



Greater Columbus Rowing Association
Strategic Plan, Working Document
APPROVED May 08, 2016

Organizational
Mission:
Why does the
association exist?

The mission statement clarifies the purpose of the association i.e. why it exists.

The Greater Columbus Rowing Association (GCRA) is a non-profit, volunteer-based adult organization dedicated to providing its diverse membership safe sculling and sweep rowing opportunities, from beginner to competitive levels. GCRA is committed to promoting and fostering interest in the sport of rowing through programming, teaching, and organizing regattas.

Organizational
Values:
What does the
association value?

The values define how members of the association will engage with one another and with the community.

The Greater Columbus Rowing Association values:

- operating all aspects of the organization in a professional manner;
- maintaining a diverse membership;
- fostering a spirit of volunteerism;
- helping members and non-members develop and improve their rowing skills;
- creating a pleasant and cordial environment; and
- being a good citizen and an asset to the Columbus community.

Vision:
Where does the
association plan to
be in five years?

The vision statement paints a picture of the future.

The Greater Columbus Rowing Association (GCRA) will be recognized throughout the Midwest for offering exceptional, comprehensive programming to enhance our members' and the community's rowing experiences and for hosting premier rowing events.

Strategies and
tactics:
What is needed to
close the gap
between current
state and future
state?

In order to achieve our vision, GCRA will...

1. **be managed in a professional, fiscally responsible manner by adhering to the association's established Rules and Regulations, By-Laws, and budgets, etc.** The aforementioned documents are reviewed and revised on a regular basis. All documents are revised with appropriate member input and are readily available to members. Trustees, officers, and others in leadership positions are held accountable to perform their roles as delineated in association documents.

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2. **establish coached, goal oriented, and skill-level appropriate programs for sweep and scull that are approved by the Executive Committee and that support a diversity of rowing interests and abilities.** Programs emphasize safety, skill development, and proper boat handling; and promote adherence to boathouse policies and etiquette. Each program has a designated coach or director. Learn –To-Row and Small Boats Safety Programs are offered each fiscal year in order to comply with GCRA By-Laws. Additional programs that support skill development beyond Learn-To-Row are included annually, if feasible.

 3. **provide essential information to the membership in a timely and professional manner to ensure that members have access to the information necessary to be knowledgeable about the operations of the association.** Communications are provided in multiple formats, such as bulletin boards, newsletters/e-newsletters, and web pages. The expectation is that timely and effective communications will help promote cordial relations among association members and non-member stakeholders.

 4.**maintain a balanced budget each year and develop and implement financial guidelines to ensure the long-term viability of GCRA and its financial stability.** Specifically, ensure funding for:
 - ongoing operations of the association;
 - programming (coaching, Learn to Row, small boats safety and handling, para-adaptive, etc.);
 - regattas and events;
 - equipment repair and maintenance;
 - equipment replacement (including boats, oars, cox-boxes, ergs, docks, trailer, etc.);
 - special/new ventures; and
 - an emergency fund.

 5. **foster a friendly, accepting environment that is inclusive of a diverse membership.** GCRA adheres to a Code of Conduct that ensures members are treated respectfully and have a mechanism to be heard if they believe their treatment by an association member, coach or contracted employee has violated that Code of Conduct. The association sponsors a number of social activities each year as a way of facilitating camaraderie among the members.
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6. **strengthen and improve the status of rowing in central Ohio in coordination with other local and regional rowing groups when appropriate.** The association conducts well run, well attended, and profitable regattas and events.

 7.**develop and maintain a multiyear plan that proactively addresses the equipment needs of the entire membership.** This plan includes an approach to evaluate, repair, replace and/or acquire all types of equipment including but not limited to shells, launches, oars, ergs, lifts, and equipment required to host regattas and other events. The plan is made in conjunction with recommendations from the equipment committee with input from the finance committee. The plan is flexible enough to adapt to new programs, increases in membership and/or changes in types of membership.

Stakeholders:
Who impacts or is
impacted by the
association?

Internal stakeholders

Primary internal stakeholders

- Trustees
- Officers
- Members
- Coaches and Directors
- Miles Durfey (association founder)

External stakeholders

Rowing and non-rowing related

- OSU Varsity Women's Rowing Team
 - Other local rowing programs
 - Columbus Recreation and Parks
 - Columbus Division of Police
 - Ohio Department of Natural Resources
 - Columbus Division of Water
 - Scioto Boat Club
 - Columbus citizens
 - Landowners near the waterways
 - City of Columbus
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Suggested Metrics (to be reviewed and decided on by various committees)

1. Operations: To be reviewed by Executive Committee and Trustees:

- Rules and Regulations, By-laws, budgets and Organizational Charts are reviewed at least annually and revised as necessary to stay current with association practices. These same documents are dated and stored electronically and are available to members.
- If/when decisions are made that deviate from established rules or budgets, etc., the rationale is documented in trustee, officer or All Member meeting minutes.
- Each committee and Program has an established chair or director for each year.
- Officers and committee chairs respond to member requests and questions in a timely manner.

2. Programs: To be reviewed by Program and Safety Committees

- Each Program is financially self-sustaining.
- Number of participants in each program is documented and measured from year to year.
- Participant satisfaction is measured and documented through a formal feedback process.
- There is a goal of zero safety incidents.

3. Communications: To be reviewed by Communications Committee

- Good grammar and a cordial tone is used in all communications.
- Members know where and how to access needed information.
- Members comply with the expectations set forth in the association rules, regulations and by-laws, and with the city of Columbus regarding the use of boathouse property;
- There is an association website that is visually pleasing, easy to use and contains up-to-date information that represents the association in a professional manner.
- There are no complaints regarding the improper use of personal information or intellectual property, including images.

4. Fiscal Operations: To be reviewed by Finance and Development Committees

- Each year, the association maintains positive cash flow and operates with a surplus or, at minimum, a neutral budget.

- A strategy and guiding principles are developed to allocate all sources of funds reasonably and equitably across the various uses. This includes both short-term and longer-term (development) sources of funds.
- A gift acceptance policy and investment policy for GCRA's long-term funds is established.
- A relationship is established with an organization that can provide the administrative and investment support for GCRA's longer-term investments.
- Current long-term funds are invested per the guidelines established in the Investment Policy.
- A fund is maintained to replace boats, oars, docks, cox boxes, trailer launches, engines, ergs, etc. as needed.
- A 6 month emergency reserve fund is maintained.

5. Association Culture: To be reviewed by the Social and Code of Conduct Committees

- The number of LTR participants joining the association.
- The total number of association members.
- The number of attendees at association social events (e.g. happy hours, pot lucks, Boats and Brunch, Bow Balls, etc.).
- The number of volunteers and hours volunteered at various events.
- The number of complaints filed with the Code of Conduct Committee (i.e. ideally none).
- New members who join who have not taken a GCRA LTR class are welcomed face-to-face and given an orientation to the boathouse by an association member.

6. Community Outreach: To be reviewed by the Executive Committee

- The number of positive media mentions of GCRA and/or central Ohio rowing.
- The number and types of regular communications with local rowing groups (The Ohio State University (varsity and club teams), Upper Arlington Crew, Dublin Crew, Hilliard Crew, Westerville Crew).
- The number and success of Corporate learn to row events.
- There is growth in the number of regatta attendees.
- Regattas/Events are either profitable or provide a justifiable, intangible good to the association or the community at large. Annual decisions to continue or discontinue regattas/events are communicated to the association membership along with the justification for the action.
- There is positive feedback from regatta/event participants.

7. Equipment: To be reviewed by the Equipment and Boathouse Committees

- All members who pay equipment fees have access to appropriate equipment in good working order.
- Equipment inventory is assessed annually and the condition of each item is documented.
- The membership is satisfied with the association equipment.