



DOWNINGTOWN RUGBY FOOTBALL CLUB – 2018-2019 STRATEGIC PLAN

DRFC History

The Downingtown Rugby Football Club was founded in 1996 by Mike Drill, a teacher within the Downingtown Area School District. The team was established on the principal that strength through unity produces results. In addition to developing the teamwork skills of young women and men over the past 20 years, DRFC has also achieved several state titles and participated in national championship tournament play. Off the field players are encouraged to participate in local community service activities as individuals, or as part of a DRFC club effort.

DRFC is dedicated to promoting positive athletic and sportsmanship skill growth of competitive rugby playing. All girls and boys within the Downingtown and surrounding area school districts are eligible and welcome to play for the club teams. We welcome all athletes interested in the sport regardless of prior experience. New members quickly find that rugby is a fast paced and team oriented sport, with a greater emphasis on agility and smart organized team play, versus muscular brawn.

We promote an early introduction to rugby with our summertime non-contact Rookie Rugby Camp, which is open to all children ages 5 to 12. The summer Rookie Rugby Camp introduces players to the game of rugby, teamwork and team sportsmanship. Many of our Rookie Rugby participants go on to play rugby for the DRFC or other local rugby clubs.

DRFC competes at the Division 1 Club Team level in the state wide rugby union managed by Rugby Pennsylvania. The club also participates in a Mid-Atlantic premiere league which provides high level competition against nationally ranked clubs from New York and Canada to Virginia.

The club is managed by an elected Board of Directors and is supported by a volunteer Parents Association. DRFC operates as a non-profit 501c3 organization. Our funding is solely dependent on player dues and contributions from sponsor supporters.

Club Mission Statement:

The Downingtown Rugby Football Club (DRFC) is a school level club focused on local student participation in the growing sport of rugby, developing athletic talent and building a family community.



STRATEGIC PLAN SUMMARY

SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)

Club Organization Structure

- Coaching Staff

- Board of Directors

- Parents Association

- Volunteer committees

Club Details

- Club composition

 - Teams

 - School affiliations

- Finances

- Club activities

- Fundraising

- Club Contacts

Near Term Goals & Objectives

- Increase community awareness and promotion of club and program

- Develop a sustainable player base for all teams

- Expand awareness and participation of the entry level rookie program

- Recruit and develop coaches

- Grow the parent association and volunteer pool

Long Term Goals & Objectives

Appendix

- Club Bylaws



SWOT Analysis

STRENGTHS

Committed advocate for club development, success and long term continuity
Passionate players with strong connection to club and each other
Regular successful performance at state level competitions; Boys & Girls teams
Broad range of opportunities for players to participate in competitive rugby events
Good team communication through TeamSnap
Excellent social media presence
Structured medical support

WEAKNESSES

Low levels of volunteer support
Limited access and availability of practice fields
No regular promotion of club activities to community
Addition of new player members has not kept pace with graduating players
No long term continuity or succession planning for coaching or club leadership
Recruitment and retention of new players

OPPORTUNITIES

Develop strong relationships with sponsor organizations to ensure stable resource support
Leverage recent club successes to attract and retain players
Leverage state Rugby PA and national USA Rugby programs for support

THREATS

Increasing demands on player pool; school, work, other sports, external commitments
Recruitment by other local rugby clubs
Other high-performance rugby programs whose activities interfere with club competitions
Cost of the membership
Excessive long-distance travel for club competitions at the senior levels
Perception of rugby as a dangerous sport



Club Organizational Structure

<u>Coaching Staff</u>		<u>Board of Directors:</u> (Parents Association leadership) Board positions with DRFC voting privileges	
Founder:	Mike Drill	Founder:	Mike Drill
Boys U19:	Mike Drill	President:	Matt Snyder
Girls U19:	Andrew Fell	Vice President:	John Ahern
Boys U15:	Rich Bailey	Treasurer:	Marypat Ahern
Co-Ed U13:	Owen Gardner	Secretary:	Dosie Rutkowski
Rookie Rugby:	(open)		
		(Parents association leadership coordinates with and assists Club Operation Coordinators as necessary to ensure a positive rugby experience for our players and spectators.)	

<u>Club Operations</u>		<u>General Activity</u>
Soc. Med./Comms. Coordinator	(open)	Edit/manage FB page and DRFC website or other public communications/announcements.
Foreign Tour Coordinator		
Boys 2019	Matt Snyder	Coordinate trip planning between tour team group lead and EPL.
Girls 2020	(open)	
Sponsorship Coordinator	(open)	Coordinate/communicate with sponsors or sponsor requests. Assist with coordinating fundraising activities like car washes, etc..
Spirit Wear Coordinator	(open)	Coordinate with spirit wear vendor(s), manage minimal club inventory and sales activity.
Team Parent Coordinator (one chosen from below to be group lead)		Coordinate match planning for player refreshments and after match socials, also collect registration paperwork and forward dues payments to the treasurer.
U19 Boys:	(open)	
U19 Girls:	(open)	
U15 Boys:	(open)	
U13 Co-ed:	(open)	



Club Details

School affiliations

The club draws players primarily from the Downingtown Area School District. In the interest of providing playing opportunities to other students in areas without a program, the club has opened membership to local players from other districts (Coatesville, Twin Valley, Great Valley).

Teams

The club operates four boys and girls teams.

U15 Boys – draws male players from grades 8 and 9 (15’s season only)

U19 Boys – draws male players from grades 10, 11 and 12 (15’s and 7’s seasons)

U19 Girls – draws female players from grades 7 through 12 (15’s and 7’s seasons)

U13 Co-Ed – draws male and female players from grades 5, 6 and 7 (15’s season only)

Rookie Rugby – Summer program for all elementary school grade levels

Competition

The club fields teams in conjunction with the RugbyPA coordinated Fall 7’s and Spring 15’s seasons. The U19 Boys team also participates in a Mid-Atlantic premier league which coordinates matches among elite teams in Pennsylvania, Maryland and Virginia and allows access to top-tier regional tournaments.

Finances (2017-2018)

EXPENSES			REVENUE	
Fields	\$9,045			
Equipment & Entry fees	\$4,598			
Team support	\$2,480		Player registrations	\$14,930
Jersey replacements	\$2,000		Spiritwear sales	\$235
Scholarships & Awards	\$1,600		Sponsorships	\$3,500
Administrative	\$1,940		Fundraising	\$1,000
TOTAL:	\$21,663		TOTAL:	\$19,665

Club activities

The club organizes an annual foreign travel tours for competitive matches against international club teams and cultural and rugby related activities. The tour trip generally occurs during the Easter spring break in April. Recent club trips have been to Wales, Scotland, Ireland.

- The U19 Boys travel in odd numbered years; 2019, 2021, etc
- The U19 Girls travel in even numbered years; 2020, 2022, etc.

The club offers a book scholarship award at the end of each season for graduating seniors. The award is granted to a male and female player who submit the selected essay on “What rugby means to me.”

The club participates in the annual Downingtown Christmas Day parade, and collect food donations on the parade route that are donated The Lords Pantry in Downingtown.



Club Details (continued)

Fundraising

The primary fundraiser event for the club our annual Beef and Beer event taking place in May.

The club also pursues sponsorships of varying levels for direct support of club expenses; field rental, uniforms, equipment and other overhead costs.

The club collects annual membership dues from players which also contribute to support of club operations including insurance fees, tournament entry fees and other overhead costs.

Club Contact Details

Webpage	www.DRFC.us
Facebook	https://www.facebook.com/DowningtownRugby/
Instagram	downingtown_rugby downingtowngirlsrugby
Twitter	@dtown_rugby
Teamsnap	

Mike Drill	mdrill@dasd.org
Matt Snyder	mhsnyder96@gmail.com
John Ahern	johnahern.drfc@gmail.com



Near Term Goals & Objectives: One Year Plan 2018-2019

OBJECTIVE 1: Increase community awareness of club and program

Target Results

- Increase unsolicited inquiries about club and membership
- Build team membership as outlined below

Strategies	Actions
Establish regular club advertisement	Develop promotional plan with targeted and blanket advertisement tasks
Improve on-line presence	Maintain website with up to date photos and season schedules (as available)
Promote activities and successes of the club	News articles written & submitted to local print media; digital bulletin boards; DASD announcements
Increase community presence	Identify and participate in community events; information table; rugby demos

OBJECTIVE 2: Develop a sustainable player base for all teams

Target Results

- U19 Boys and Girls team to carry 30-40 players (A & B side teams)
- U15 Boys team to carry 20+ players
- Work to reestablish U15 Girls team
- U13 Co-Ed team to carry 20+ players

Strategies	Actions
Player pool identification	Engage with coaches of complementary sports that occur in alternate seasons (e.g. wrestling)
Conduct formal Rookie Rugby program	Engage with USA Rugby and other programs for assistance in promotion, coaching and competitions
Place "Introduction to rugby" in school physical education programs	Inquire with DASD about options for programming. Engage USA Rugby for their promotions and developmental support
Increase community awareness	See above



OBJECTIVE 3: Recruit and develop coaches for all club teams and programs

Target Results

- Establish a head coach and minimum one assistant coach at each team level

Strategies	Actions
Identify current and past rugby players	Engage with local adult rugby programs. (e.g. Brandywine RFC)
Promote coaching certification program	Encourage participation and support with coaching and coach development.
Identify parents with interest in assisting with Rookie Rugby developmental program	Publish and promote the program. Send questionnaire to parents.

OBJECTIVE 4: Grow the volunteer Parent Association

Target Results

- Improve awareness of club staffing and support needs
- Fill all open Parent Association and volunteer positions

Strategies	Actions
Create a club operations handbook	Write a brief procedures manual detailing roles and responsibilities of volunteer positions
Share regular news and announcements with all club members and parents	Establish a common communication platform for all teams.
Volunteer recognition program	Create on-going and end-of-year recognition for team parents, fundraiser organizers event planners and hosts.



Long Term Goals & Objectives

DRFC Three Year Strategic Plan 2018-2021

Build club size at all team levels

Boys & Girls – U19 (Seniors)

Boys – U15 (Juniors)

Coed Youth – U13

Rookie Rugby/Flag Rugby program (Summer training and tournaments)

Establish school district supported rugby introduction program

Build financially stable organization

Lock in continuing sponsorships for game jerseys & practice/warm-up jerseys

Develop Club Management Succession Plan

Establish Coaching Continuity and Development Goals

DRFC Long Term Stretch Goals

Establish active alumni organization and Men's & Women's competitive teams

Collect and maintain contact information and club rosters year-to-year

Demand continuous improvement at RugbyPA organization

Level of support to Pennsylvania Club/School teams

Equitable distribution of clubs, players and competition

General promotion of the sport and growth of in-state teams

Permanent, self-managed Home Field(s)

Club House / Team Facilities