



Our Strategic Plan

2013 - 2018

CONTENTS

Where We Are CURRENT CONDITIONS, CHALLENGES, ASSETS AND OPPORTUNITIES	2
Where We Are Headed STRATEGIC FOCUS, GOALS VALUES AND STRATEGIES	5
Setting Priorities NEAR-TERM OBJECTIVES AND TIMELINE	7

Throughout the fall and winter of 2012 and 2013, Three Rivers Rowing Association's board and staff worked together to create a strategic course that would allow the organization to focus over the next five years.

The Pittsburgh-based firm of Jackson/Clark Partners was selected to guide staff and board through a comprehensive strategic planning process. A key goal was to create a strategic plan for which the TRRA team can feel ownership and to provide a clear path toward implementation. The planning team worked hard to foster collaboration, build consensus and generate buy-in—directly engaging staff, board and key partners at every step.

OUR STRATEGIC FOCUS

- 1. Build a unified community among our team of staff, board, members, coaches and volunteers**
- 2. Build a more connected community of people who love to row and paddle**
- 3. Build a dedicated community of fit, active people of all ages, backgrounds and skill levels**

Three Rivers Rowing Association (TRRA) is a registered nonprofit 501(c)(3) committed to improving access to Pittsburgh's rivers through its two facilities—the Washington's Landing boathouse and the Millvale boathouse—and to providing programs and events for recreational and competitive rowing and paddling opportunities for the community.

BUILDING ON OUR SUCCESS

Since 1984, TRRA has been providing the community with exciting opportunities to engage with one of our region's greatest assets as a source of recreation, health and personal enrichment. Core programs include:

Adaptive Rowing and Paddling

A unique program aimed at novice and experienced rowers and paddlers who have physical or mental disabilities or are hearing or visually impaired.

Urban Youth Programs

- First Row is a rowing program committed to engaging Pittsburgh's urban high school girls in a community rowing program that cultivates self-discipline, confidence, team-building and improved health.
- Paddlers for Peace is a summer Dragon Boat league partnered with Communities in Action for Peace aimed at teaching youth the benefits of working with a team, developing leadership skills and promoting non-violence.
- Rowing and Paddling Field Trips provide youth groups, camps and local organizations/schools with an introduction to rowing and paddling through one-day group events.

Corporate Rowing League for Adults

A recreational summer rowing league for businesses looking to promote fitness among their employees. The program also provides individuals with the chance to participate as well. Beginners and experienced rowers are both served.

Youth and College Rowing

- Eight local high school teams—Central Catholic, Oakland Catholic, North Catholic, Allderdice, Mt. Lebanon, Upper St. Clair, Hampton, Fox Chapel—and three local colleges—University of Pittsburgh, Carnegie Mellon, Duquesne University—row from the TRRA facilities.
- TRRA's Junior rowing team, TRJR, has eighty 8-12th grade rowers from all over the Pittsburgh area.
- The USRowing Junior Men's National Team Camp is hosted at TRRA each summer to train sixty high school athletes for national and international rowing competitions.

Adult Rowing and Paddling Teams

TRRA has six year-round masters (21+) rowing teams for all experience levels and one Dragon Boat team for anyone interested in competitive dragon boating.

Rowing and Paddling for Beginners

Year-round programs for adults and youth beginners to experience rowing or paddling on the water or inside one of TRRA's two facilities. Free opportunities are offered for people to try rowing or paddling once or get involved with a program or team.

Events

- Head of the Ohio (HOTO) is a signature event and one of the largest single-day rowing events in the country with over 2000 rowers participating and over 2000 spectators.
- Pittsburgh Indoor Rowing Championships is an indoor rowing race for youth, college and masters rowers.
- Dragon boat races have been held in conjunction with the Three Rivers Regatta.



Where We Are AN OVERVIEW OF OUR ORGANIZATION

OUR CURRENT STRUCTURE

Three Rivers Rowing Association has an annual operating budget of \$900,000 and operates under the direction of a 15 person Board of Directors, including a five person executive committee. Staff consists of four full-time positions, operating out of two boathouses, one on Washington's Landing in Pittsburgh and one located across the back-channel in Millvale. Board capacity is augmented by an 18 person advisory Board of Governors, which includes previous board presidents and the organization's founders.

WHAT OUR MEMBERS SAID

As part of the planning process, JCP and TRRA developed a comprehensive members' survey that was sent to the full TRRA membership base. The goal of the survey was to gain a deeper understanding of needs, opportunities, and focus areas of TRRA members, and use the information to inform organizational planning, priorities, and next steps.

150 individuals completed the on-line survey, which included 14 questions. The average age of respondents was between 35-55, and approximately 49% of respondents have been active members for 5 years or more. Most respondents, 55-60%, were introduced to the organization through word-of-mouth.

More than half the respondents, 52%, were competitive rowers, while an average of 21% of respondents were recreational rowers. About 22% of respondents were competitive paddlers, while only 7% responded that they paddled recreationally. A large percentage of respondents, about 75%, use the facilities to train/exercise, and 26% responded that they store their boat(s) at the facilities.

Generally, respondents were very satisfied with the organization, their membership, and the teams. Most respondents added that the camaraderie of other members, the professionalism and availability of the staff, and friendly atmosphere of the boathouses are what drive them to retain their membership with the organization. Respondents thought policies and procedures were thoughtfully developed and well-maintained. Diversity in membership and participants was a noted strong suit of the organization.

The majority of members noted that the facilities, including both boathouses and training equipment, need to be better maintained. General upkeep, locker room organization and cleanliness, repairing or replacing damaged equipment, and a more clear/transparent schedule of membership activities and space/equipment usage were suggested as first steps towards improvement.

77% of respondents identified themselves as active volunteers in supporting the organization with activities ranging from upkeep of the boathouses, event organization, race season participation and web design. 47% of respondents donate to the organization through Day of Giving, and 19% give through the TRRA annual campaign. 25% of respondents give between \$100-\$500 annually. Conversely, 22% identified themselves as non-givers.

In addition to our members' survey, 25 individuals were interviewed as a part of our Strategic Planning process, both from within the organization as well as external partners and supporters. Interviews were given an opportunity to speak openly and candidly about their experience with Three Rivers Rowing, and provided a comprehensive overview of where we have been, where we are and opportunities for moving forward.

Compiled, the contents of the interview outcomes covered topics including:

- OPERATIONS
- FACILITIES AND EQUIPMENT
- OUR TEAM
- FUNDING AND PARTNERSHIPS
- EXTERNAL MARKET
- MEMBERSHIP
- MISSION AND VISION
- MARKETING/COMMUNICATIONS
- PROGRAMS

Throughout the planning process, TRRA was able to gain clear insight into some of our organization's challenges. As such, our team remains committed to addressing these challenges, and to adopting a mode of continuous improvement as we move forward.



Where We Are ORGANIZATIONAL CHALLENGES

OPERATIONS

- It is difficult for the organization to communicate policies, protocols and processes across the entire organization clearly and thoroughly.
- While the full-time staff has grown to four in recent years, it is still stretched thin for all of the diverse needs of the organization in maintaining programs, coaching, administrative duties and general operations.

FACILITIES AND EQUIPMENT

- While being the only national rowing club with two boathouses allows the organization to serve so many, it is difficult to keep up with general maintenance and wear and tear of the facilities as they continue to age. The physical separation of the two facilities can be confusing for new participants.
- There has been tremendous growth in the amount and condition of equipment available to participants, but it is difficult for the organization to keep up with the demand during high-use times.
- The locker rooms are not able to accommodate the hundreds of people using them during peak evening and weekend hours. Neither facility has enough storage space to accommodate the needs of the organization.
- The repair shop is used for club equipment repairs and is not able to accommodate those individuals who wish to repair their own equipment.
- New docks and ramps have been added within the last few years and are heavily used. The maintenance and upkeep of this area is difficult for the organization.
- The area of the Allegheny River near the Washington's Landing back channel changes and naturally narrows each year, and will soon require maintenance for boats to travel through it.

OUR TEAM

- The job descriptions and performance goals for staff are difficult to streamline in the present fast-paced environment. Staff members have multiple roles and responsibilities to accomplish organizational goals.
- A formal coaches' training program has not been maintained. The need for qualified coaches is apparent. Interest in clinics and educational tools fluctuates and therefore it is difficult for the organization to consistently supply programs.
- There is not a formal board performance evaluation process.
- The Board of Governors meets only occasionally and is underutilized.

FUNDING AND PARTNERSHIPS

- There is a need to ensure funders understand that TRRA is a community-based organization and not simply a private club.
- There is no dedicated development staff to focus attention on cultivating relationships with funders, and corporate and individual donors. There is currently no development plan for staff and board to follow.
- In recent years there has been limited success in finding valuable strategic partnerships. The one successful recreational collaborative for the city has recently ended.

FUNDING AND PARTNERSHIPS [CONTINUED]

- The development committee at TRRA has only been moderately successful in cultivating relationships and obtaining support for the organization. The TRRA Board as a whole should participate more fully in building relationships and a more effective development committee.

EXTERNAL MARKET

- It has been many years since the organization has followed a written strategic plan. While there has been considerable growth over the last several years, a strategic focus on opportunities has been lacking.

MEMBERSHIP

- Many individuals choose to participate only with their own program or team and do not experience all the organization has to offer. This has led to a lack of connection between some of the teams and members at TRRA.
- The levels and benefits of membership can be confusing. While a comparative value among similar facilities, membership can be perceived as cost prohibitive and inaccessible.

MISSION AND VISION

- Prior to this planning initiative, there were no written statements of organizational vision or values.
- Prior to this planning initiative, there was a somewhat cumbersome mission statement in place.
- There is a lack of clear, comprehensive metrics for individual programs apart from financial analysis.

MARKETING/COMMUNICATIONS

- There is no dedicated staff to focus on marketing or routine website updates. Technology could be better utilized. No consistent marketing messages have been developed or implemented. A branding strategy has not been developed.
- Communications, both internally and externally, have greatly improved. However, communications between staff, board, membership and teams need to be more consistent and streamlined.

PROGRAMS

- Some teams and individuals associate more closely with their own team or experience rather than being a TRRA member first and foremost.
- Serving both recreational and competitive goals of members and teams is sometimes confusing for participants.
- The USRowing Junior Men's National Team Camp is viewed by many as an asset. However, some think the program is taking resources away from TRRA and hindering potential new programs to engage the Pittsburgh community.
- Outreach programs such as First Row, Adaptive Rowing & Paddling and Paddlers for Peace rely on consistent philanthropic support that can be difficult to obtain, especially in the current funding environment.



Where We Are

ORGANIZATIONAL ASSETS & OPPORTUNITIES

OPERATIONS

- The organization has made significant strides in establishing sound financial management over recent years to the broad satisfaction of the board, staff and members.
- Under the direction of the current executive director and board, TRRA has developed a committed team of staff members able to capably assist with operations and management.
- TRRA makes its continued commitment to safety a point of pride for the organization, providing a strong history of safety and consistent safety policies to users of its facilities.

FACILITIES AND EQUIPMENT

- TRRA is the only rowing club in the country with two boathouses; the boathouses and docks provide significant levels of capacity, services and river access for the community.
- Recent efforts to replace and upgrade equipment has provided significant improvements and increased member satisfaction.

OUR TEAM

- The organization has built a committed, respected and knowledgeable staff over recent years.
- The executive director has demonstrated excellent management skills and strong financial stewardship, as well as coaching/rowing expertise. He has provided leadership for staff and board to allow the organization to better focus on performance, planning and growth.

FUNDING AND PARTNERSHIPS

- TRRA enjoys stable, healthy revenue streams from the organization's programs and membership.
- Outreach and community programs have developed good relationships and support from funders.
- TRRA has a positive reputation and established partnerships within the region's rowing, recreation and sustainability communities.
- The organization has a long-standing, respected reputation as one of the nation's key rowing associations.
- TRRA has developed a national partnership in the last five years with USRowing to host and operate part of the USRowing Junior Men's National Team Camps at TRRA.

EXTERNAL MARKET

- TRRA is acknowledged as one of the highest-ranking rowing associations in the U.S.
- The organization houses a significantly diverse array of programs, teams and members in both rowing and paddling, allowing TRRA to serve and connect with a variety of customer bases in the community.
- TRRA offers demonstrable knowledge and resources to the national market for competitive rowing opportunities, including the summer Dev Camp.

MEMBERSHIP

- A membership base of approximately 450 individuals supports the organization.
- A healthy and growing corporate membership program serves the local business community, brings potential new members and donors into the boathouses, and attracts an average of \$80,000 in annual revenue.

MISSION AND VISION

- The organization's mission statement was reviewed and updated in recent years.
- As a part of the current strategic planning process, the TRRA mission was reviewed and slightly modified, and an organizational vision statement was created.

MARKETING/COMMUNICATIONS

- TRRA has a solid, respected brand based on years of demonstrable accomplishments, and is well regarded by partners and funders.
- The organization has a positive reputation within the local community and the rowing/paddling sector.
- The organization's annual Head of the Ohio event, while presenting levels of logistical and resource challenges, provides a visible platform and potential for broader community awareness.

PROGRAMS

- Teams and programs provide a strong reputation for the organization within the competitive rowing community on local, regional and national levels.
- The First Row program has grown tremendously since its inception.
- TRRA has enjoyed success in recent years in securing funding, support and participation in its outreach programs such as the Adaptive program.



Where We Are Headed

OUR FOCUS AND FOUNDATION

Since 1984, Three Rivers Rowing Association has been improving Pittsburgh's access to our rivers through facilities, programs and events that provide recreational and competitive rowing and paddling for the community. Over the coming years, we will build on our history and sustain our success by strengthening our organization and our community connections. Our focus will be to build a stronger community: within our organization, among and between people who love to row and paddle and in our region.

A stronger organization

We are building a unified community among our team of staff, board, members, coaches and volunteers

A stronger rowing and paddling community

We are building a more connected community of people who love to row and paddle

A stronger region

We are building a dedicated community of fit, active people of all ages, backgrounds and skill levels

OUR VALUES

FITNESS We take care of ourselves, our community and each other

EXCELLENCE We are driven to do and be our best

DIVERSITY & INCLUSIVENESS We have a place for everyone

UNITY We believe in the power of teamwork

SAFETY We make safety and security a priority

COLLABORATION We share our skills and knowledge

RESPONSIBILITY We use our resources responsibly and take initiative to improve

COMMUNICATION We make sure people know about our achievements and resources



Our values represent a shared set of beliefs to guide TRRA's course of action, both internally and with our members, partners, and supporters. Our values provide the foundation for our future, were used to develop our revised vision and mission, and will serve as the basis for decision-making and organizational focus.



Where We Are Headed

MISSION, VISION & BIG GOALS

Our selection of goals and associated activities is the result of the creation of a shared vision and revised mission rooted in our values.

OUR VISION

Our region's rivers are accessible for recreation, competition and a healthier life.

OUR MISSION

We develop and deliver safe, sustainable programs and events that teach and promote the benefits of rowing and paddling to our diverse community.

OUR BIG GOALS

- 1. Make what we do, and what we have, better**
- 2. Reach and engage more people**
- 3. Be a national leader**

STRATEGIES TO GUIDE OUR WORK

STEPPING UP

One of the biggest areas of feedback from interviewees and from members via our member survey was to improve where and how we work. We will adopt an organization-wide mode of improvement to formalize operations and procedures and enhance and improve facilities.

WORKING TOGETHER

We will use the roll-out of our strategic plan to begin working together more closely to achieve our goals while making best use of the talents and skills of our team. Action Teams will be formed across the organization within each of our focus areas that will include staff, board, members and volunteers focused on moving our plan forward.

We will leverage the skills of our team to create cross-organization action teams to accomplish our big goals, and to develop and implement action plans. TRRA staff and board have begun to select initial areas of interest and expertise. Staff and board will work to recruit additional Action Team members from board, membership and volunteers.

PLANNING THE WORK, WORKING THE PLAN

While our strategic plan provides a solid foundation for moving forward, we will create more detailed work plans for each of our focus areas to guide our activities. We will develop, communicate and implement clear action plans across all areas of the organization.

We will apply our vision and mission across all areas of the organization while working to achieve our big goals. We've used the strategies outlined to develop objectives for each of the following focus areas:

FACILITIES

Boathouses & Equipment

PROGRAMS

Teams, Events, Camps/Classes

TEAM

Staff, Board, Members, Coaches, Volunteers

COMMUNICATIONS

Brand, Materials, Technology

While our strategic plan is meant to cover the next five years for our organization, the following section lays out a more detailed course for the next three years within each of our focus areas.

Using our strategic plan as a foundation, we will revisit our work at the end of year three to evaluate our accomplishments and redefine objectives for years four and five within each area based on our progress.



Facilities

- GOALS**
- Make spaces more efficient and effective
 - Get organized
 - Create a safer and more secure environment

BOATHOUSES

0-6 MONTHS
PROJECTS &
ACTIVITIES

- Create Facilities Action Team-engage staff, board, and membership
- Develop a comprehensive plan for daily/weekly facility maintenance and upkeep for both boathouses; include interior and grounds
- Continue to share strategic plan with stakeholders
- Align preliminary facilities reconfiguration architectural drawings/plans with space needs identified in strategic plan; develop reconfiguration plan and budget

7- 12 MONTHS
PROJECTS &
ACTIVITIES

- Identify immediate needs/repairs/ investments
- Institute comprehensive environmental sustainability plan for both facilities
- Update and revise TRRA boathouse rules, policies and procedures, and share with full membership
- Develop and make public an easy-to-read schedule for space usage including: team practices, dock usages, classes and training sessions
- Develop efficient, enhanced security system for both facilities to include consideration of outdoor lighting, additional security cameras, and key tag/card swipe system tied to membership and payment tracking
- Fundraise for facilities reconfiguration

YEARS 2 & 3
PROJECTS &
ACTIVITIES

- Begin to use space during off-peak hours as way to increase revenue and exposure to new audiences
- Docks: develop plan, budget and fundraise for repair, upgrade, expansions
- Back channel: develop plan, budget and fundraise for dredging and access
- Footbridge: develop plan, budget and fundraise for footbridge to connect the facilities

YEARS 4 & 5
PROJECTS &
ACTIVITIES

- Back channel: dredging and access
- Footbridge: build footbridge to connect the facilities
- Audit current capacity to reflect any alterations in programing, membership and usage levels
- Project additional facilities needs as necessary, including satellite facilities
- As needed, establish a new facilities Action Team, undertake feasibility study and new facilities plan



Facilities [CONTINUED]

EQUIPMENT

0-6 MONTHS
PROJECTS &
ACTIVITIES

- Create Facilities Action Team-engage staff, board, and membership
- Develop a comprehensive plan for daily/weekly equipment maintenance
- Develop accessible system so that members report issues of equipment and facilities needs
- Continue to share plan with stakeholders

7- 12 MONTHS
PROJECTS &
ACTIVITIES

- Identify immediate needs/repairs/investments
- Identify non-rowing equipment needs/investment
- Identify additional equipment needs based on revised facilities reconfiguration plan
- Develop standards for use and protocols for equipment age limits
- Develop 5-year annual equipment replacement schedule
- Update and revise equipment usage policies and procedures, and share with full membership
- Develop and make public an easy-to-read schedule for space usage including: team practices, dock usages, classes and training sessions

YEARS 2 & 3
PROJECTS &
ACTIVITIES

- Investigate non-rowing fitness membership options
- Audit equipment and make any needed adjustments based on non-rowing options
- Roll out/launch any new fitness-related classes, partnerships, or membership options
- Continue annual equipment replacement schedule

YEARS 4 & 5
PROJECTS &
ACTIVITIES

- Continue annual equipment replacement schedule
- Audit equipment needs based on current membership/programs/usage



Programs

- GOALS**
- Ensure all programming has measurable triple bottom line return: social, environmental, and financial
 - Increase participation in current programs
 - Introduce new programs that address a gap in programming
 - Introduce new audiences to programs

TEAMS

0-6 MONTHS
PROJECTS &
ACTIVITIES

- Create Programs Action Team-engage staff, board, and membership
- Develop individual programs work plan
- Continue to share strategic plan with stakeholders
- TRRA manages all programs
- TRRA manages all coaching

7- 12 MONTHS
PROJECTS &
ACTIVITIES

- Partner with affinity organizations and businesses more strategically
- Establish program performance metrics to evaluate each team/program area
- Program Action Team evaluates potential team options to address gaps/needs (youth/middle school/college-age)

YEARS 2 & 3
PROJECTS &
ACTIVITIES

- Review performance metrics, adjust programs/metrics as necessary
- Expand/grow the First Row program
- Evaluate Dragon Boat program and team; look at strategic partnerships
- Evaluate scholastic & collegiate programs
- Create additional team(s) to address gaps/needs (youth/middle school/college-age), establish performance metrics

YEARS 4 & 5
PROJECTS &
ACTIVITIES

- Review performance metrics, adjust programs/metrics as necessary
- Implement any necessary changes based on evaluations of Dragon Boat/scholastic and collegiate programs
- Review performance metrics, adjust programs/metrics as necessary

EVENTS

0-6 MONTHS
PROJECTS &
ACTIVITIES

- Create Programs Action Team-engage staff, board, and membership
- Develop individual Events work plan
- Continue to share strategic plan with stakeholders

7- 12 MONTHS
PROJECTS &
ACTIVITIES

- Create new, fun, informal meet-and-greets and other events to introduce membership to staff, board, and other members/teams
- Partner with affinity organizations and businesses more strategically
- Evaluate HOTO; look at strategic partnerships - City of Pittsburgh/Allegheny County
- Begin tracking participation and capturing participant data at all events-members and non-member
- Establish program performance metrics to evaluate events

YEARS 2 & 3
PROJECTS &
ACTIVITIES

- Continue to evaluate and amend HOTO
- Evaluate Indoor Sprints to identify opportunities to increase PR, branding and awareness
- Create more opportunities and new events for non-rowers to get in the facilities, get in a boat, onto the water, signed up as members and participating in teams
- Continue to track participation at all events (members and non-members) and capture data on participants
- Review all events for opportunities for fundraising and develop a plan for strategic sponsorships
- Review performance metrics, adjust programs/metrics as necessary

YEARS 4 & 5
PROJECTS &
ACTIVITIES

- Review performance metrics, adjust programs/metrics as necessary
- Continue to track participation at all events-members and non-member
- Add new events as needed
- Review event sponsorships plan, adjust as necessary



Programs [CONTINUED]

CAMPS / CLASSES

0-6 MONTHS PROJECTS & ACTIVITIES

- Create Programs Action Team-engage staff, board, and membership
- Develop individual work plan for Camps and Classes
- Continue to share plan with stakeholders
- Establish program performance metrics to evaluate camps/classes

7- 12 MONTHS PROJECTS & ACTIVITIES

- Use Development Camp as a way to connect programs with local/regional youth; develop outreach initiatives
- Grow youth summer rowing camp—recreational and competitive
- Partner with affinity organizations and businesses more strategically
- Grow the outreach programs to include youth/teens, adults, and families

YEARS 2 & 3 PROJECTS & ACTIVITIES

- Develop coaching workshops/training programs for interested members
- Develop clinics/workshops/training programs based on member needs
- Research possible partner organizations/businesses to conduct fitness/wellness classes in space during off peak hours
- Launch/host partner organization fitness/wellness classes
- Review performance metrics, adjust camps/classes/metrics as necessary

YEARS 4 & 5 PROJECTS & ACTIVITIES

- Review performance metrics, adjust camps/classes/metrics as necessary



Our Team

- GOALS**
- Support and grow the TRRA staff
 - Recruit and develop the board
 - Increase & incentivize membership
 - Create more formalized coaches program
 - Use volunteer base more strategically to increase capacity

STAFF

0-6 MONTHS
PROJECTS &
ACTIVITIES

- Create an 'Our Team' Action Team-engage staff, board, and membership
- Develop a staff skill matrix; evaluate what skills are at hand and what are needed
- Use matrix to inform hiring plan around the addition of new staff based on these known needs:
 - Development/fundraising specialist
 - Marketing/communications specialist
 - Office/administrative specialist
 - Membership/volunteer coordinator specialist
 - Boat repair specialist
 - Facilities specialist
- Continue to share strategic plan with stakeholders

7- 12 MONTHS
PROJECTS &
ACTIVITIES

- Create clear role and job descriptions for current team members
- Create and set clear processes, frameworks, expectations to engage staff for planning, strategy meetings, etc.
- Identify first priority hires; develop job description for positions that are needed
- Tie board fundraising plan to support first hires
- Identify a search team and conduct search
- Continue to conduct and improve annual review process of staff
- Identify professional development training needs based on annual reviews
- Incentivize staff (professional training and development, flex time, race fee waivers)

YEARS 2 & 3
PROJECTS &
ACTIVITIES

- First round new hires to begin
- Evaluate fundraising plan performance as preparation for second round hires
- Continue to conduct and improve annual review process with staff
- Continue to incentivize staff

YEARS 4 & 5
PROJECTS &
ACTIVITIES

- Second round hires to begin
- Continue to conduct and improve annual review process with staff
- Continue to incentivize staff



Our Team [CONTINUED]

BOARD

0-6 MONTHS
PROJECTS &
ACTIVITIES

- Create an 'Our Team' Action Team-engage staff, board, and membership
- Develop a Board work plan; develop a board skills matrix; evaluate what skills are at hand and what are needed; use matrix to inform addition of new board members based on those needs
- Create clear roles for all members
- Recruit non-rowing/non-TRRA member board members
- Recruit diverse board members (across age, gender, race, ethnicity, sexual orientation, disability, and socioeconomic standing)
- Develop fundraising goals and plan

7- 12 MONTHS
PROJECTS &
ACTIVITIES

- Adopt annual review of board progress
- Evaluate/audit all organizational documents (by-laws, etc.)
- Evaluate Board of Governors/Stewards Committee for effectiveness, potential for fundraising capacity; revise structure and define roles as necessary

YEARS 2 & 3
PROJECTS &
ACTIVITIES

- Evaluate fundraising plan performance, revise as necessary
- Continue to fundraise
- Continue to conduct and improve annual board review process
- Review skills matrix, target board recruiting based on need

YEARS 4 & 5
PROJECTS &
ACTIVITIES

- Continue to conduct and improve annual board review process
- Evaluate fundraising plan performance, revise as necessary
- Continue to fundraise
- Review skills matrix, target board recruiting based on need

MEMBERS

0-6 MONTHS
PROJECTS &
ACTIVITIES

- Create an 'Our Team' Action Team-engage staff, board, and membership
- Using member survey data, develop a member skill matrix; evaluate what skills are at hand and what are needed; identify immediate needs/gaps/opportunities; use matrix to inform work plan around membership engagement in areas of need
- Actively engage all members in implementation of strategic plan
- Continue to share strategic plan with stakeholders
- Establish program performance metrics to evaluate membership

7- 12 MONTHS
PROJECTS &
ACTIVITIES

- Create regular opportunities for membership surveys to occur (at events, races, trainings and classes)
- Create regular social opportunities for membership to engage, network, and generally connect with one another outside team recreation/competitive events
- Evaluate member data resources, develop effective database for members, volunteers and communications

YEARS 2 & 3
PROJECTS &
ACTIVITIES

- Develop membership welcome packages, handbooks, resource links to people and services
- Incentivize membership to participate in implementation of strategic plan (facility access, special benefit packages, special training and fitness classes, fee waivers to certain events/races)
- Use incentives to attract new members
- Develop and administer a new annual membership survey; use data to make positive changes and enhance services

YEARS 4 & 5
PROJECTS &
ACTIVITIES

- Review performance metrics, adjust membership programs as necessary
- Continue annual membership survey



Our Team [CONTINUED]

COACHES

0-6 MONTHS PROJECTS & ACTIVITIES

- Create an 'Our Team' Action Team-engage staff, board, and membership
- Develop a coaches work plan
- Actively engage all members in implementation of strategic plan
- Continue to share strategic plan with stakeholders
- Establish program performance metrics to evaluate coaches program

7- 12 MONTHS PROJECTS & ACTIVITIES

- Outline organization hierarchy with new roles and clear job descriptions for all coaches
- Identify a head supervisor/leader for coaches
- Establish regular coaches' meeting to communicate about teams, activities and races (TBD weekly, bi-weekly, monthly)

YEARS 2 & 3 PROJECTS & ACTIVITIES

- Develop coaches' training services/classes; make this a more robust part of TRRA's programs
- Develop/pilot mechanism for coaches to report out news/information/needs to TRRA community
- Develop a more robust coaches' network; use partnerships and relationships with partners (schools, universities, affinity organizations) to enhance coaching opportunities
- Use incentives to attract new coaches and retain existing coaches (training, membership fee waiver)
- Develop and implement individual coaching evaluation process
- Review performance metrics, adjust coaches program as necessary

YEARS 4 & 5 PROJECTS & ACTIVITIES

- Continue to develop a robust coaches' network using partnerships and relationships with partners
- Continue to use incentives to attract new coaches and retain existing coaches
- Review and revise as necessary coaches' reporting program
- Continue to implement individual coaching evaluation process
- Review performance metrics, adjust coaches program as necessary

VOLUNTEERS

0-6 MONTHS PROJECTS & ACTIVITIES

- Create an 'Our Team' Action Team-engage staff, board, and membership
- Develop a volunteers work plan
- Share the strategic plan with all volunteers
- Actively engage all volunteers in implementation of the strategic plan
- Establish program performance metrics to evaluate volunteers program

7- 12 MONTHS PROJECTS & ACTIVITIES

- Identify internal person to manage volunteers
- Evaluate volunteer data resources; develop effective database for volunteers/members/communications
- Provide clarity around jobs/tasks and follow up
- Incentivize volunteerism (reduced fees, access to events and classes at reduced fees, annual volunteer recognition award/event)

YEARS 2 & 3 PROJECTS & ACTIVITIES

- Identify strategic goals for increasing volunteer base
- Align organizational needs with volunteer base
- Recruit a dedicated volunteer coordinator
- Review performance metrics, adjust volunteers program as necessary

YEARS 4 & 5 PROJECTS & ACTIVITIES

- Continue to grow and incentivize volunteer base
- Review performance metrics, adjust volunteers program as necessary



Communications

- GOALS**
- Develop simple, direct, effective communications reflective of current focus, values, vision, and mission
 - Updates to BRAND which include, messaging, logo, design standards and visual identity; MATERIALS including brochures, printed pieces, appearance and internal meeting materials and communications tools; and TECHNOLOGY including website and social media

BRAND, MATERIALS & TECHNOLOGY

0-6 MONTHS
PROJECTS &
ACTIVITIES

- Establish Communications Action Team -engage staff, board, and membership
- Have regular staff meetings with clear agendas/goals/follow up tasks (MATERIALS)
- Identify immediate needs/gaps/investments (MATERIALS)
- Develop clarity about brand platform/brand strategy incorporating revised values (BRAND)
- Develop an 'elevator pitch' and make sure staff, board and membership knows it (MATERIALS)
- Use strategic plan to update funders, partners, and membership about TRRA (MATERIALS)
- Establish program performance metrics to evaluate communications program

7- 12 MONTHS
PROJECTS &
ACTIVITIES

- Develop a comprehensive Communications Plan (MATERIALS)
- Create updated design guidelines (BRAND)
- Standardize document templates (MATERIALS)
- Standardize general communications (MATERIALS)
- Ensure that all events and community-related appearances have brand-consistent message, materials and information (MATERIALS)
- Ensure that all fundraising materials have brand-consistent message and language (MATERIALS)
- Get races and events on YouTube/Vimeo (TECH)
- Use social media outlets more strategically (TECH)
- Evaluate organizational contacts data resources; develop effective database for volunteers/members/communications (TECH)

YEARS 2 & 3
PROJECTS &
ACTIVITIES

- Create a new, robust web site to serve as information hub (TECH)
- Develop simple online forms (TECH)
- Use current membership to tell their stories about club activities (TECH)
- Build/enhance member data base (TECH)
- Review performance metrics, adjust communications program as necessary

YEARS 4 & 5
PROJECTS &
ACTIVITIES

- Evaluate brand, materials and technology, defining priorities for improvement
- Review performance metrics, adjust communications program as necessary



Action Teams ORGANIZING OUR WORK

TRRA staff and board have begun to select areas of interest and expertise based on our specific focus areas and goals. Staff and board will work to recruit Action team members from board, membership and volunteers for each of the following areas.

FACILITIES

GENERAL

BOATHOUSES

EQUIPMENT

PROGRAMS

GENERAL

TEAMS

EVENTS

CAMPS/CLASSES

OUR TEAM

GENERAL

STAFF

BOARD

MEMBERSHIP

COACHES

VOLUNTEERS

COMMUNICATIONS

GENERAL

BRAND

MATERIALS

TECHNOLOGY

