



USRowing®

Changing Lives with Rowing

A Guide for Creating and Sustaining a Community Rowing Program



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Introduction

Rowing changes lives. Each of us recognizes this whether we touch the sport as a coach, athlete or parent. We are better for our time rowing. USRowing is in a unique position to help unlock the champion within each of us, and we see this as a social responsibility when it comes to diversifying our sport and reaching into underserved communities to introduce the benefits of rowing to more people.

America's youth is in crisis. In five short years, 27% of all U.S. urban high schools will be without any scholastic sports program. One third of the nation's children will be overweight or obese by third grade. Urban girls, especially girls of color, often face higher barriers to participation, including outside responsibilities, cultural factors and weaker parental support for sports involvement.¹

As champions for the sport of rowing, you can become an impactful solution to this crisis. Collectively, we have an opportunity to introduce America's underrepresented and economically disadvantaged youth to the sport of rowing. The communities that these youth come from already have the history and pathways for recruitment in other, more mainstream or professional sports, and these communities will continue to contribute an abundance of raw and undiscovered talent. Imagine the outcome if rowing could tap into the demographics of all of America's communities – a larger, stronger and more relevant athlete pool.

USRowing understands the perceived obstacles within the rowing community; we hear the conversation each year at the USRowing Annual Convention and during the America Rows Inclusion Forum. Lacks of time, limited funding sources, inadequate equipment or lack of knowledge are often listed as reasons why boathouses aren't engaging the urban communities in which they reside. However, across America a growing number of rowing programs have found solutions and are becoming more diverse and community based.

This manual builds on their collective successes and outlines how to avoid common pitfalls. One of the most commonly named unique identifiers for rowing is how our sport encompasses teamwork. USRowing believes this is our greatest asset as a community – our ability and willingness to share, learn and grow together. Diversity and community engagement builds a stronger future for the sport of rowing.

Community Rowing Outreach and Sports Based Youth Development

In order to increase diversity in rowing and to change a commonly held public image that rowing is a “white, country-club” sport, it is important to understand what we mean when we use the term community outreach.

Community outreach means “reaching out” to individuals and groups of people who do not traditionally participate in a rowing program. By necessity, it entails engaging with groups of people who are not like you and are not familiar with the sport.

Community outreach programs often recruit from populations that will have barriers to joining your rowing clubs. In a recent study conducted by USRowing, one overarching obstacle to participation was a lack of familiarity with rowing. In general terms, people like to engage in activities with which they and their friends or family members know and feel comfortable. In addition, people tend to group with others with similar backgrounds, interests and goals.

Some specific barriers to participation may exist within the communities you are recruiting from such as economic status, transportation, race, sexual orientation, differing physical and intellectual abilities and lack of swimming abilities.

In no way should community outreach denote special or separate programming that defines a person’s difference to the “traditional” rowing programs. Community outreach is not special programming. It is a way to expand the number of people who identify as being a rower.

Sports-Based Youth Development

Many of our community rowing programs are also sports-based youth development programs. The term “sports-based youth development program” is coined and defined in the context of the community youth development framework. Sports-based youth development programs are out-of-school-time programs that use a particular sport to facilitate learning and life-skill development in youth.

Community youth development programs use a community youth development approach to create opportunities for youth to connect to others, develop skills and use those skills to contribute to their communities.² In turn, these programs increase their ability to succeed, not only in sports but in life. Most private and public foundations and grants will not provide money for a traditional rowing program, but once you combine life skills and academics as a way to succeed in the community, it is easier to solicit granters and foundations for funding.

Trends and Obstacles that Discourage Participation

In athletics, participants are stereotyped for certain positions, sports or events.³ The typical college basketball player will be black and come from an economically disadvantaged urban community. In rowing, the typical athlete will be white and come from a middle or upper class suburban community. It is these facts and stereotypes that discourage more participation from groups that are underrepresented in rowing. The USRowing Diversity Taskforce compiled a list of some common obstacles. In the manual, solutions and suggestions on how to work around these barriers while creating your outreach program will be discussed.

1. **Swimming:**

Seventy percent of African-American and 60 percent of Hispanic/Latino children cannot swim.⁴ (Source: National research study by the USA Swimming Foundation and the University of Memphis). Working with a population that is uncomfortable near and on the water is a big challenge. The moment that your rowing club decides to recruit African-Americans and Hispanic/Latino participants is the moment that your program must decide if it is willing to provide rowing skills, water safety and water confidence. Your program also will also need to train the rowing coaches to be aware of issues that non-swimmers may face.

Being supportive and reassuring while honest is an important skill. Being crass or sarcastic about flipping out of the boat, catching crabs or splashing each other can be a real detriment to active participation.⁵ One example of being mindful of non-swimmers' anxieties around water is to prep the non-swimmers of what they are about to see before your program requires the participants to watch the USRowing Safety DVD. Talk about personal floatation devices (PFDs) in advance and instead of calling the mandatory swim test a test, call it a water safety assessment. If you want your community outreach program to be sustainable and successful, the importance of having swimming as part of your programming budget CANNOT be overemphasized.

Examples:

Amphibious Achievement: Amphibious Achievement is a dual athletic and academic program for urban youth in the Boston area. Its goal is to promote success in, on and off the water through a combination of aquatic instruction and college preparatory tutoring. This program is effective because swimming is a part of the programming and not an afterthought.

The Achievers wake up early Sunday morning (when the pool is available) and participants who don't swim cannot go to the pool until they are water confident. The rowers head to the boathouse. The rowing and swimming is coached by volunteer MIT crew and swim team members. The MIT partnership provides rowing equipment and the use of the school's Olympic pool. <http://amphibious.mit.edu/>

Newburgh Rowing Club: A local foundation in Newburgh, N.Y., provides funding for the Students Ambassadors to row and learn to swim for free. Before they can get on the water, each student – many of whom have never swam before – participates in a seven-week,

intense swimming program taught by their rowing coach and varsity rowers. Once they all pass the rowing swimming requirement, they celebrate with a graduation.

<http://www.newburghrowingclub.com/>

In an urban setting, finding a functioning pool is oftentimes challenging. Most university pools have a lot of downtime and will be willing (at a discounted fee) to allow you to use their facility and swim coaches. The local YMCA also will allow you to use its pool and swim coaches at a discounted group rate at non-peak pool hours. If you have a tough time finding a suitable place to swim, USA Swimming has the same outreach initiative and, more often than not, its local swim clubs will partner with you to help your participants reach their swimming goals.

Contact USA Swimming's Diversity Specialist: www.usaswimming.org.

If you have a rower who did not pass a swim test, that rower should always wear a personal floatation device/lifejacket (PFD). There are a lot of options for PFDs – some of which are compatible for wearing while rowing or for stowing behind the footboards. They come in various sizes and can be activated manually or hydrostatically. The hydrostatic vests don't inflate until they are submerged, so rain and splashing won't set them off. The other option is the manual inflation vest or pouch. The hydrostatic vest usually will fit around the waist like a fanny pack and will not stigmatize the rower like higher-profile vests. There also is a PFD belt pack kit.

Below are links to a few options.

- <http://www.usrowing.org/DomesticRowing/PrePackagedKits/PrePackagedKitsPFDBelt.aspx>
- <http://www.mustangsurvival.com/recreational/inflatable-pfds?country=25>

2. Transportation:

Unlike ball sports, rowing usually does not happen at schools, in a neighborhood park or around the corner from the school. Many children in underserved communities come from single-parent households and/or single or no car households. In order to level the playing field of access, it may be necessary for rowing programs to include transportation considerations into their program budget. This may involve bus pickups, rented team vans or volunteers from your program to provide carpooling.

Transportation Research:

In conversations with the executive director of Row New York, Amanda Krause; Chicago Training Center's head coach and executive director, Montana Butsch; and Wilmington Youth Rowing Association's executive director, Faith Pizor, they all expressed that their inner city youth programs would not exist if they did not provide transportation. They use a variety of transportation modes. Some pick the participants up in boathouse-owned vans; others pick them up at subway stations in boathouse-owned vans, while others use a combo of picking the participants up and leasing a bus company. Several years ago, Three Rivers Rowing Association attempted an all-city rowing program that ended up being unsustainable for many reasons. Transportation was one of the biggest. The former

coordinator of that program confirmed that providing reliable transportation is vital to the success of any community rowing program.

Examples:

A local YMCA solved some of its transportation issues by purchasing two mini buses at an auction for around the price of \$4,000 each. They raised the money by doing two months of car washes. Each school bus has the capability of transporting 20 people. The driver for these school buses, which is a full-time YMCA staff member with other responsibilities, earned and maintains a Commercial Driver's License (CDL). In purchasing a 15-passenger van, a CDL would not be required by law. However, all staff should obtain a CDL as an added safety precaution. Contact your local YMCA or YWCA and provide rowing as one of the programs that the Y can offer. This way, the Y will provide the transportation and you can provide the programming. This mutually beneficial relationship also would give your non-swimmers access to a pool and swimming lessons.

Community Rowing, Inc.

- Community Rowing, Inc. (CRI) is not very close to the many public transportation stops in Boston. With the help of foundation funding, CRI purchased two, 12-person vans. The coaches drive to several of the centrally located subway stops and pick the rowers up. At the end of practice, they take them back to the subway stations. Community Rowing Inc. Contact: Director of Outreach, Community Rowing, Inc. Phone : (617) 779-8277. <https://www.communityrowing.org/>

3. Affordability:

Affordability is a consistent barrier for people. Club dues, class enrollment fees, regatta and travel expenses, unisuits, rain jackets, water bottles and a second pair of shoes that can get wet and need not be worn to school next day can add up. Rowing can be expensive depending how much traveling and racing a program is doing. The average cost of a competitive high school program for the spring and fall seasons can range from \$1,300-3,500. Money affects transportation options and needs, as well as parents' and guardians' willingness to sign release forms that include damage clauses that could make them liable for costs.

Examples:

Reach High Baltimore: Rowers Empowering Baltimore Youth is an outreach program of the Baltimore Rowing Club that fosters academic and athletic excellence in Baltimore City youth. Through BRC's contributions of high-quality racing shells, safety equipment, launches and overhead expenses, supplemented by substantial gifts from Baltimore foundations, corporations and individuals within and outside BRC, it is able to provide equipment and offer scholarships that defray 75-100% of the actual cost per child each season of rowing in spring, summer and fall. In addition, through two fundraising events, The Baltimore Invitational and the Middle Branch Waterfront Festival and Regatta, all families have the opportunity to contribute time and energy into raising the funds to make Reach High Baltimore possible. Baltimore Rowing Club's Reach High program offers membership to Baltimore City youth at \$125 per season, whereas the traditional junior's

seasonal membership is \$600 for rowers and \$300 for coxswains.

www.baltimorerowing.org/reach-high-baltimore/

Row New York: Row New York’s pre-competitive Rowing Exposure Program (PREP) for middle school youth combines athletic training with academic tutoring in a supportive and challenging environment, where young people not only improve their fitness and high school readiness but also form new friendships and find an invaluable sense of belonging. PREP activities take place three afternoons a week during the school year and five days a week in the summer. Middle school youth who complete PREP can transition to the Empowerment Through Rowing and Academics (ERA) Program for high school youth.

Example of Row New York’s membership sliding scale:

Income Level	Membership Fee
\$0-99,999	Zero Fee
\$100k -199,999	\$490
\$200K+	\$528

Row New York also depends on donations from corporations, foundations and individuals. When a person is considering donating to Row New York, they know exactly how the money will be used. On its donate page, there is a heartwarming story of a successful rower and a list of what contributions will pay for. Here is Row New York’s donation content.

Row New York helps to transform the lives of more than 2,000 young people each year. But as we grow, so do the costs of running our athletic and academic programs. Please consider partnering with us, and know that your dollars go directly to help groom New York City youth for success both on and off the water.

Here’s what your contribution pays for:

- 5 days a week of athletic training with experienced coaches
- 3 days a week of academic support with expert tutors
- Professional SAT and Regents prep
- Maintaining two boathouses full of equipment
- Hot meals at tutoring sessions
- Swim lessons
- Travel to regattas
- College field trips
- Workshops on nutrition, reproductive health and career readiness.
- College application fees
- For at-risk youth, access to a social worker

Chicago Training Center (CTC): Using the sport of competitive rowing, CTC creates opportunities for underserved Chicago youth to challenge themselves to achieve their athletic and academic potential. CTC’s nurturing environment motivates students to become physically fit; build teamwork, self-esteem and leadership skills; and develop and advance their educational and life goals. All Chicago Public School Students can row for no fee. The

Chicago Training Center receives generous contributions from many local businesses, organizations and individuals throughout their community. www.chicagotrainingcenter.org

4. Parental or Guardian Support:

Many traditional rowing programs offset programming costs by requiring that parents of the rowers volunteer in upwards of 20 hours. Hours might include, but are not limited to, helping with travel arrangements, selling uniforms and logo clothing items, bringing food to regattas, managing the food tent at regattas, putting on social events or organizing fundraisers. Many of the underserved communities are working-class poor and may work more than one job. If “outreach” is important to the growth of your organization, it will be important for program managers and coaches to redesign the volunteer program.

5. Societal and Social Trends as Barriers:

- Historical traditions related to ethnic and racial relations in society as a whole.
- The history of an underrepresented group’s involvement in a particular sport.
- The ethnic and racial backgrounds of team coaches, board of directors, volunteers and others.
- Lack of cultural competency can lead to stereotypes, prejudice and a negative perspective of the abilities of the underserved participants.
- Conversations about diversity and inclusion in athletics, and particularly in rowing, can be difficult.
- To help start the conversation and provide opportunities for traditionally underrepresented populations USRowing launched America Rows in February 2010. America Rows is a nationwide diversity and inclusion initiative that is aimed at increasing awareness of rowing and introducing the sport to a diverse group of Americans.

Becoming Culturally Aware

Learning what we think about diversity:

- How we think about gender, race, class, sexual orientation, ability status and culture in sport is socially constructed and implemented.
- We **learn** what the various aspects of our identities signify to the world around us through a lifetime of experiences.
- It is important to critically reflect on these social constructions and ask ourselves which of them are important and necessary to creating diverse and inclusive spaces within rowing and which we need to release. It is equally important to reflect upon those constructions that hold us back, histories that have oppressed for far too long and have kept us from achieving equality.
- The more informed you are, the better you can create a respectful and open environment, provide knowledgeable answers and facilitate optimal performance.
- Be prepared to challenge yourself, your athletes, your clubs and even your foundations. Remember that meaningful discussion occurs when we push our own boundaries.

Programs, coaches, and athletes need to move beyond “blindness” (e.g., I don’t see color, I just see athletes – I’m “colorblind”). Blindness to difference does not create equality. It is **okay** to recognize and celebrate differences. Differences are what make us better, stronger, faster, smarter and more innovative.³

What are Culture, Diversity and Inclusion?

Culture

- Culture is the way of life in a given society.
- It is passed down from one generation to the next through learning and experience.
- Because culture is taught, we have far more control over culture than we realize. We have to ask ourselves: “What are our values? Who are we? Imagine yourself and your club/team as a brand. What does/will your brand symbolize to others?”

Diversity

Diversity is any way in which people differ. Of course, people differ in thousands of ways. However, the type of diversity that we are focusing on here is linked to those characteristics that have been made more salient and symbolically meaningful than others (e.g. aspects of people’s identities that have historical significance and connections to the denial of power and political voice).

Often when people hear the word “diversity” they think of two things: 1) Racial Diversity and 2) Numbers/Percentages. This is problematic since racial diversity is only **one** of the many types of diversity linked to histories of oppression. Further, even if the number/percentage of minorities (whether by gender, race, sexual orientation, class, culture, religion or ability-status) was equal to that of the majority population, there is no guarantee that their **experiences** are equal. By believing that *quantity* is the same thing as *quality*, we fall victim to the classic problem of creating a false equity.

Diversity in USRowing

Diversity is a core value of USRowing. Diversity for USRowing means that every individual member is valued for his or her differences. The differences include, but are not limited to, appearance, ideas, race, gender, religion, socioeconomic, ethnicity, beliefs, sexual orientation and physical abilities.

Inclusion

- Inclusion is the process of ensuring that people feel included and valued in an organization or a community.
- If “Diversity” stands for *quantity*, then “Inclusion” stands for *quality*. We want to ensure that our participants have a quality experience.
- If we are truly going to sustain change, we have to make sure we are focused on BOTH diversity AND inclusion.

Inclusion in USRowing

Inclusion at USRowing means that the individual’s differences are embraced and respected. We are passionate about recruiting and retaining the most skilled professionals and athletes, and we recognize that diversity will strengthen the sport of rowing.

Benefits of Starting a Community Outreach Rowing Program

We all know the many benefits that a rowing program brings to thousands of youngsters each year across America. Rowing serves as a catalyst for improved academics, produces lifelong friendships, combats obesity, enhances time management and encourages goal setting. Starting a community outreach program provides these additional benefits.

- Provides a new revenue source.
- Improves communications between different economic classes and cultural backgrounds.
- Increases national rowing membership.
- We are exhausting the main resource for recruiting and by deliberately becoming more inclusive, we will increase the athletic pool.

Starting an Outreach Program

Whether your objective is to increase your athlete pool and therefore the diversity of the U.S. Olympic Team or want to provide new opportunities for individuals that traditionally are underrepresented in rowing, the initial goal remains the same: eliminate barriers for more people to participate and succeed at their goals in rowing.⁴

Types of Community Rowing Programs

There are many different types of community rowing programs and outreach. Some of these include:

- One-time events designed to offer exposure to the sport (ex: USRowing's National Learn to Row Day)(ex: www.axs2rp.com)
- Summer learn-to-row camps or shorter.
- Learn-to-row open-enrollment classes.
- Mentorship programs where experienced rowers partner with new rowers to teach rowing. (ex: <http://amphibious.mit.edu/>)
- Special teams that meet needs for access (ex: adaptive rowing programs and programs that include instruction in swimming) (ex: <https://www.communityrowing.org/>)
- Academic rowing programs that combines intense rowing with tutoring and college counseling. (ex: www.rowla.org)
- School-based programming (ex: middle school indoor rowing as a PE class.) (ex: www.rowtothefuture.org)
- Public High School programs with a large percentage of the student body on the federal free or reduced lunch program. (ex: <http://www.philadelphiacityrowing.org/>)
- Programs using rowing as a metaphor to deliver the missions of partnering organizations.
- Sports-based youth development programs with the sole mission to support underserved youth within the community. (ex: www.chicagotrainingcenter.org)
- Traditional competitive and recreational rowing programs, which include community rowing as one of their programs. (ex: <http://www.oaklandstrokes.org/>)
- Group contract program model involves an outside agency or group that signs up for a contract program. Under this model, the boathouse or club works with that agency to make a program meet the needs of its population. The advantage here is that the outside agency has experience and expertise in working with these specific participants.⁴ (ex. Partnering with a Boy's and Girl's Club and using rowing as an after school activity.
- Indoor rowing programs. There are two ways to use indoor rowing as a community outreach tool.
 - a. Create a four- to six-week, community-based fitness program/learn to row on ergs at the boathouse. Invite the adults, as well as the youth from your target community. This type of programming will help you generate some program revenue. Fees for the program can range from \$75 -100 for the six weeks. (ex. www.threeriversrowing.org)
 - b. Elementary and middle school indoor erg programs are getting very popular. With this cost-efficient programming, you can use 10 of your ergs or purchase new ergs through an afterschool grant. One popular model is to rotate the ergs weekly throughout the entire school district. By the time the students are in eighth grade,

they are aware of the sport of rowing and ready to learn to row on the water. This model also provides your program with a pipeline for athletes. The largest and most successful indoor erg program is Pocock Rowing Foundation's Erg Ed in Seattle, which USRowing partnered with in 2015 to expand nationally (<http://www.pocockfoundation.org/erg-ed/>.)

Budgets, Fundraising and Writing Grants

The majority of participants in a community outreach program will be economically disadvantaged. While some will be able to contribute to their program, many more will turn away from rowing because of the cost to row. With proper planning and a lot of hard work, the executive director or program manager can find alternative sources of revenue. At the end of this document, we will provide a variety of funding ideas and resources.

Once you decide what type of program model you will become, you will need to sit down and determine your actual cost, what you can get donated and with whom you can partner. Remember to gather accurate information about potential expenses. Many outreach programs estimate underestimate the expenses. If you know you pay coaches \$20-25/hour, then budget \$25/hour. George Pocock Rowing Foundation⁵ recommends that you first determine the cost per participant day. That is to say:

(The overall cost of the program)

(The number of participants at each session) X (The number of sessions overall)

Most funding sources will agree that they aim to fund programs that are at the \$10/participant day overall cost. If the cost is significantly lower, they wonder how the program can function. If the cost is significantly higher, they wonder why the program is so expensive. A simple rule is that \$50/participant-session is the absolute maximum allowable cost and, even then, should be strongly backed by a program that delivers significant outcomes. Once you figure out your expenses and potential sources of revenue, make sure that you have an accountant help prepare a balance sheet and income statement. This manual should not replace the advice of a volunteer or paid accountant.

Sample Copy of America Rows Budget Proposal

America Rows 1st yr. 2011 (27 rowers) Income	Source of Revenue	
America Rows Revenue	Local foundation (1)	\$80,000
	Center for Minority Health	\$5,535
	Local insurance foundation	\$7,000
	Unidentified funding	\$25,000
In-kind Contributions	Major sports clothing provider	\$2,000
	Sporting goods gift certificate	\$200
	Local grocery chain weekly snacks (in kind)	\$4,500
	Public water company: 35 water bottles (in kind)	\$280
Total Annual Income--Year One		\$124,515
Expenses		
Transportation Expenses		
	15 Passenger van (used), one-time cost	\$16,000

	Registration, sales tax, license plate, title transfer (used)	\$1,300
	Insurance (12 month quote - 1 van 1 primary driver)	\$1,160
	Gasoline (yearly)	\$3,500
	Basic maintenance (oil changes, filters, blades, etc.)	\$3,000
Sub-total Transportation		\$24,960
General Expenses	Mentor coordinator (one-time contribution)	\$6,000
	2007 Start-up Costs	\$11,000
	USRowing Basic Youth Memberships	
	USRowing Convention	\$250
	Coaching travel fees	\$500
	Student boathouse membership	\$3,240
	Administrative expenses	\$15,510
Sub-total General Expenses		\$36,500
Rowing Program Expenses	Head coach	\$25,000
	Daily snacks-local grocery chain	\$4,500
	National sports clothing provider	\$2,000
	Water bottles	\$280
	Rowing clothing--other	\$600
	Boat rental fees	\$6,000
	Race expenses	\$7,540
	Swim lessons/equipment	\$2,295
Sub-total Rowing Expenses		\$48,215
Equipment Expenses	Equipment repair/maintenance	\$3,000
	Cox boxes and stroke coach	\$548
	Coaching equipment/tools	\$1,000
	Gas for motor launches	\$800
Sub-total Equipment Expenses		\$5,348
Total Annual Expenses--Year One		\$115,023
Net Surplus		\$9,492

Writing Grants

Once you make the decision to become a community outreach program, and if you are a 501(c) (3) serving socially and economically disadvantaged adults and youth, your program can capitalize on several different sources of funding. The most frequently asked question from our rowing programs is where can I find a grant and how do I write a grant? This section will provide you with some guidance of where to find a grant and other grant writing resources.

You may not have the budget to hire a grant writer and sometimes members will volunteer to write the grant for you. Although they mean well, sometimes they don't really have the skills or strategies to secure the grant. Once you have identified the grants for which your organization is qualified, we recommend that you contact a local university that offers grant-writing classes and learn how to avoid the pitfalls of grant writing. If your story is compelling enough, maybe the instructor can be convinced to use your project for the entire class project.

Strategies to Secure a Grant

- Research and develop a relationship with the funding agency. Relationships are the key to a successful program. When possible, invite the potential funder to a learn-to-row program or send them news articles about how rowing helped your rowers get into college. The key here is to be a rower in the community not in a boat. Many funders will only accept a letter of inquiry. In your letter, seek advice on how to best develop your proposal.
- When describing the problem that your project will address, identify the root causes of the problem.
- Funders will want to know who in the community is supporting your program, so make sure you get out and create relationships in the community. The funder will check to see if others in the community is financially supporting your mission.
- When you discuss why the grant is needed, make sure that you focus on what the funding will do for the community, not what it will do for your organization.
- File your application on time.
- Create a budget with a budget narrative. The narrative should be able to explain equipment cost and needs, transportation and staffing concerns.
- The funder will want to know how you will evaluate your program. Develop a time line to evaluate various portions of your program. What methodology will be used to measure the completion of your program or project?

Even the best-written and planned proposal is denied. Make sure that you follow up with the funder, so that you can determine why you were denied and ask for advice on how to improve the proposal. If it is appropriate, ask if it's okay to submit another proposal during the next funding cycle.

Resources for Grants

Grant writing is an emerging profession in the U.S., with a treasure-trove of free or low-cost resources for beginning and advanced grant writers. Grants are becoming increasingly more competitive; just as in rowing, it takes skills and practice to win them.

The Grant Professionals Association (<http://grantprofessionals.org>) provides an instant network with free access to a directory of grant consultants located around the U.S. (if you are seeking assistance). A membership fee of \$200 or so provides "member-only" access to a broad array of resources, among them, the GrantStation funding resource directory (which you can use to find funding sources using keywords) and live or on-demand webinars.

A competing organization worth checking out is the American Grant Writers' Association (<http://www.agwa.us/>).

If you are looking for a solid overview of grant writing, order a hard copy (not digital) of Dr. Beverly A. Browning's 4th Edition, *Grant Writing for Dummies*. Don't take this title the wrong way, many professional grant writers view this book (and Bev herself) as the secret to their success! Bev is a master teacher of grant writing. You can find more about her online courses here: <http://www.bevbrowning.com/onlineclasses.html> and more about this widely-revered "guru of grant writing" here: <http://www.bevbrowning.com/whoisdrbev.html>.

The fourth edition, hard copy of her book is preferred because it includes a CD of forms, templates and checklists that you can use to streamline the grant writing process. If the CD isn't with the book, don't buy it.

Written in plain English, this book provides basics for grant seekers in Part 1, with details throughout on "how to" write and prepare a strong, competitive proposal. She's a great coach (and a savvy businesswoman).

The "granddaddy" of grant resources is The Foundation Center (www.foundationcenter.org), based in New York City with satellite offices located throughout the country. It's worth a trip to the website and a (usually) free "how to" research session at one of its satellite centers to find funding sources using its database. Many professional grant writers use Foundation Center resources. One favorite link is the searchable database to find a foundation's IRS 990 form. These forms tell you to whom the funder gave funds, for how much and much more. Just go to: <http://foundationcenter.org/getstarted/tutorials/demystify/access.html> for access to this valuable, free tool to look up private funding sources.

The Foundation Center also has a "knowledge center" here <http://foundationcenter.org/gainknowledge> with numerous links, including one to its own grants learning center, <http://www.grantsspace.org/>. Select "Skills" from the menu and you'll find "Developing Proposals" on the list together, with other skills that may be useful to your organization.

As you begin to research potential funding partners, you will need to determine what grants you should go after. Most of the community outreach rowing programs are "Sports-Based Youth Development" programs that create opportunities for youth to connect to others, develop skills, and use those skills to contribute to their communities,² in turn, increasing their ability to succeed not only in sports, but also in life. Below are some examples of what types of programs foundations are willing to fund.

- A wide variety of sports programs and equipment for both boys and girls where youth populations (rural and urban) are underserved.
- Quality of life grants for people with disabilities, especially spinal cord injury and paralysis.
- Dropout prevention and educational attainment for girls via sports (and mentoring) programs.
- Communities that are materially disadvantaged.
- After-school sports and education programs for vulnerable youth.
- Programs that combat childhood obesity.

These resources and tips should get you off to a good start. Let us know what your grant challenges are specifically, and we'll help track down an answer

Common Community Rowing Questions

There are many rowing programs that offer some type of community rowing. They also have common experiences, successes and struggles. To help you avoid some of the pitfalls, here is a list of common concerns and questions.

What is the main mission of your program?

- To inspire diverse communities, especially youth, to experience rowing for recreation, education and competition.
- To increase opportunities for people to row that otherwise wouldn't.
- To use rowing as a tool to help youth have the opportunity to go to college.

How do you pay for your program? Do you pay for boathouse space, equipment, transportation and text books?

- Mostly foundations, grants individuals, small businesses, Erg-a-Thons, annual giving and in-kind sponsorships.

How many days a week do you operate?

- Four days a week
- Two days of rowing and one day of mentoring and academic tutoring
- Five days/week in the summer
- Once a week for four hours

Do you provide any other service besides rowing?

- Tutoring, SAT prep, assistance with college applications, college tours, nutrition counseling, water safety, swim lesson and transportation
- Meals and snacks

How do you recruit rowers?

- Local youth agencies, Boys/Girls Club, YMCA, school districts
- Ethnic events i.e. Black Arts Festivals, Cinco de Mayo
- School assemblies, PTAs and PCOs

Who should we partner with?

- Youth agencies
- Non-profits that mentor and tutor organizations
- Universities, college students for tutoring
- Church groups
- Master rowers

What advice do you have for emerging community rowing programs?

- Swimming must be a major part of your programming.
- You need to have a transportation plan in place before you begin to recruit.
- Create community relationships before you go into the community attempting to recruit. Otherwise, you will come off as being intrusive.

- Make sure that your rowing program is not a separate but equal program. The outreach rowers should have a way to feed into existing competitive programs. Separate but equal on the docks causes diversity crisis.
- Find a way to purchase your own van.
- Become culturally competent.
- Partnering with city government is not a good idea. Administrations and priorities change often.

Emerging and Successful Community Outreach Programs

The following is a collection of case studies from a variety of rowing programs that represent America Rows, USRowing's diversity and inclusion initiative.

Small Stand Alone Academic Rowing Program (Less than 50 rowers)

RowLA, Los Angeles, Calif.

History

The founders of RowLA were all masters rowers in Marina del Rey. While training, they noticed the lack of diversity among young rowers in the marina waters. At the same time, they became aware of the opportunities for young high school female rowers, as they moved toward the college application process.

Knowing that the sport of rowing offered fitness, camaraderie, emotional strength and leadership skills, the founders decided to create RowLA to afford these benefits to young girls in the LA public schools. Modeled after other successful outreach rowing programs, RowLA planned to start with a small but quality program and expand over time.

RowLA combines intensive rowing activities with individualized academic support to empower girls in the city of Los Angeles to pursue excellence in all dimensions of their lives. Academic tutoring and college counseling is used as a means of encouraging them to become student-athletes, confident in their abilities to make wise choices for themselves and those they affect.

All girls participating are expected to keep a 3.0 grade point average, and they meet in classroom homework/tutoring sessions once per week.

RowLA girls meet at Mother's Beach in Marina del Rey for rowing training. Coaching is from a launch and takes place in the main channel of the marina. The competitive team practices on the water every Monday, Tuesday, Wednesday and Thursday afterschool from 4-6 p.m. and on Saturday from 8:30-11 a.m. The novice developmental team practices on Tuesday and Thursday from 4-6 p.m. and Saturday from 8:30-11 a.m.

- Transportation: The coaches and volunteers use their own cars to pick up the girls.
- Funding: Most of the funding comes from hundreds of individuals and some local corporate and foundations.
- Staffing: The bulk of the staff is volunteers, with the exception of some of the coaches and a college counselor who is paid from a grant earmarked for college counseling.
- Fees: This program is free.
- Swimming: All of the new rowers go through several weeks of swim lessons before they get into boats.

Large Academic Rowing Program (More than 50 rowers)

Community Rowing, Inc. (CRI)

History

Community Rowing (CRI) was founded in 1985 as a nonprofit organization dedicated to the belief that the sport of rowing provides unique abilities to promote personal and community growth through teamwork, discipline and physical fitness. They are committed to making these opportunities available to all. CRI has become one of the largest rowing programs in the United States, with over 5,000 people rowing with us annually.

Located on the Charles River, an internationally recognized attraction for rowing and a gem within the Massachusetts park system, CRI was the first public rowing club in Boston and remains one of the largest in the United States. CRI is committed to its mission of enriching the greater community and provides broad-based programs for youth and adults, novice to elite skill levels. Since its inception 26 years ago, CRI has provided education and training for over 25,000 people, including:

- Youth (boys and girls) from local high schools
 - Individuals with special needs such as sensory and mobility disabilities from Perkins School for the Blind and other institutions
 - Adults of all levels of ability through recreational and competitive programs
- Transportation: For the community outreach programs, CRI provides transportation with the two vans that the organization owns.
 - Funding: CRI receives funding via corporations, grants, corporate programs, boathouse rentals and strategic partnerships.
 - Employees: There are more than 25 fulltime employees at CRI including a development director, academic coordinator, middle school coordinator, outreach coordinator, outreach director and boys' and girls' head coaches.
 - Fees: There is no cost for the "Boys and Girls ROW" programs. The youth programs include competitive rowing, academic leadership and coaching opportunities.
 - Swimming: A parallel swimming program is offered for those who need to pass the CRI swim test. Ex. Monday participates are dropped off at swim lessons instead of the boathouse, but on Wednesday they go to the boathouse. This way they are still apart of the team until they pass the swim test.

Here is a list of other programs that focus on community outreach.

USRowing America Rows Programs

Program	Email	Type of Program
Access to Rowing and Paddling - Philadelphia, Pa.	http://axs2rp.com	AXS2RP works with existing and emerging rowing and paddling organizations, community groups and the Philadelphia Department of Parks and Recreation Adults and Youth
Amphibious	http://amphibious.mit.edu/	Academic rowing program

Achievement MIT - Boston, Mass.		with a university partnership
Breaking Barriers - Philadelphia, Pa.	http://www.breakingbarriers05.org	Community rowing, youth
Reach High - Baltimore, Md.	http://www.baltimorerowing.org/reach-high-baltimore/	Academic rowing program
Chicago Training Center - Chicago, Ill.	www.chicagotrainingcenter.org	Academic rowing program
Cleveland Rowing Foundation - Cleveland, Ohio	www.clevelandrows.org	Community outreach, youth
Community Rowing, Inc. - Boston, Mass.	www.communityrowing.org	Community outreach, youth, masters, para and adaptive, military
Cross Currents Minority Rowing - Rochester, N.Y.	www.cccomunityrowing.org	Minority led masters and youth community rowing
Detroit Women's Rowing Association - Detroit, Mich.	www.dwra.org	Women's and girl's community rowing
Dallas Rowing Club - Dallas, Texas	www.dallasrowingclub.org	Community outreach juniors program
First Row - Pittsburgh, Pa.	www.threeriversrowing.org	Community outreach for public school girls
Maritime Charter Academy - Buffalo, N.Y.	http://www.wnymcs9-12.com/	Public/charter high school boys rowing
Newburgh Rowing Club - Newburgh, N.Y.	www.newburghrowingclub.org	Community outreach, youth
Oakland Strokes - Oakland, Calif.	www.oaklandstrokes.org	Community outreach, youth
Oakland Tech Rowing Club – Oakland, Calif.	www.oaklandtech.com	Public school rowing program

Olympic Peninsula Rowing Association - Port Angeles, Wash.		Community rowing, youth
Parati Rowing Club – The Woodlands, Texas	http://paratirowingthewoodlands.org	Community rowing, youth
Phoenix Rowing Club - Boston, Mass.	http://phoenixcrewclub.webs.com/	Community rowing, youth
Pocock Rowing Foundation - Seattle, Wash.	www.pocockrowingcenter.org	Community outreach, youth, Seattle Public Schools indoor rowing
Row LA - Los Angeles, Calif.	www.rowla.org	Community outreach, girls
Row New York – New York, N.Y.	www.rowneyourk.org	Community rowing girls, boys, masters, para, corporate
San Diego Community Rowing - San Diego, Calif.	www.sdcr.org	Community outreach, youth
Saginaw Rowing Club - Saginaw, Mich.	www.saginawclub.org	Community outreach, youth
Steel City Rowing - Pittsburgh, Pa.	www.steelcityrowing.org	Community outreach, youth, masters
The Stewards Foundation - Tampa, Fla.	www.rowtampa.com	Community outreach, youth
Pacific Deepwater Crew – Stockton, Calif.	www.pacificdeepwater.com	Community outreach, youth, masters
Wilmington Youth Rowing Association - Wilmington, Del.	www.wyra.org	Community outreach, youth
ZLAC Rowing Club - San Diego, Calif.	www.zlac.org	Community outreach, women, girls, boys

Diversity Plan

The purpose of a diversity and inclusion plan is to identify specific steps to increase the diversity of your rowing programs. The plan will help you set goals and plan for the next several years. You do not have to use the template below, but it will help you organize your thoughts.

Diversity Strategic Plans Resources:

- <http://www.ala.org/advocacy/diversity/workplace/diversityplanning>

Diversity and Inclusion Strategic Plan Template

Please put your organizations name and address here:

- I. Background
- II. Vision for Diversity and Inclusion
- III. Your Organization's Definition of Diversity and Inclusion
 - 1) Inclusion Value Statement
 - 2) Diversity Value Statement
- IV. Diversity and Inclusion Strategy for 2015-2019
 - 1) Objective
 - 2) Initiatives
 - 3) Recruitment
 - 4) Retention
 - 5) Revenue
 - 6) Awareness
 - 7) Business Planning
 - 8) Other
- V. Diversity and Inclusion Action Plan for 2015-2017
 - 1) Initiative A (Recruitment)
 - a. Timeline
 - 2) Initiative B (Retention)
 - a. Timeline
 - 3) Initiative C (Revenue)
 - a. Timeline
 - 4) Initiative D (Awareness)
 - a. Timeline
 - 5) Initiative E (Other)
 - a. Timeline
 - 6) Initiative F (Other)
 - a. Timeline
- VI. Success and Progress
 - 1) Goal #1
 - 2) Goal #2
 - 3) Goal #3
 - 4) Goal #4

Other Resources

- [America Rows Inclusion Council](#)
- [America Rows Frequently Asked Questions](#)
- [How to Become an America Rows Program](#)
- [America Rows Pledge](#)