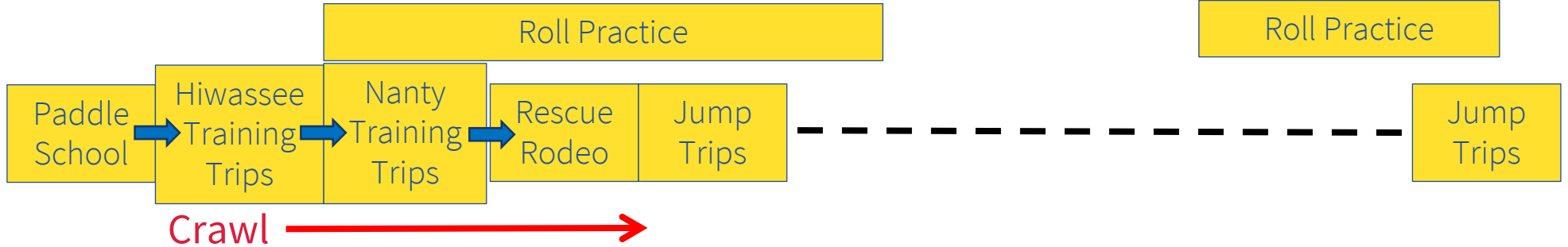
- “Right seat” the primary for a year
- Show what “right looks like”
- Make ‘em plan it
- Resource their requirements
- Empower their decisions
- Continuity books!

Yearly whitewater training cycle

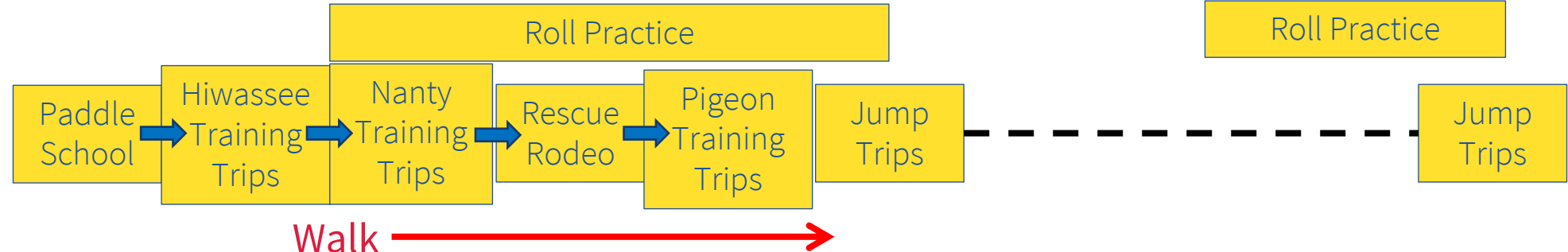


May Jun July Aug Sep Oct Nov Dec Jan Feb Mar Apr

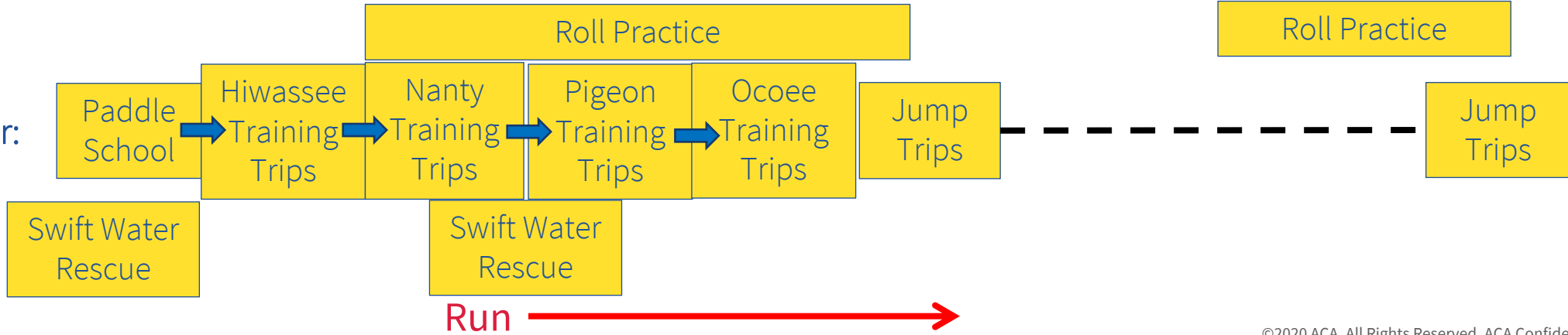
1st Season Paddler:



2nd Season Paddler:



3rd Season Paddler:



Summer Training Cycle: A culture of “Achievable Gates”



“1st Paddle School”

Individual Skills Introduction

- Basic Paddling Strokes
- The Correct Gear
- Intro to Boat Control
- Personal Situational Awareness
- Into to Buddy System
- “Out of Boat” Experiences

“Steppin’ Up”

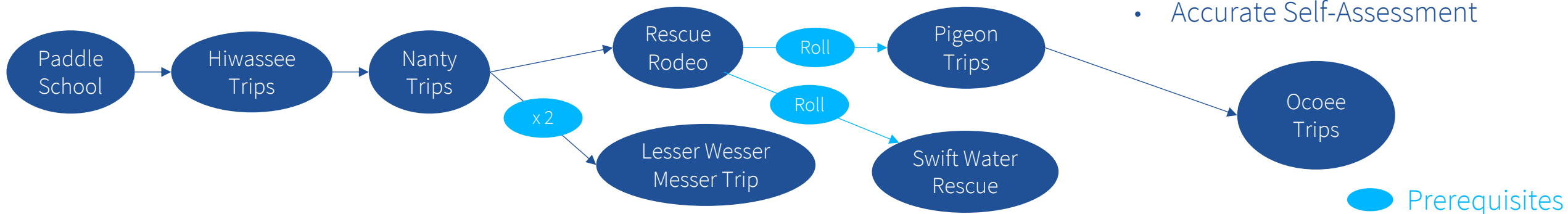
Individual & Group Skills Development

- Paddling Stroke Improvement
- Boat Control Improvement
- Physical Endurance
- Fear Acceptance
- Buddy System Re-enforcement
- “Out of Boat” Experiences
- Group Situational Awareness

“A Valued Team Member”

Skills & Confidence Validation

- Refining paddling skills & Boat Control
- Physical Confidence
- Fear Control
- Buddy Awareness
- “Out of Boat” Confidence
- Group Awareness
- Accurate Self-Assessment

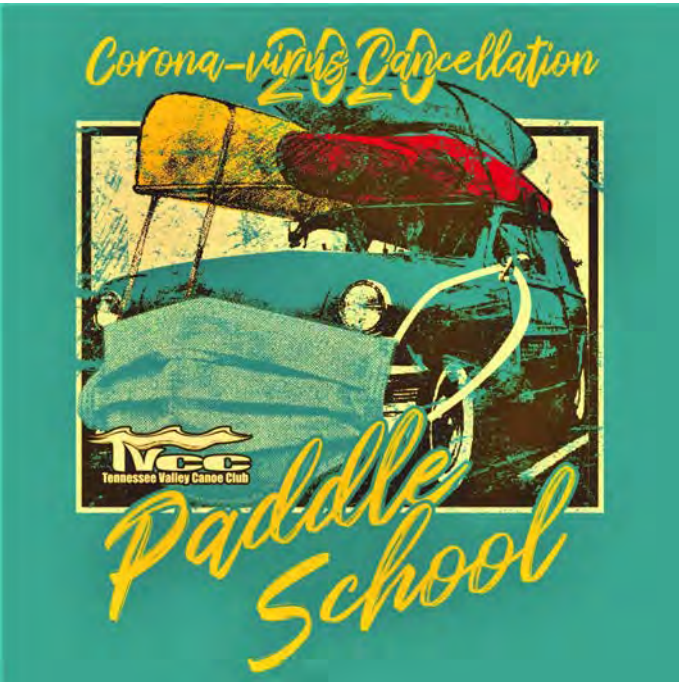


“What’s an Eddy?”

“You need to work on ...”

“I need to work on ...”

Covid-19 reset (May – June 2020)



USFS halted all on water operations on Ocoee, Hiwassee, and Nantahala rivers on April 3rd, 2020

New permits required for USFS land/rivers

TVCC treated just like an outfitter for permit purposes

Wrote a Covid mitigation plan; submitted & approved within 2 weeks

Thank you, Scott Fisher & our current president Darren Caputo, for getting this done.

Club training trips resumed in June 2020

Lesson Learned

Don't just pick up where you left off last year! Shotgun starting your training means you have all new people!



Lessons learned



Fully automate your systems.

During Covid, execute your scheduled events as much as you can; even if the event is smaller.

Reward your leaders; be clear in your expectations for “payback.”

Recruit millennials and listen to them.

The “back office,” people run it - but try to get young people to be your front face.

Reinforce success no matter where it comes from.

Don't be afraid to ask for help, money, our resources.

Thank you!



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