



NARRAGANSETT
BOAT CLUB

Board of Governors Meeting Agenda

Date:	Wednesday, April 24, 2019
Time:	6:00 PM
Place:	Ruth Berenson's House (45 Wriston Drive, Providence)
Chair:	Jamie Reavis
Secretary	John Kennedy, Acting Secretary
Advance Materials:	Agenda Minutes of Prior Meeting Secretary's Report Committee Assignments from Strategic Plan
Agenda:	<p>Moment of Silence for Gilles</p> <p>Approval of Minutes</p> <ul style="list-style-type: none">• March 13, 2019 BOG Meeting – Jamie Reavis <p>Review of Committee Reports</p> <ul style="list-style-type: none">• Secretary's Report; vote on new members – Jamie Reavis/John Kennedy• Treasurer's Report, including proposal to change proration of dues from daily to monthly for new members joining in the second half of the year – Joan Martin• Captain's report – Eric Watne• DOR Report – John Ryan• Others? Status of 1.66? <p>Deck Repair/Deck Covers/Storage</p> <ul style="list-style-type: none">• Any update? – John Ryan, Joan Martin, Kit Wise <p>Champlin Application/RowProvidence or RowRI</p> <ul style="list-style-type: none">• Status, When Due, etc. – Dan Gorriaran <p>Review and Comments on Committee Assignments from Strategic Plan</p> <ul style="list-style-type: none">• Building and Maintenance – Kit Wise• Finance – Joan Martin• Governance – John Kennedy• Membership – Ruth Berenson

- Planning – **Dan Gorriaran**
- Rowing – **Eric Watne**

Old Business

New Business

Next Meeting

- Are we ready to go quarterly for BOG meetings?

Remarks for the Good of the Club

Next Meeting:

Date:

Time:

Place:

Narragansett Boat Club – Meeting Minutes
Board of Governors Meeting 3/13/18

Held at the home of Ms. Ruth Berenson / 45 Wriston Dr. Providence



Attendance:

BOG Members

Pat Watson, Kit Wise, Carol Browning, John Kennedy, Eric Watne, Ruth Berenson, Joan Martin, Jamie Reavis, John Ryan, Anne Fleet, Kristi Wharton, Dan Gorriaran, Rob English,

NBC Members: Alan Harlam

President Reavis called the meeting to order at 6:00 PM

Jamie asked for any additions or changes to minutes of the previous meeting. None noted or called.

Kit Wise motion to accept - Pat Watson 2nd to approve Motion carried

REPORTS:

Governance Committee - John Kennedy, Chairman

- Jamie reminded all board members that our first responsibility is to the Club irrespective of our personal views or interests. We must always work to avoid any appearance of impropriety or arbitrary actions.
- John reviewed the necessity of unified tone and temperament of the BoG in all interactions with membership. John stated that we will demonstrate by actions and behaviors how and why decisions on topics are decided.
- Governance has been studying P&P and Constitution might be amended to address conflict resolution.
- Conflict resolution – Procedure will be built into governance documents for conflict resolution. Mentioned objectives including policy for document retention Act as single body as BoG – Set aside self-interests Decisions are made without conflicts of interest – best interests of NBC and membership
- Confidentiality – treat all items of approach to BoG members from membership with respectful confidentiality
- “Tone” starts at the top: Board must maintain decorum and integrity throughout our terms to set transparency and openness and it goes beyond that as to how we operate and act outside of BoG functions. We never remove our “BOG” hat. Decisions must be unified when addressing outside of the BoG irrespective of personal view or vote on topic as BOG and avoid undermining the BOG work by expressing personal views on BOG topics. BOG decisions are not unanimous so we must be committed to reinforcing credibility of the BOG.
- Process must be open to all discussion and contribution from all Bog members and all can express their viewpoints on topics openly and the BOG listens.
- BOG always acts as single unified body.
- Rob: BOG must always act within confines of the constitution and we must work to act within the rules and not allow us to stray off and then create things that are not part of our governance doctrine.

Secretary's Report - Rob English

RSE report

- 197 Members as of tonight
- Joan has worked tirelessly to wake up the unpaid delinquent members
- We were about 180 members just a week or so ago.
- New member applications continue to come in.
- New Members for voting:
 1. Brittany Scully
 2. Christine Rogers
 3. Christine Henken
 4. Alexis Thompson
- Jamie - Discussion on delinquent collection – Dues are sent out 1/1 or thereabouts and Constitution defines members have 30 days to pay dues before they are delinquent.
- Multiple reminders sent out and some of those delinquent members then are asking for the payment over time option. Jamie reiterated that the payment over time is only available if you pay the first portion within the allowed 30-day period. Jamie suggested that we should consider having an increasing scale on dues next year that the dues increase \$25/month (for example) for each month after dues notices are sent until the dues are paid.
- Historically, members have waited until they come back to the water to then pay their dues. Reminders went out constantly and were unanswered in most cases. Joan advised that due to a programming error, each delinquent member rec'd 6 reminders on the last day due in January so it's hard to say you didn't get a notice.
- The question about an appropriate late fee (for existing members who were unpaid) was raised.
 - Unpaid members were attending sweeps meetings and using the boathouse, so this is not fair.
 - Over 50 members were delinquent on 2/28.
 - Joan – of the unpaid members, at least one also has an unpaid Rack fee in addition to dues.
 - Kristi – if you don't pay within allowed free time we should assess a late fee
 - After much discussion, the topic was unresolved, but all members agreed that we need to have a policy regarding how to clean up late dues payments.
 - Jamie said that we should push this topic (collections) off to the finance committee to determine the best course of action for next year. We cannot implement changes for this year.

Logbooks and Google Groups database management. Jamie advised that the Secretary will be solely responsible to manage the google group list and logbook and/or the Secretary's designate for same to eliminate any duplication of effort or mistakes adding names that are not actually paid members.

Sustaining members versus members living a long distance away. Sustaining members cannot use equipment. After discussion, the topic was resolved to be left to the discretion of the Captain if someone living in NJ (for example) drives up 3-4 times/season to row with us and do so or create a non-resident membership class. Jamie advised that this topic should go to the rowing and membership

committees should determine if there is a need for a true “non-resident” category and if additional membership categories are needed to manage these topics.

Communication:

Notices will be posted on the NBC website going forward and no more mass mailing to members of minutes and other information. 304 google groups members against 191 paid members as of tonight’s meeting. After discussion it was decided that the google groups list is as much a marketing tool as member information tool, therefore ok to have more on the google group list than we have members. Jamie advised that only the current active members should receive notices from the Board. The Google Groups are as much a marketing tool as it is member.

Eric Watne raised the issue of the problem of identifying Junior members when the parent is the member, but we do not capture and keep the name and information on the Junior. We need a list of all members including Junior. Dan mentioned that many junior members do not get communications from the Club that should be relayed by parents.

Treasurer’s Report – Joan Martin

- Reports are all in the Treasurer’s written report (attached to meeting agenda)
- Additional notes since report was generated:
 - Noted that we received \$1000 in donations as a result of the progressive dinner of which about \$700 was earmarked for the Scholarship and \$300 for the annual fund.
 - Reported that we have received approximately \$32k in last 10 days from sweep and class registrations which is very positive revenue as we return to on-the-water.
- Budgeted \$25k for combined repairs and preventative boat maintenance for this year and as of today we have already consumed about \$5700 of that.
- It was noted that this is routine and is largely “front-loaded”
- Anne Fleet noted with more boats we may need to up the budget number to match the increase in the fleet

Captain’s Report - Eric Watne

- We have two quads coming back this week – off the water due to weather
- Some bumps getting the Doubles repaired – Van Deusen wings, parts, etc.
- Sandstede was sent to RowAmerica for repair
- Jumavia is at Pete Evans’ shop
- Back to full strength.

Dan: Questions about which system to use: Choose ups versus registration for boats

Eric – Some people like it, some don’t. Perhaps set aside 2 quads for open rowing and 2 for reserved.

Jamie – this is not a BOG issue – between Capt. and Lt and Membership asked to be included in that discussion.

Anne Fleet - Still only one launch operational – enough coverage?

Jamie – not a BOG issue – this is the Captain’s call and determination.

DOR John Ryan

- Visit with Rick Richards and Maura Flannagan at Cuffee Charter School – lots of excitement in the visit.
- Cuffee is thrilled with everything about NBC thanks to Rick Richards groundwork in the past. Nautical theme in this Charter School
- Middle School program has open capacity to accommodate additional students for rowing.
- Virginia is very helpful behind the scenes @ Cuffee
- Target is to get 20 middle schoolers in new program from different schools-not favor Cuffee who would take all the slots if allowed.
- John will need to purchase 20 PFDs suitable for these youth rowers – it is a law requirement that they are always in a life preserver on the water. Costs should be covered by donations as John's had multiple offers to fund this purchase already. Should be zero cost impact financially to NBC.
- MindBody: Huge time and effort by Joan in configuring the system
- Scratching surface of power and capability System has tremendous capability for NBC member and class management. Not too many problems – all expected and generally user related.
- Adaptive program – update: Working with Deb Arenberg from USRowing and John's working up a full proposal for an Adaptive program for Veterans that would start with 1 or 2 people after morning rowing is out - ~10AMish
- USRowing has offered equipment –
 - Pocock 4
 - 8 Sweeps Oars
 - Wintech 21 with multiple wing setups
 - Sculling oars
 - 3 Oartech ergs
 - Some Concept2 Model C Ergs
 - Erg clamps for adaptive Pinert 2X
 - Plus fixed seat mechanisms
 - pontoons and some boat racks
- NBC has complete unilateral use of the equipment with no “strings attached” use for any program –
- USRowing maintains ownership
- Question: Insurance on loaned equipment from USRowing? Who holds responsibility?
- Need volunteers to staff this new program.
- John said that there is a possibility that USRowing will fund a barge.
- They have advised to not worry about the access of the building as many of the adaptive are not physical limitation.
- General Paul-Steven Varszegi from USVRK (US Veterans' Rowing and Kayaking) has been involved with NBC with Jonathan Greenberg who is leaving at the end of this summer.
- John Ryan will distribute his plan to the BoG within the next few days.
- Stipends are available to pay coaches and help.

- CRI has offered to train our volunteers
- Tom Darling – said to Dan that is refreshing to help NBC in Adaptive
- Lots of levels of adaptive - The adaptive is a mix of vets, recreational adaptive, etc.
- Deb reiterated to John the importance of starting small.
- John has complete confidence in the support system we will get on the Adaptive Rowing Program.
- Carol – Should we approach and notify the VA?
- The NBC Sweeps program sold out at 40
- Nearly evenly split with men and women
- The sweeps program stimulated a lot of late dues responses too!

Boathouse 1.66 – Dan Gorriaran & Kit Wise

- Remaining part of Boathouse 1.66 is North Ramp and north docks
- Have proposals from traditional suppliers for delivering the floats and ramp work.
- Total cost for the work is \$230k when added up.
- Joan->we have a little over \$150k left but that was reduced from what would have been \$180k due to some earlier work coming in well below budget. In a technical sense, we might have \$180k available subject to review of records and minutes.
- Kit advised that he has another marine contractor out of Berkeley MA to compare to Reagan.
- Kit rec'd a proposal from RowAmerica for docks made of aluminum (not wood) and their price to build, deliver, and install is just about the same price as Sullivan's number to build the wooden floats and deliver to Regan.
- Not a lot of savings evident just yet but RowAmerica would arrange crane so we would need only to drive the piles.
- Kit's still not convinced that the aluminum docks are best for NBC. Kit will travel to RowAmerica to see these docks in construction and then travel on to Rye NY to see the actual docks in service.
- RowAmerica has a descending warranty that raises concern.
- They use composite planks instead of wood and there is worry about slip hazard, cleaning, etc.
- Kit will go look and take photos of the setup in Rye and at RowAmerica and will report next meeting
- They also had an interesting proposal for shortening the ramp that is clever and useful in any event.
- Kit another issue for his area is where to have youth backpacks and gear stowed?
- Worked up a design to take part of boat bay and make locker rooms/changing rooms? No sale
- John and Kit talked about building out over S. deck –
- Next idea was to use fabric buildings to utilize S and N deck space.
- New plan to build a wall along the west side of S. deck 4' high with cubbies and oar hanging on outside.
- Kit presented an architect's' drawing of the proposal above. Presented alternative proposal to use outside dead space on s. side which would negate any non-members from the 2nd floor of the club.

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- Another idea is to use the alcove area at the end of the South fence, and build a U-shaped set of outdoor lockers. Could also have tent and deck under that area if we go that route.
- Proposal for lockers was \$9k but should be less as we contract the size to keep swing room for 8s.
- Would provide kid spaces to store and secure things including regular members, class takers, and youth non-members to have a locker and keep them confined to the 1st floor of the boathouse.
- BayView has no place to change at school and have been using the lounge as their locker room and that has been the reason that we couldn't move BoG meetings to 6PM as the space is not available.
- This would keep 2nd floor to NBC members only and avoid having people hangout.
- We have 20 Ergs but they are not all available year around when moved out for summer.
- Need to present a new proposal for costs.
- Joan has requested a preliminary budget so we can get feasibility of completing 1.66 this year.
- Rob asked if we can get any help from USRowing Adaptive to keep the adaptive at ground level.
- Remaining part of Boathouse 1.66 is North Ramp and north docks
- Dan – working on a new Champlin application and is in planning and development to try to tap this funding.
- Champlin Funding application is underway and due by 6/1
- Planning and Building Committee charter
- Rob suggested that we formulate a plan to go to the top 50 employers in the state and solicit support for Adaptive and Equal Opportunity support

New Business – Jamie

- He distributed the committee charters for the building and planning committees and asked for any comments?
- Vote to approve – Unanimously approved

Membership Committee – Ruth Berenson

- People should have rec'd in the packet her report. Things are going well.
- Overlap with other committees trying to define/avoid whereas membership
- New member orientation should be a required item.
- Parents of Juniors MUST attend the orientation meetings
- Quick review of how new members are processed:
 - Rob gets application and sends acknowledgement of application
 - Joan bills through QBO
 - Rob gets notice from Joan upon payment and then sends a welcome email with Jamie's welcome letter and details, and Rob copies appropriate BOG members:
 - Ruth for membership, Eric for boathouse, Anne for boathouse, Robin Gross for tour, Dan for logbook, Joan for Treasurer, Jamie at President, and Secretary for new member reporting.

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- Jamie: Next meeting will plan to end monthly BOG meetings and start process to go to quarterly board meetings
- Discussion around Exec. Comm and BoG meetings. Executive Committee will be comprised of President, Vice President, Secretary, Treasurer, Captain and two at-large BOG members

Remarks for the good of the club:

- Jamie - Progressive dinner knocked it out of the park!
- Kit was enormously impressed with Maura as new sweeps coach

Next scheduled meeting will 4/24/2019 at location to be determined

Rob: Motion to adjourn

Meeting adjourned at 7:50PM

Respectfully submitted,

Robert S. English

Secretary

Narragansett Boat Club



Subject: Secretary's Report - 4/24/2019
Date: Friday, April 19, 2019 at 9:14:22 AM Eastern Daylight Time
From: secretary@rownbc.org
To: James O. Reavis
Attachments: image003.jpg, image004.png

To: Narragansett Boat Club Board of Governors
From: Rob English – Secretary
Re: Secretary's Report for 4/24/2019 Meeting

Date: 4/19/19

Please note that this report covers activity up to April 19. I am traveling next week and unable to attend the BOG meeting and therefore am filing my report a few days early.

Type	Count
72+	18
Applicant Regular	3
Applicant U27	3
Clubhouse	3
Life	10
Provisional Regular	8
Provisional U27	17
Regular	137
Spouse	14
U27	17
Total	230

New members for voting:

U27: Elie Hamilton (ascending from youth membership)
Lucy Hamilton (ascending from youth membership)
Alfred Timperley
Madeline Fenderson
Everett Harding
Jeffrey Schlyer
Peter Teel
Isabel Teel
Francis Baviera
Theo Goldstein
Alex Cannan
Weston Delomba
Jack Stone
Katie Dolan
Lucy Handy
Claire Noble Shriver

Jacques von Steuben

Regular:

Jacqueline Colbert
Elisabeth Boulanger
Alison Chaltas
John Wilhelm
William Stamp III
Victoria Conte
Lena Correa
Deborah Fowler
Bob Sharkey
John Wilhelm

I feel that that the membership recruitment and retention is going exceedingly well. We are 230 members as of today and our membership at year end 2018 was 247. Recognizing that we have quite a few 2018 members who have not “re-upped”, and, that we are still just barely back into the on-the-water season this is a very strong start. Collections of dues have also gone well and we will get better at it next year as new policies are implemented and communicated to the membership to incentivize prompt dues payments.

Agenda Items:

- We need to have a system (none currently exists) to identify and then have Junior members that matriculate to U27 membership fill out the waivers and forms so that we can capture their information and add them to the logbook, the Google Groups, etc. Currently, nothing exists in my area to manage this.
- We need to have a system to identify Junior members, capture their names, dates of birth, and pertinent information including swim and liability waivers. In reality, anyone who happened to have a member’s name could walk into the Club and identify themselves as a child of *[fill-in-the-blank]* and we would have no way of confirming that beyond actually contacting the member to confirm which would be awkward at best.

New Business:

Enclosed trailer versus lockers for backpacks, etc. While at Wright trailers, John and I looked at their enclosed trailers as a potential spot to place backpacks for BayView and Lincoln. While not the best option a couple of things are noteworthy:

A trailer will sit in the space currently referred to as the alcove in the fence

A trailer can be moved easily at any time (regattas) to another location (Blackstone Park)

At the point we decide to build out that area with a permanent fixture, we can easily sell the trailer for nearly what we pay for it...IF we pay for it and it’s not done by donations from interested parties.

A trailer can be locked up and is weather-tight and has a man-door in the side in addition to a drop down ramp in the back.

A trailer would enable us to move things in inclement weather such as Ergs etc, and perhaps provide some needed storage at the boathouse when not being used for backpacks, etc.

We can install coat hooks or shelving in this trailer to hang the backpacks and even build a rack for oars.

Here’s the link to what we looked at at Wright Trailers for \$3500.00 brand new with warranty:

http://www.wrighttrailers.com/?gclid=EAlaIqObChMIhfvt5bba4QIVLrCzCh2PiAsCEAAYASAAEgJVqvD_BwE#!/6-X-12-18-V-NOSE-ENCLOSED/p/123094021/category=4436405



I think this could be a fast solution for a problem we have right now and I'm willing to bet that we can get 7 people to contribute \$500/each for this purchase. I will start with my own \$500 donation for this to seed the pot *should this be approved and decide as an option.*

Respectfully submitted,

Rob

Rob English
Secretary



**THE NARRAGANSETT BOAT CLUB
2018 FIVE-YEAR STRATEGIC PLAN**

COMMITTEE ASSIGNMENTS AND SUGGESTIONS

COMMITTEE ASSIGNMENTS

The order of the following assignments for each committee are divided into two categories, those tasks to be addressed immediately and those to be considered over time. Within each category, the tasks are further divided into those for which the particular committee has sole responsibility, those for which the particular committee should take the lead but will need input from other committees, and those for which the particular committee will need to provide input and assistance to the lead committee. The list of tasks are solely related to accomplishing this Plan and are in addition to the regular tasks of each Committee.

BUILDING AND MAINTENANCE COMMITTEE

- **Immediate Work – Sole Responsibility**
 - Appoint a person/sub-committee to oversee routine facility maintenance and repairs
 - Improve security by keeping gates locked at all times, installing doorbells at front gate and second floor door connected to buzzers in erg room and boat bay to alert coaches to grant access to non-members
 - Create improved traffic flow for outdoor storage access

- **Immediate Work – Lead Committee**
 - Create storage areas where members and non-member class participants can leave personal belongings while rowing (i.e., short-term, day use storage) (working with Membership Committee)
 - Enhance security for outdoor storage, including lighting and cameras (working with Planning Committee)

- **Immediate Work – Provide Assistance**
 - Increase community participation in youth programs (working with Planning, Rowing and Finance Committees)
 - Consider various new directions for future rowing programs (e. g., veterans rowing, adaptive rowing, exercise classes, recent college graduate programs, high school and collegiate programs) and develop strategic feasibility studies for the BOG (working with the Planning, Rowing, Finance and Membership Committees)
 - Explore ways to make use of the Club during current slack times (working with the Planning and Membership Committees)
 - Review boat repair, rowing program, and dock safety as well as other requirements (working with the Rowing and Membership Committees)
 - Prioritize completion of Phase 2 of Plan 1.66 (working with the Finance and Planning Committees)
 - Create member-exclusive areas within the boathouse, providing members with priority access to facilities at all times; consider limiting access to second floor to members (working with the Membership and Planning Committees)

- Help alleviate parking constraints by increasing bike storage and encouraging those who live nearby to cycle (working with Membership Committee)
 - Expand rack space for both Club and private boats, including the creation of a dedicated storage area for private boats in the northern-most section of the expanded footprint (working with the Rowing Committee)
 - Develop a three-year plan to retire the barge and purchase a replacement barge (Still Water has an attractive modular system) and/or explore ways to make use of older eights as beginning rowing boats through the use of the Club's pontoons. Consider the possibility of developing a program alternative using older quads to create a fast-track to sculling after completion of a required barge and/or eights class. (working with the Rowing Committee)
 - Prioritize indoor storage for high-end Club singles and doubles to reduce depreciation (working with the Rowing Committee)
 - Strategize locations to place boats used heavily by newest rowers where damage to other shells will be minimized – this work has been started by the Planning Committee (working with the Planning and Rowing Committees)
 - Create outdoor storage for overflow Club boats and a dedicated safe space for all private boats, which is included in the rack plan established by the Planning Committee (working with the Planning and Rowing Committees)
- **Work Over Time – Sole Responsibility**
 - No additional tasks
- **Work Over Time – Lead Committee**
 - No additional tasks
- **Work Over Time – Provide Assistance**
 - Increase community participation in youth program (working with the Planning, Rowing and Finance Committees)
 - Develop a formal and accessible knowledge and information base (from legal documents to boat maintenance records to information about the boathouse and its systems) so that new leaders are able to quickly, confidently and competently do their jobs (working with the Governance, Planning, Rowing and Finance Committees)
 - Consolidate and coordinate all boathouse work related to expansion, build-outs and non-routine maintenance, perhaps through a Building sub-committee (working with Finance and Planning Committees)
 - Work with City to develop a parking strategy that includes parking only on one side of Angell Street and clear markings on River Drive (working with Building and Maintenance Committee)
 - Increase size of locker rooms and erg room within the current building, perhaps by enclosing part of the south deck, moving the office to the southwest corner of the new space, expanding the erg room into the new space, expanding the men's locker room to the current office and expanding

the women's locker room into the existing erg room (working with Finance and Planning Committees)

- Consider alternative plan to use the northern section of the boat bay for lockers to stay ahead of over-crowding (working with the Planning Committee)
- Explore ways to increase water supply to the boathouse (working with the Planning Committee)

FINANCE COMMITTEE

- **Immediate Work – Sole Responsibility**
 - Review charitable fund raising and development strategies
 - Define who is responsible for charitable outreach, messaging, event planning
 - Fully review how the Club connects with its membership on a fundraising basis
 - Explore ways to address socio-economic issues by developing a clearly defined scholarship program
 - Determine the cost of hiring a part-time bookkeeper and consider allocating the funds to do so in the 2019 budget

- **Immediate Work – Lead Committee**
 - Include routine maintenance in annual operating budget, with any surpluses carried forward. Non-routine refurbishments should be scheduled on a five-year plan and funded in both the operating budget and at time of purchase (working with the Rowing Committee and its Fleet Maintenance Sub-Committee)
 - Establish a five-year maintenance budget to eliminate deferred maintenance and bring the fleet back to top condition (working with the Rowing Committee and its Fleet Maintenance Sub-Committee)
 - Develop annual and five-year budgets for repairs and maintenance (working with the Rowing Committee and its Fleet Maintenance Sub-Committee)

- **Immediate Work – Provide Assistance**
 - Increase community participation in youth programs (working with Planning, Rowing and Building and Maintenance Committees)
 - Consider various new directions for future rowing programs (e. g., veterans rowing, adaptive rowing, exercise classes, recent college graduate programs, high school and collegiate programs) and develop strategic feasibility studies for the BOG (working with the Planning, Rowing, Building and Maintenance and Membership Committees)
 - Review functions of the DOR, Boatman, Registrar, and coaching staff in order to meet the needs of expanded and diversified club use (working with the Rowing, Governance and Planning Committees)
 - Prioritize completion of Phase 2 of Plan 1.66 (working with the Planning and Building and Maintenance Committees)
 - Fund and maintain an in-house inventory of parts (working with the Rowing Committee and its Fleet Maintenance Sub-Committee)

- Include funding for insurance and maintenance in all purchases (working with the Rowing Committee)
 - Plan to match additional seat purchases with additional oars (working with the Rowing Committee)
 - Create depreciation schedule and fund depreciation to establish regular boat purchasing funds (working with the Rowing Committee)
 - Consider all possible uses before selling any shells - older shells may be useful to fill as many seats as possible for classes and membership to help increase revenue – and consider whether their value to club growth will exceed the value of any proceeds that would be realized from selling. (working with Planning and Rowing Committees)
 - Explore options for community programs with Providence Public School Students as agreed with City leadership upon the completion of Plan 1.66 (working with the Planning, Rowing and Membership Committees)
 - Evaluate software applications currently used across all Club operations to determine the value provided and eliminate duplications (working with Planning, Governance, Membership and Rowing Committees)
 - Research third party applications that are superior to RegattaCentral or develop an in-house system to handle all program registrations and class scheduling that will integrate to membership, accounting, and development systems while minimizing overlap (working with the Planning and Rowing Committees)
 - Promote more diversity in the youth rowing program by reaching out to local high schools, middle schools and community centers. This should be carefully crafted to ensure there is adequate space (storage for boats & equipment, lockers, and dock space) in the program to accommodate program growth. (working with the Membership and Rowing Committees, but likely spearheaded by the DOR)
- **Work Over Time – Sole Responsibility**
 - No additional tasks
 - **Work Over Time – Lead Committee**
 - Plan for, fund (as an immediate goal) and hire a part-time bookkeeper and/or business manager (working with the Governance and Planning Committees)
 - Build improved membership database to provide key information and metrics to BOG, Programs and Development (working with the Planning, Governance, Rowing and Membership Committees)
 - Develop a Club intranet (working with the Planning, Membership and Governance Committees)
 - Transferring Club records to cloud storage with identity and access management levels (working with the Planning and Governance Committees)

- Partner with City to develop a program in lieu of taxes to enable long-term strategy of limiting the impact of property taxed on program (working with Finance Committee)
- Seek grant opportunities to fund growth in programs, youth and adaptive, in particular (working with the Planning Committee)
- **Work Over Time – Provide Assistance**
 - Increase community participation in youth program (working with the Planning, Rowing and Building and Maintenance Committees)
 - Explore ways to develop a more regular adaptive rowing program, building on the success of past short-term programs with blind veterans, etc. (working with the Membership and Rowing Committees)
 - Develop a formal and accessible knowledge and information base (from legal documents to boat maintenance records to information about the boathouse and its systems) so that new leaders are able to quickly, confidently and competently do their jobs (working with the Governance, Planning, Rowing and Building and Maintenance Committees)
 - Consolidate and coordinate all boathouse work related to expansion, build-outs and non-routine maintenance, perhaps through a Building sub-committee (working with Planning and Building and Maintenance Committees)
 - Increase size of locker rooms and erg room within the current building, perhaps by enclosing part of the south deck, moving the office to the southwest corner of the new space, expanding the erg room into the new space, expanding the men’s locker room to the current office and expanding the women’s locker room into the existing erg room (working with Finance and Planning Committees)
 - Hire support staff for DOR to maintain fleet (working with Planning and Rowing Committees)
 - Work to fill the new space with as many seats as possible in accordance with Plan 1.66 (working with the Rowing Committee)
 - Introduce a new logbook system integrated with the membership database to enable easier reporting, tracking and user authorization (working with the Planning and Rowing Committees)
 - Consider seeking new partners to establish programs at the university level (working with the Planning Committee)

GOVERNANCE COMMITTEE

- **Immediate Work – Sole Responsibility**
 - Establish an Executive Committee, with its charter and authority
 - Change the BOG meeting schedule to quarterly
 - Delegate management responsibilities to committees
 - Establish six standing committees, with charters
 - Develop fundamental procedures and practices related to transparency, participation, representation and consistency with respect to the restructuring of the governance of the Club

- Comprehensively inventory current and foreseeable future club needs for administration and management
 - Publish committee information on the Club's website, including committee charge, chairperson's name and contact information and the committee roster (to be done promptly upon the establishment of the committees)
 - Establish a recognized succession plan within the BOG, with terms (and, eventually, term limits) and, for example, the Vice President being expected to succeed into the presidency and the immediate Past-President of the Club remaining on the BOG in an at-large capacity for one year after the end of his or her term.
- **Immediate Work – Lead Committee**
 - Ensure that identifiable groups and constituencies (e.g. masters rowers, youth rowers, U27 rowers, recreational rowers, and competitive rowers) become involved in leadership and governance by being represented on the Rowing Committee. (working with the Membership Committee)
 - Review functions of the DOR, Boatman, Registrar, and coaching staff in order to meet the needs of expanded and diversified club use (working with the Rowing, Finance and Planning Committees)
 - Communicate clearly at all levels of the Club, i.e., BOG, committees, membership, paid and volunteer staff, that whoever holds these positions has the final say on a decision (working with the Membership Committee)
- **Immediate Work – Provide Assistance**
 - Evaluate software applications currently used across Club operations to determine the value provided and eliminate duplications (working with Planning Membership and Rowing Committees)
- **Work Over Time - Sole Responsibility**
 - Establish predictable paths of succession for leadership on the BOG and committees as a pool of potential leaders is established
 - Establish terms and term limits for BOG members
- **Work Over Time – Lead Committee**
 - Write policy and procedures for the use of Member directory (determining who is on the club list, when are people taken off and added, deciding what information is included in the directory, etc.) (working with the Membership Committee)
 - Clarify and codify roles by reviewing and revising the functions and duties of Officers, the BOG, staff and committees as necessary to ensure that the duties and responsibilities of all positions are clearly defined (working with the Planning Committee)
 - Develop a formal and accessible knowledge and information base (from legal documents to boat maintenance records to information about the boathouse and its systems) so that new leaders are able to quickly, confidently and competently do their jobs (working with the Finance, Planning, Rowing and Building and Maintenance Committees)

- Focus on developing future leaders by promoting participation and responsibility, and begin to consider term limits (working with the Planning and Membership Committees)
- **Work Over Time – Provide Assistance**
 - Develop new member orientation to rowing program, basic overview of policies and procedures that regulate club rowing (and ensure all rowers have requisite level of knowledge (working with the Rowing and Membership Committees)
 - Plan for, fund (as an immediate goal) and hire a part-time bookkeeper and/or business manager (working with the Finance and Planning Committees)
 - Continue to focus on the Club’s cooperative culture by having the BOG, administration, coaches, committee chairs, etc. all work to ensure that the club is inclusive by encouraging feedback, making sure that there is a uniform set of rules for all members, and encouraging all Club leaders, whether they have formally assigned roles or not, to be welcoming and inclusive of all members, potential members and participants in the Club’s programs and classes (working with the Rowing and Membership Committees)
 - Build improved membership database to provide key information and metrics to BOG, Programs and Development (working with the Planning, Finance, Rowing and Membership Committees)
 - Evaluate the software applications currently used across all Club operations to determine the value provided and eliminate duplications (working with Planning, Finance, Membership and Rowing Committees)
 - Develop a Club intranet (working with the Planning, Membership and Finance Committees)
 - Transferring Club records to cloud storage with identity and access management levels (working with the Planning and Finance Committees)

MEMBERSHIP COMMITTEE

- **Immediate Work – Sole Responsibility**
 - Develop a charge and specific duties for this committee
 - Create a sub-committee that is tasked with new member introduction. The sub-committee should work closely with the Captain and Lieutenant to ensure that all policies are understood and conveyed to the new member.
 - Create a membership directory
- **Immediate Work – Lead Committee**
 - Conduct monthly activities to help new and established members meet (working with the Rowing Committee)
 - Create member-exclusive areas within the boathouse, providing members with priority access to facilities at all times; consider limiting access to second floor to members (working with the Planning and Building and Maintenance Committees)

- Help alleviate parking constraints by increasing bike storage and encouraging those who live near to cycle (working with Building and Maintenance Committee)
 - Design and implement a membership induction program that includes orientation to policies and procedures, expectation for service (and reinstate on the application a place to indicate committee interests), culture and the rowing program (working with the Planning Committee)
 - Promote more diversity in the youth rowing program by reaching out to local high schools, middle schools and community centers. This should be carefully crafted to ensure there is adequate space (storage for boats & equipment, lockers, and dock space) in the program to accommodate program growth. (working with the Finance and Rowing Committees, but likely spearheaded by the DOR)
- **Immediate Work – Provide Assistance**
 - Consider various new directions for future rowing programs (e. g., veterans rowing, adaptive rowing, exercise classes, recent college graduate programs, high school and collegiate programs) and develop strategic feasibility studies for the BOG (working with the Planning, Rowing, Building and Maintenance and Finance Committees)
 - Ensure that identifiable groups and constituencies (e.g. masters rowers, youth rowers, U27 rowers, recreational rowers, and competitive rowers) become involved in leadership and governance by being represented on the Rowing Committee (working with the Governance Committee)
 - Ensure adequate safety instruction, including more frequent shell re-entry clinics, teaching techniques for assisting a flipped rower, and first aid (CPR/AED) (working with the Rowing Committee)
 - Regularly post BOG and committee meeting minutes, annual budgets, annual financial statements and IRS information returns as is common practice with non-profits to the Club’s website (working with the Planning Committee and the Secretary)
 - Explore ways to make use of the Club during current slack times (working with the Planning and Building and Maintenance Committees)
 - Review boat repair, rowing program, and dock safety as well as other requirements (working with the Rowing and Building and Maintenance Committees)
 - Communicate clearly at all levels of the Club, i.e., BOG, committees, membership, paid and volunteer staff, that whoever holds these positions has the final say on a decision (working with the Governance Committee)

- Create storage areas where members and non-member class participants can leave personal belongings while rowing (i.e., short-term, day use storage) (working with Building and Maintenance Committee)
 - Explore options for community programs with Providence Public School Students as agreed with City leadership upon the completion of Plan 1.66 (working with the Planning, Finance and Rowing Committees)
 - Evaluate software applications currently used across Club operations to determine the value provided and eliminate duplications (working with Planning, Governance and Rowing Committees)
 - Develop a consistent communication plan for Club communications, marketing and community relations, including which method(s) to use and social media presence (working with the Planning Committee)
- **Work Over Time – Sole Responsibility**
 - Design and hold monthly member orientation sessions and boathouse tours for recently joined members
 - Develop new member information packets to distribute at orientation sessions
 - Assign mentors to new members and establish a protocol of duties for mentors
 - Develop and maintain a member-accessible membership directory (email addresses and other information) and be able to configure lists easily to serve the purposes of club officers, employees (administrators and coaches) and members
- **Work Over Time – Lead Committee**
 - Develop new member orientation to rowing program, basic overview of policies and procedures that regulate club rowing (and ensure all rowers have requisite level of knowledge (working with the Rowing and Governance Committees)
 - Ensure members’ needs are met, using surveys, etc., to collect information (working with the Rowing Committee)
 - Consider offering members-only classes covering topics such as weekly Captain’s test preparation, entry to competitive rowing (but less intense than the current training programs), Member’s Open Rows, expeditionary rows, and other areas as indicated by the membership (working with the Rowing Committee)
 - Continue to focus on the Club’s cooperative culture by having the BOG, administration, coaches, committee chairs, etc. all work to ensure that the club is inclusive by encouraging feedback, making sure that there is a uniform set of rules for all members, and encouraging all Club leaders, whether they have formally assigned roles or not, to be welcoming and inclusive of all members, potential members and participants in the Club’s programs and classes (working with the Rowing and Governance Committees)
- **Work Over Time – Provide Assistance**
 - Develop a well-defined strategy for advocating rowing in Providence (working with the Planning and Rowing Committees)

- Write policy and procedures for the use of Member directory (determining who is on the club list, when are people taken off and added, deciding what information is included in the directory, etc.) (working with the Governance Committee)
- Create a sub-committee to address community relations and outreach (working with the Planning Committee)
- Explore ways to develop a more regular adaptive rowing program, building on the success of past short-term programs with blind veterans, etc. (working with the Finance and Rowing Committees)
- Focus on developing future leaders by promoting participation and responsibility, and begin to consider term limits (working with the Governance and Planning Committees)
- Consider shifting focus of boat purchases to more durable and cost-effective shells and standardizing the Club's fleet to a limited number of manufacturers, while maintaining a supply of high-end racing shells as demand indicates (working with the Rowing Committee)
- Build improved membership database to provide key information and metrics to BOG, Programs and Development (working with the Planning, Governance, Rowing and Finance Committees)
- Evaluate the software applications currently used across all Club operations to determine the value provided and eliminate duplications (working with Planning, Governance, Finance and Rowing Committees)
- Develop a Club intranet (working with the Planning, Governance and Finance Committees)

PLANNING COMMITTEE

- **Immediate Work – Sole Responsibility**
 - Continually review and update the Strategic Plan and establish and review goals of the Club and the Committees
- **Immediate Work – Lead Committee**
 - Consider various new directions for future rowing programs (e. g., veterans rowing, adaptive rowing, exercise classes, recent college graduate programs, high school and collegiate programs) and develop strategic feasibility studies for the BOG (working with the Finance, Rowing, Building and Maintenance and Membership Committees)
 - Regularly post BOG and committee meeting minutes, annual budgets, annual financial statements and IRS information statements as is common practice with non-profits to the Club's website (working with the Membership Committee and the Secretary)
 - Increase community participation in youth programs (working with Finance, Rowing and Building and Maintenance Committees)
 - Explore using cloud storage for club docs with the appropriate level of security for financial and other sensitive documents. (e. g., use various levels of permissions so people have access to documents on need to know basis) (working with the Finance and Governance Committees)

- Determine what software best supports this variety of uses (currently use email, Google groups, Constant Contact, Wufoo, Regatta Central) with the goal of functional integration (working with the Finance and Governance Committees)
 - Explore ways to make use of the Club during current slack times (working with the Membership and Building and Maintenance Committees)
 - Review functions of the DOR, Boatman, Registrar, and coaching staff in order to meet the needs of expanded and diversified club use (working with the Rowing, Finance and Governance Committees)
 - Prioritize completion of Phase 2 of Plan 1.66 (working with the Finance and Building and Maintenance Committees)
 - Explore options for community programs with Providence Public School Students as agreed with City leadership upon the completion of Plan 1.66 (working with the Rowing, Finance and Membership Committees)
 - Research third party applications that are superior to RegattaCentral or develop an in-house system to handle all program registrations and class scheduling that will integrate to membership, accounting, and development systems while minimizing overlap (working with the Finance and Rowing Committees)
 - Evaluate software applications currently used across Club operations to determine the value provided and eliminate duplications (working with Governance, Membership and Rowing Committees)
 - Develop a consistent communication plan for Club communications, marketing and community relations, including which method(s) to use and social media presence (working with the Membership Committee)
- **Immediate Work – Provide Assistance**
 - Create member-exclusive areas within the boathouse, providing members with priority access to facilities at all times; consider limiting access to second floor to members (working with the Membership and Building and Maintenance Committees)
 - Strategize locations to place boats used heavily by newest rowers where damage to other shells will be minimized – this work has been started by the Planning Committee (working with the Rowing and Building and Maintenance Committees)
 - Create outdoor storage for overflow Club boats and a dedicated safe space for all private boats, which is included in the rack plan established by the Planning Committee (working with the Rowing and Building and Maintenance Committees)
 - Enhance security for outdoor storage, including lighting and cameras (working with Building and Maintenance Committee)
 - Consider all possible uses before selling any shells - older shells may be useful to fill as many seats as possible for classes and membership to help increase revenue – and consider whether their value to club growth will exceed the value of any proceeds that would be realized from selling. (working with Finance and Rowing Committees)

- Design and implement a membership induction program that includes orientation to policies and procedures, expectation for service (and reinstate on the application a place to indicate committee interests), culture and the rowing program (working with the Membership Committee)
- **Work Over Time – Sole Responsibility**
 - No additional tasks
- **Work Over Time – Lead Committee**
 - Increase community participation in youth program (working with the Finance, Rowing and Building and Maintenance Committees)
 - Develop a well-defined strategy for advocating rowing in Providence (working with the Membership and Rowing Committees)
 - Create a sub-committee to address community relations and outreach (working with the Membership Committee)
 - Develop plan to replace boathouse within 10 years (working with Finance and Building and Maintenance Committees)
 - Consolidate and coordinate all boathouse work related to expansion, build-outs and non-routine maintenance, perhaps through a Building sub-committee (working with Finance and Building and Maintenance Committees)
 - Work with City to develop a parking strategy that includes parking only on one side of Angell Street and clear markings on River Drive (working with Building and Maintenance Committee)
 - Increase size of locker rooms and erg room within the current building, perhaps by enclosing part of the south deck, moving the office to the southwest corner of the new space, expanding the erg room into the new space, expanding the men's locker room to the current office and expanding the women's locker room into the existing erg room (working with Finance and Building and Maintenance Committees)
 - Consider alternative plan to use the northern section of the boat bay for lockers to stay ahead of over-crowding (working with the Building and Maintenance Committee)
 - Explore ways to increase water supply to the boathouse (working with the Building and Maintenance Committee)
 - Hire support staff for DOR to maintain fleet (working with Finance and Rowing Committees)
 - Consider seeking new partners to establish programs at the university level (working with the Finance Committee)
 - Monitor boat reservation system and expand to include more high-demand operating hours if necessary (working with the Rowing Committee)
- **Work Over Time – Provide Assistance**
 - Plan for, fund (as an immediate goal) and hire a part-time bookkeeper and/or business manager (working with the Governance and Finance Committees)
 - Clarify and codify roles by reviewing and revising the functions and duties of Officers, the BOG, staff and committees as necessary to ensure that the duties

and responsibilities of all positions are clearly defined (working with the Governance Committee)

- Develop a formal and accessible knowledge and information base (from legal documents to boat maintenance records to information about the boathouse and its systems) so that new leaders are able to quickly, confidently and competently do their jobs (working with the Governance, Finance, Rowing and Building and Maintenance Committees)
- Focus on developing future leaders by promoting participation and responsibility, and begin to consider term limits (working with the Governance and Membership Committees)
- Build improved membership database to provide key information and metrics to BOG, Programs and Development (working with the Finance, Governance, Rowing and Membership Committees)
- Introduce a new logbook system integrated with the membership database to enable easier reporting, tracking and user authorization (working with the Finance and Rowing Committees)
- Research third party applications that are superior to RegattaCentral or develop an in-house system to handle all program registrations and class scheduling that will integrate to membership, accounting, and development systems while minimizing overlap (working with the Planning and Rowing Committees)
- Expand Learn-to-Row program (working with Rowing Committee)
- Partner with City to develop a program in lieu of taxes to enable long-term strategy of limiting the impact of property taxed on program (working with Finance Committee)
- Seek grant opportunities to fund growth in programs, youth and adaptive, in particular (working with the Finance Committee)
- Develop a Club intranet (working with the Membership, Governance and Finance Committees)
- Transferring Club records to cloud storage with identity and access management levels (working with the Finance and Governance Committees)

ROWING COMMITTEE

- **Immediate Work – Sole Responsibility**
 - Establish and communicate the learning objectives for each class and survey participants at the end of class to assess class effectiveness
 - Develop a maintenance program for routine fleet maintenance to be run by the DOR (through the Fleet Maintenance Sub-Committee)
 - Reintroduce boat purchasing formula as set forth in *Appendix D* to this Plan
- **Immediate Work – Lead Committee**
 - Create various new directions for future rowing programs (e.g., veterans rowing, adaptive rowing, exercise classes, recent college graduate programs, high school and collegiate programs) and develop strategic feasibility studies for the BOG (working with Planning, Finance, Membership and Building and Maintenance Committees)

- Ensure adequate safety instruction, including more frequent shell re-entry clinics, teaching techniques for assisting a flipped rower, and first aid (CPR/AED) (working with the Membership Committee)
 - Review boat repair, rowing program, and dock safety as well as other requirements (working with the Membership and Building and Maintenance Committees)
 - Expand rack space for both Club and private boats, including the creation of a dedicated storage area for private boats in the northern-most section of the expanded footprint (working with the Building and Maintenance Committee)
 - Fund and maintain an in-house inventory of parts (through the Fleet Maintenance Sub-Committee, and working with the Finance Committee)
 - Include funding for insurance and maintenance in all purchases (working with the Finance Committee)
 - Plan to match additional seat purchases with additional oars (working with the Finance Committee)
 - Create depreciation schedule and fund depreciation to establish regular boat purchasing funds (working with the Finance Committee)
 - Develop a three-year plan to retire the barge and purchase a replacement barge (Still Water has an attractive modular system) and/or explore ways to make use of older eights as beginning rowing boats through the use of the Club's pontoons. Consider the possibility of developing a program alternative using older quads to create a fast-track to sculling after completion of a required barge and/or eights class. (working with the Finance Committee)
 - Prioritize indoor storage for high-end Club singles and doubles to reduce depreciation (working with the Building and Maintenance Committee)
 - Strategize locations to place boats used heavily by newest rowers where damage to other shells will be minimized – this work has been started by the Planning Committee (working with the Planning and Building and Maintenance Committees)
 - Create outdoor storage for overflow Club boats and a dedicated safe space for all private boats, which is included in the rack plan established by the Planning Committee (working with the Planning and Building and Maintenance Committees)
 - Consider all possible uses before selling any shells - older shells may be useful to fill as many seats as possible for classes and membership to help increase revenue – and consider whether their value to club growth will exceed the value of any proceeds that would be realized from selling. (working with Planning and Finance Committees)
- **Immediate Work – Provide Assistance**
 - Conduct monthly activities to help new and established members meet (working with the Membership Committee)
 - Review functions of the DOR, Boatman, Registrar, and coaching staff in order to meet the needs of expanded and diversified club use (working with the Governance, Finance and Planning Committees)
 - Include routine maintenance in annual operating budget, with any surpluses carried forward. Non-routine refurbishments should be scheduled on a five-

- year plan and funded in both the operating budget and at time of purchase (working with the Finance Committee)
 - Establish a five-year maintenance budget to eliminate deferred maintenance and bring the fleet back to top condition (working with the Finance Committee)
 - Develop annual and five-year budgets for repairs and maintenance (working with the Planning Committee)
 - Explore options for community programs with Providence Public School Students as agreed with City leadership upon the completion of Plan 1.66 (working with the Planning, Finance and Membership Committees)
 - Promote more diversity in the youth rowing program by reaching out to local high schools, middle schools and community centers. This should be carefully crafted to ensure there is adequate space (storage for boats & equipment, lockers, and dock space) in the program to accommodate program growth. (Working with the Membership and Finance Committees, but likely spearheaded by the DOR)
 - Research third party applications that are superior to RegattaCentral or develop an in-house system to handle all program registrations and class scheduling that will integrate to membership, accounting, and development systems while minimizing overlap (working with the Planning and Rowing Committees)

- **Work Over Time – Sole Responsibility**
 - Task the DOR with creating a survey of all class participants to measure the success of the programs, the likelihood of the participant taking additional classes and the likelihood of the participant seeking membership in the Club
 - Establish maintenance logs for all boats (through the Fleet Maintenance Sub-Committee)
 - Engage all coaches to help with maintenance by asking rowers after every row how the equipment held up and create a reporting structure for the coaches to report to the DOR
 - Eliminate impulse purchases by creating and using the long-term purchasing plan

- **Work Over Time – Lead Committee**
 - Consider various new directions for future rowing programs (e. g., veterans rowing, adaptive rowing, exercise classes, recent college graduate programs high school and collegiate programs) and develop strategic feasibility studies for the BOG (working with the Planning, Finance, Building and Maintenance and Membership Committees)
 - Explore ways to develop a more regular adaptive rowing program, building on the success of past short-term programs with blind veterans, etc. (working with the Membership and Finance Committees)
 - Work to fill the new space with as many seats as possible in accordance with Plan 1.66 (working with the Finance Committee)
 - Consider shifting focus of boat purchases to more durable and cost-effective shells and standardizing the Club’s fleet to a limited number of manufacturers,

- while maintaining a supply of high-end racing shells as demand indicates (working with the Membership Committee)
 - Introduce a new logbook system integrated with the membership database to enable easier reporting, tracking and user authorization (working with the Planning and Planning Committees)
 - Expand the Learn-to-Row program (working with Planning Committee)
- **Work Over Time – Provide Assistance**
 - Ensure members’ needs are met, using surveys, etc., to collect information (working with the Membership Committee)
 - Increase community participation in youth program (working with the Planning, Finance and Building and Maintenance Committees)
 - Develop new member orientation to rowing program, basic overview of policies and procedures that regulate club rowing (and ensure all rowers have requisite level of knowledge (working with the Rowing and Governance Committees)
 - Consider offering members-only classes covering topics such as weekly Captain’s test preparation, entry to competitive rowing (but less intense than the current training programs), Member’s Open Rows, expeditionary rows, and other areas as indicated by the membership (working with the Membership Committee)
 - Develop a well-defined strategy for advocating rowing in Providence (working with the Planning and Membership Committees)
 - Develop a formal and accessible knowledge and information base (from legal documents to boat maintenance records to information about the boathouse and its systems) so that new leaders are able to quickly, confidently and competently do their jobs (working with the Governance, Planning, Finance and Building and Maintenance Committees)
 - Continue to focus on the Club’s cooperative culture by having the BOG, administration, coaches, committee chairs, etc. all work to ensure that the club is inclusive by encouraging feedback, making sure that there is as uniform set of rules for all members, and encouraging all Club leaders, whether they have formally assigned roles or not, to be welcoming and inclusive of all members, potential members and participants in the Club’s programs and classes (working with the Governance and Membership Committees)
 - Hire support staff for DOR to maintain fleet (working with Planning Committee and Finance Committee)
 - Build improved membership database to provide key information and metrics to BOG, Programs and Development (working with the Planning, Governance, Finance and Membership Committees)
 - Monitor boat reservation system and expand to include more high-demand operating hours if necessary (working with the Planning Committee)
 - Evaluate the applications currently used across all Club operations to determine the value provided and eliminate duplications (working with Planning, Governance, Membership and Finance Committees)

SUGGESTIONS FOR PARTICULAR COMMITTEES

Building and Maintenance Committee

- Review building, docks, and grounds to determine and implement needed repairs:
 - Repair loose boards on dock ramp
 - Repair dock bumpers
- Consider feasibility of installing motion-activated automatic lights in locker and erg rooms.
- Install gym-style key lockers or similar secure spaces for members to store wallets, keys, etc. while rowing.
- Install an electronic key fob system that allows access to the second floor to members only.
- Work with the city to install new fire hydrant in front of the building, partner with Providence Water to tap this new lead, increase water capacity to the building with an eye towards increased capacity for a new structure (working with the Planning Committee)
- Replace boiler with higher capacity unit, include boiler mates and instant hot water heaters.

Finance and Development Committees

- Improve member understanding of finances by providing information to membership that shows what is and is not covered by dues.
- Prepare five-year budgets in conjunction with relevant committees for BOG review and approval.
- Identify and pursue public and private grants to fund program development.
- Develop scholarship programs.

Governance Committee

- Work with the Membership Committee to review the process for accepting new members and proposed changes to the BOG if deemed necessary.
- Conduct regular reviews of the Policies and Procedures to ensure conformity with internal decisions and external regulations.
- Develop and recommend policies as needed (e.g., donor privacy policy, conflicts-of-interest policy, records retention policy).
- Effect transfer of Club records to NBC cloud
- Improve transparency of BOG/committee actions by instituting more timely communication to the membership, including meeting minutes, financial statements and information returns.
- Work with Membership Committee to encourage more membership participation in management and governance.

Membership Committee

- Institute frequent regular communication to keep membership informed about boathouse events, opportunities to becoming involved, actions of the BOG, and any other topics that will help members feel more knowledgeable and involved in the Club.
- Maintain the Club's Facebook page with regular and content updates.
- Work with the Nominating Committee to encourage more membership participation in Club management and governance.
- Develop and promote more member-led rowing activities in addition to MOR.
- Organize social gatherings to provide more opportunities for new members to meet others.
- Explore ways to help introduce members to others with similar rowing interests
- Work with Rowing Committee to Organize advanced sculling and sweep clinics for members.
- Work with the Governance Committee to review the process for accepting new members and proposed changes to the BOG if deemed necessary.

Planning Committee

- Work with the city to install new fire hydrant in front of the building, partner with Providence Water to tap this new lead, increase water capacity to the building with an eye towards increased capacity for a new structure (working with the Building and Maintenance Committee).
- Work with Finance and Development committees to identify improvement related grant sources (e.g. disabled access and energy efficiency).
- Review the Club's current information technology, working with other committees as appropriate, and develop upgrades where deemed necessary.
- Update logbook system to remove former members (prevent logging boats out when dues not paid).
- Integrate an electronic storefront into Club website, including Class registration system and Miscellaneous member transactions.
- Review possible uses for Club intranet (in process at time of this writing), including a Member portal, SMS messaging and the Member directory
- Introduce an electronic message board in boathouse

Rowing Committee

- Keep membership informed about the boat purchase decision process and goals.
- Invest in new Peinert X25s and 26s to be set aside as "A" boats for member-only use to reduce reliance on high-end racing shells.
- Invest in a second set of Zephyrs reserved for member-only use to meet demand at high volume class traffic times.
- Evaluate equipment (boats, oars, etc.) to be sure people of all sizes (tall and/or heavy, small and/or light) are accommodated.
- Develop rowing programs for Providence Public Schools and other community areas.

- Work with Membership Committee to organize advanced sculling and sweep clinics for members.