



OARS OF EXCELLENCE

OPERATIONS

INTRODUCTION TO THE CORPORATE OARS OF EXCELLENCE

At WhiteWater, the Oars of Excellence define the leadership behaviors that move the company forward. Much like rowing a boat, progress only happens when everyone is pulling in the same direction with discipline, clarity, and shared expectations.

Operations already uses the Oars to guide how teams run the field. The Corporate Oars of Excellence align with those same principles, ensuring our support functions strengthen operations rather than create complexity around them. This framework helps ensure that corporate teams remain focused on what matters most: enabling safe operations, developing strong leaders, and supporting the company's growth.

PURPOSE OF THE OARS

- 1. Anchor us as a people-first company.** Every role begins with behaviors tied to respect, communication, and leadership because culture is the foundation of performance. Our Oars reinforce this through an intentional approach to continuously interviewing and seeking the most qualified candidates to lead our teams, and through our responsibility to support and develop those leaders once they join us.
- 2. Create a shared language for training and development.** Whether someone is a team leader in the field or a corporate executive, the expectations follow the same five-part structure. This consistency makes it easier to train, coach, and promote leaders while reinforcing the company's values and leadership standards.
- 3. Connect daily actions to business outcomes.** Each role ultimately contributes to measurable business results. However, those results can only be achieved when the people, training, and systems are in place and protected with integrity. The Oars ensure that strong leadership and disciplined execution lead to sustainable performance.



TEAM LEADER (TL)

- 1. Live the Pillars: Respect and Communication**
 - Show up on time, set the pace, and model the right behaviors for your team and customers.
- 2. Be coachable and help others grow**
 - Take feedback, improve quickly, and demonstrate correct behaviors so others can follow your lead.
- 3. Protect systems and standards**

Follow safety rules, maintain cleanliness, and ensure wash quality through proper prep, loading, and lot engagement.
- 4. Deliver a 5-star customer experience**
 - Support a respectful workplace and a friendly, service first experience from first contact to drive out—every customer, every car, every time.
- 5. Drive sales and membership growth**
 - Sell confidently, explain value clearly, and support site goals for package and membership sales.



SHIFT LEADER (SL)

- 1. Lead through the Pillars and protect the pipeline**
 - Train new hires, ensure every position is staffed and supported, and keep the team stable each shift.
- 2. Develop people through real time leadership**
 - Coach TLs and team members on the spot, correct misses quickly, and build consistency across the team.
- 3. Protect systems and standards**
 - Ensure safety standards are being followed at all times. Execute opening and closing routines, run wash quality checks, complete basic PM tasks, and escalate issues quickly.
- 4. Deliver a 5-star customer and employee experience**
 - Set the tone for hospitality and urgency, keep the team engaged, and maintain smooth flow during high volume.
- 5. Drive sales and membership growth**
 - Reinforce selling behaviors from XPT to the lot, support role playing, and hold the team accountable to sales goals.



STORE MANAGER (SM)

- 1. Build and protect the pipeline**
 - Support hiring and training, maintain bench strength, and ensure coverage so the site stays stable—even when the GM is off site.
- 2. Develop leaders and grow capability**
 - Coach SLs and TLs, drive performance conversations, and build a team that executes without constant reminders.
- 3. Protect systems and standards**
 - Own safety and policy compliance, ensure checklists are completed, and keep equipment issues moving toward resolution.
- 4. Deliver a 5-star customer and employee experience**
 - Create a respectful, high accountability workplace and maintain consistent service quality all day, every day.
- 5. Achieve sales goals while protecting gross profit**
 - Drive revenue through memberships and packages, and manage controllables—especially labor and water—through daily coaching and disciplined execution.



GENERAL MANAGER/OPERATING PARTNER

1. **Select, develop, and retain outstanding team leaders**
 - Identify & coach Shift Leaders and Store Managers to ensure strong leadership at every level.
2. **Train all positions effectively**
 - Ensure consistent, high-quality training and validation for all team members using standardized training tools.
3. **Schedule and manage labor efficiently**
 - Align labor schedules with location needs to optimize performance and efficiency.
4. **Deliver a 5 star customer & employee experience**
 - Foster a safe, service-first environment and ensures consistent excellence from drive-up to drive-out. 100% standards, 100% of the time.
5. **Achieve revenue and Gross Profit goals**
 - Drive membership growth and maximize revenue through team coaching and performance tracking.



AREA DIRECTOR/MARKET PARTNER

1. **Build and retain a bench of A-level leaders**
 - Prioritize developing future General Managers & Multi-Site Directors for growth opportunities (Skip Level Management).
2. **Protect training systems and validations**
 - Consistent adherence to documentation, training processes and skill development.
3. **Validate operational standards and systems**
 - Monitor and uphold safety, cleanliness, and quality standards throughout all locations.
4. **Ensure a 5 star customer & employee experience**
 - Empower leaders to consistently deliver outstanding hospitality & respectful workplace.
5. **Achieve budgeted revenue and E.B.I.T.D.A. goals**
 - Guide teams to surpass financial targets and optimize operational efficiency.



REGIONAL DIRECTOR (RD)

1. **Build and retain a pipeline of future leaders**
 - Focus on developing Area Directors and Multi-Site Directors to sustain long-term growth.
2. **Build a culture of training and development**
 - Ensure training systems are protected and foster a commitment to skill-building.
3. **Hold all departments accountable at an operational level through Respect & Communication**
 - Establish clear expectations and ensure every department meets operational, safety, and financial standards.
4. **Ensure a safe and 5 star customer & employee experience**
 - Oversee operational consistency to deliver excellence in safety and service across all locations.
5. **Achieve budgeted revenue and E.B.I.T.D.A. goals**
 - Guide teams to surpass financial targets and optimize operational efficiency.



REGIONAL VICE PRESIDENT (RVP)

1. **Select and retain the best talent and maintain a strong bench**
 - Recruit, develop, and retain top performers while fostering readiness for future leadership roles.
2. **Build a culture of training and development**
 - Champion robust training systems and ensure consistent leadership development across the region.
3. **Hold all departments accountable at the strategic and organizational level**
 - Hold all departments responsible for achieving goals, meeting standards, & maintaining alignment with company values.
4. **Ensure a safe & 5 star customer & employee experience**
 - Promote operational excellence to deliver consistent safety and service quality across all locations.
5. **Achieve budgeted revenue and E.B.I.T.D.A. goals**
 - Guide teams to surpass financial targets and optimize operational efficiency.