



NARRAGANSETT
BOAT CLUB

Board of Governors Meeting Agenda

Date:	Wednesday, May 15, 2019
Time:	6:00 PM
Place:	Narragansett Boat Club
Chair:	Jamie Reavis
Secretary	Rob English, Secretary
Advance Materials:	Agenda Minutes of Prior Meeting Secretary's Report Treasurer's Report – to be added Draft Committee Descriptions Policies and Procedures Modification Plan Committee Assignments from Strategic Plan
Agenda:	<p>Approval of Minutes</p> <ul style="list-style-type: none">• April 24, 2019 BOG Meeting – Jamie Reavis <p>Review of Committee Reports</p> <ul style="list-style-type: none">• Secretary's Report; vote on new members – Rob English• Treasurer's Report – Joan Martin• Captain's report – Eric Watne• DOR Report – John Ryan• Others? Status of 1.66? <p>Addition of Committee Information to Website</p> <ul style="list-style-type: none">• Discussion of information to post, what is still needed, where to post, etc. – John Kennedy, Alden Bumstead <p>Modification of Policies and Procedures</p> <ul style="list-style-type: none">• Discussion of how to modify the Policies and Procedures – John Kennedy <p>RowProvidence or RowRI</p> <ul style="list-style-type: none">• Status, how to describe, Website – Dan Gorriaran <p>Deck Repair/Deck Covers/Storage</p> <ul style="list-style-type: none">• Any update? – John Ryan, Joan Martin, Kit Wise

Christening of New Boats

- To be done at Summer Party (June 14) – **Jamie Reavis**

Schedule for Town Hall Meeting

- We need to pick a date in June. Any topics/structure, or simply a note-taking, question answering session? – **Jamie Reavis**

Review and Comments on Committee Assignments from Strategic Plan

- Building and Maintenance – **Kit Wise**
- 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
Minutes of the BOG meeting
April 24, 2019

In attendance:

BOG Members

Ruth Berenson, Alden Bumstead, Dan Gorriaran, Michael Hamilton, John Kennedy, Joan Martin, Jamie Reavis, Eric Watne, Kristi Wharton, Kit Wise

Call to order at 6:00PM

Before undertaking any business, Jamie Reavis asks for a moment of silence to honor the memory of our friend Gilles Bruneaux, whose humor and zest for life will be sorely missed by all.

Motion by Jamie Reavis to approve the minutes of the BOG meeting on March 13, 2019 seconded (by whom?) and approved.

Committee Reports –

Secretary.-. Rob English (presented in Rob English's absence by Jamie Reavis)

The following rowers were approved for membership:

U27s

Ellie 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
Jack Stone
Katie Dolan
Lucy Handy
Claire Noble Shriver

Regular members

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

U27s, continued

Alex Cannan
Weston Delomba
Jacques von Steuben

As of April 24, 2019, there are 230 members.

The Secretary notes that a new, more effective waiver process is going to be required, as the current approach is inadequate for juniors and others. The Membership, Finance, Governance and other Committees will work with the Secretary to create—if possible—a single waiver that provides appropriate information on and coverage for all members and others at the clubhouse and using club equipment.

Governance Committee Report: John Kennedy

It is important that a single, up-to-date version of the P&P is available to members. In order to promote clarity and consistency—including version control—the Governance Committee will develop and propose a specific protocol for editing and amending the Policies and Procedures (“P&P”).

Treasurer’s Report – Joan Martin

Joan recommends that the Club adopt a “no cash” policy for class registration fees, as control and accounting for cash and checks can be challenging. Acknowledging that some members might prefer otherwise, it was determined that class registration fees must be paid with a debit or credit card.

Joan recommends that the Club modify the approach that is currently in place to prorate the dues of those rowers that join after July 1. Presently, the dues for those rowers are prorated based on the actual number of days in the year that the rower is a member. As membership continues to grow, including this category of members, a more streamlined approach with predictable results is preferable. Joan proposes that the dues are prorated based on the number of whole months of membership, starting with the month in which membership application is initially received. A motion was made, seconded and adopted unanimously. The website will be updated to reflect this new policy.

Joan reminds the BOG of the ways in which this policy interplays with other policies, namely,

1. If a member joining in the second half of the year wants to prorate their dues, they must pay regular dues. Dues normally discounted for U27 members or 72+, for example, are not eligible for proration.
2. New members generally pay only half-price for regular membership in their initial year of membership. New members that join after July 1 can choose between the half-price membership or the prorated dues, but only one is available

This policy change was approved by the BOG, and the website will be updated accordingly.

Rowing Committee – Eric Watne

The Rowing Committee proposes to the BOG to name (one of the new) Peinerts for Jill Hubbard, to acknowledge with gratitude her many years of service as a member of the BOG—including a long tenure as Secretary, arguably the hardest job!—and success as a coach of rowers at all levels. The motion is seconded and unanimously approved. The Rowing Committee thanks Lisa Evans for this nomination.

Swift Boats will have several boats, including a 4X, 2 2Xs and a 1X, on loan for several days at the boat house for trial use by the members. Eric encourages that member to try out these potential additions to the fleet, providing feedback on the experience.

Filippi will also be bringing 5 of their boats, including at least one flyweight, to the clubhouse on May 17. Members are invited to test these boats and provide their feedback.

Director of Rowing – John Ryan

Although not able to attend the meeting, John had provided a written update for Jamie to deliver in his absence. John continues to work with US Rowing to determine the feasibility of launching an adaptive rowing program. While there are significant obstacles yet to overcome, US Rowing is providing outstanding support and there is reason for some cautious optimism that a trial program can be launched.

Building and Facilities Committee: Kit Wise

The committee has finalized a proposed plan for the north docks and north ramp, taking into account input from the regulatory and oversight bodies such as the Army Corps of Engineers and the RI Coastal Resources Management Council, CRMC. That plan, updated for their helpful comments, has been submitted for their review and approval.

While awaiting their approval, quotes for installing the floats for the north dock have been obtained. There will be no action on this, nor on any further deck repairs, until final approval of the proposal for the north dock and ramp is obtained.

Deck Storage Update

As the BOG continues to evaluate options for increasing storing backpacks and gym bags during afternoon classes, there was a discussion of whether an enclosed trailer could be a viable alternative. The numerous benefits of this alternative were discussed, but the BOG concluded that they needed to continue to search for a different solution.

Champlin Foundation Application:

As of April 24, the application for a grant from the Champlin Foundation was being finalized. The BOG acknowledged the value of the prior support of the Champlin Foundation, as well as how valuable its support would be this year as we continue our outreach to the community. We are pleased to be able to include our first-ever Annual Report as part of the application materials.

Review and Comments on Committee Assignments from Strategic Plan

Alden requests a brief description of the role and responsibilities of each committee, as well as a list of their membership, so that this information can be posted on the website along with meeting information.

Michael Hamilton, the chair of the Development Subcommittee, reports that his committee continues to study how to build long-term engagement from the NBC community, as broadly defined. Stable, long-term financial viability is essential to support the continued growth in NBC programs and required fleet, required both sustaining contributors and broad member support beyond annual dues. The Development Committee will continue to drive engagement and commitment through a variety of means, including volunteerism.

To better harness and direct volunteer energy, which is substantial, a list of volunteer opportunities will be created. This list will be sorted by expected duration or time commitment of the opportunity, e.g., by one hour, four hours or full day. Opportunities can be thus be best matched with the time available and the size of the group, ensuring a meaningful experience for the volunteer(s) and a high-value result for the club.

Finance committee Joan Martin notes the growing level of ongoing administrative and management work maintaining a club membership of NBC's current size, which may require another paid staff member, at least on a part-time basis. Joan will write a job description, which will allow the BOG to evaluate the financial viability of this new role.

The Scholarship Committee has completed their work for this year and scholarships have been granted. It is noted that a source of sustainable, long-term funding should be developed for the scholarship fund.

Build in maintenance budget into the budget

Jamie Reavis asks whether BOG is ready to move from a monthly to a quarterly meeting schedule, with the Executive Committee continuing to hold monthly open meetings. Membership should be made aware of this new cadence of meetings in advance, and have a charter for the Executive Committee. Noting the success of the membership meeting in September, 2018, to present the Strategic Plan, there was a discussion of the value to the club of a large-scale, “town hall”-style meeting. The consensus of the BOG is that such meetings should continue, at least once a year and perhaps twice. The next such meeting will be held in June, with ample advance notice to the membership.

Remarks for the good of the Club:

The quality and value to the membership of the first-ever Annual Report was acknowledged.

The meeting was adjourned at 7:42pm.

The date of the next meeting is Wednesday, May 15, 2019. If weather permits, this meeting will be held at the boathouse.

New Business:

Respectfully submitted

John Kennedy
Secretary *pro tempore*



SECRETARY'S REPORT

May 15, 2019

The following new members have paid 2019 dues (as of 5/8/2019) and are eligible for voting by the BOG at the next Meeting:

Maureen Bazar
Marlene Yang
James Padbury
Amy Smedberg
Kari O'Driscoll (returning member)
Bruce McCabe (returning member)
John Wise U27
Kerri-Anne Mallet U27
Daniel Kraft U27
Portia Gaitskell (returning youth -now U27)

As of 5/5/19, our membership totals were:

<u>Type</u>	<u>Count</u>
72+	18
Applicant Regular	4
Applicant U27	2
Clubhouse	3
Life	10
Provisional 72+	1
Provisional Regular	3
Provisional U27	3
Regular	148
Spouse	14
U27	34
Total	240

Please note that the total of membership above and the new members for voting were taken on different dates so these figures may and likely will change by the time we have the meeting.

Membership enrollments and now re-ups have gone extremely well from my perspective and we are just a handful of members short of our apex in 2018 which was in the fall.

Respectfully submitted,

Rob

Rob English
Secretary

Narragansett Boat Club
Standing Committees
Membership, 2019

	<u>Building and Maintenance</u>	<u>Finance</u>	<u>Governance</u>	<u>Membership</u>	<u>Planning</u>	<u>Rowing</u>
Chair	Kit Wise	Joan Martin	John Kennedy	Ruth Berenson	Dan Gorriaran	Eric Watne
Members:	Carol Browning Jim Devol John Duke Lisa Evans Pete Evans Carol Goetz David Loftus Eric Peterson Kristen Piscopiello Kurt Teichert Jeff Williams Dan Zussman	Alden Bumstead Michael Hamilton Dawn Nardone Bjorn Sandstede	Davy Cutts Lisa Evans Alan Harlam Tiffany Hogan Eric Goetz Fusun Gundogan	Ginny Brett John Duke Virginia Hopkins Ira Garber Robin Gross Sherri Nelson JP Murton	Alan Harlam Q Kellogg Sherri Nelson Kristi Wharton	Amy Abbot Joan Brush Dan Gorriaran Tracy Glover Dick Green Robin Gross Anne Hird Rick Richards Scott Whitney
Subcommittees:	<u>Building Structure</u>	<u>Development</u>		<u>Scholarship</u>		
Chair	None Jim Devol Pete Evans Jeff Williams Dan Zussman	Michael Hamilton Pat Watson		John Duke		
	<u>Building Interior</u>	Alden Bumstead Pat Watson				
	Carol Browning Dave Loftus Kristen Piscopiello					
	<u>Building Planning</u>					
	Lisa Evans Eric Peterson Kit Wise					
	<u>Exterior Facilities</u>					
	John Duke Carol Goetz Kurt Teichert					

Modification of Policies and Procedures

Goals:

- Coordinate all changes to the Policies and Procedures document from their origination through their publication to the membership, and
- Provide a single point of control with a traceable audit trail of all these changes.

Process Overview:

The Policies and Procedures (P&P) is a centralized document that guides members and others in the operations of the Club, the use of Club assets and other matters. The BOG approves all changes to the document and delegates authority to the Governance Committee to facilitate dialogue concerning any proposed changes and to assure that all changes are made to the document in accordance with BOG oversight and are published to the club membership in a timely manner.

The following outlines the life cycle of any changes to the P&P:

- **Initiation:** All members of the club are encouraged to approach the DOR, BOG or club committee members to request or recommend changes to the P&P. When an idea is submitted, the person receiving the request shall forward information about the idea to the Chair of the committee with the relevant coverage, as defined in the Strategic Plan.
- **Committee Review:** The committee receiving the suggestion reviews it and determines if a change to the P&P is needed. The committee documents the proposed change in a memo to the Governance Committee that includes the rationale for the proposed change, identification of the section / paragraph of the P&P that would be modified, and detailed instructions for language to be added, modified, or deleted.
- **Governance Committee:** The Governance Committee reviews the recommended change to assure that it is consistent with the constitution and that the appropriate section of the P&P document is being modified. If needed, the Governance Committee may ask the committee that recommended the proposed change to revise and resubmit their request. After the Governance Committee approves the suggested change, it is forwarded to the BOG for approval at its next meeting.
- **BOG Approval:** The memo regarding the requested change must be sent to the Secretary of the Club at least seven (7) days before the BOG meeting so the document can be included in the meeting agenda and distributed to the BOG for review prior to the meeting. The BOG may reject the proposal or may request additional review about the issue and/or modifications to the submission by the Governance Committee. If the BOG approves the change, the Governance Committee will make the appropriate change in the P&P document.
- **Document update:** After BOG approval, the Governance Committee shall designate one of its members to make the change in the P&P document in accordance with the following process:

- **Document Library:**
 - The current version of the P&P and all archived versions will be stored in a shared library as determined by Club policy. This library should only contain documents related to the P&P: live version, archive versions, and change memos. The following people at the Club will have access to the shared library: the Club Secretary, the Chair of the Governance Committee, and a designated member of the Governance Committee who is responsible for the maintenance and integrity of the P&P document.
- **Document Naming**
 - The current version of the P&P shall have the name “NBC Policies and Procedures + the date of the most recent change (YYYY-MM-DD format)”.
 - The most recent changes will be documented in an identical document with the same name + “Archive” + the date of the most recent change (YYYY-MM-DD format).
 - For example, if the most recent changes were approved on 10/12/2018,
 - Current (Live) Version: “NBC Policies and Procedures 2018-10-12”
 - Archive Version: “NBC Policies and Procedures Archive 2018-10-12” (**this document NEVER changes**)
 - The first line of the document will contain the date of most recent changes – this date should always match the date in the file name.
- **Update Process:**
 - The process is started by editing the document and changing the Last Updated date on the first line of the P&P. This date should match the date of the BOG meeting when the changes were approved.
 - Next, a copy of the current Live Version of the P&P document should be created – the copy should be named using the date of the BOG meeting when the changes were approved. For example, if the changes were approved at the BOG meeting on May 2, 2019,
 - New Archive Version: “NBC Policies and Procedures Archive 2019-05-02”.
 - The memo that was approved by the BOG is then added to the same library. This document should be named: “NBC Policies and Procedures-Change Memo” + the date of the BOG meeting (YYYY-MM-DD format). Because, in the example, the changes were approved at the May 2 meeting, the document should be named accordingly:
 - New Change Memo: “NBC Policies and Procedures-Change Memo 2019-05-02”.
 - Finally, the changes to the P&P are made in the new Archive Version – in this example, the May 2 version. Be sure to **turn on “Track Changes”** to capture the before and after version of the document.

- After the changes are complete, create a copy of this document (May 2 version) that overwrites the Live Version. **IMPORTANT:** please take care to be sure the document is named properly.
- Next, edit the Live Version – and accept all changes in the document. **At no time should the Live Version ever be edited directly!!!**
- At the end of the process, the library should contain three documents referenced above:
 - “NBC Policies and Procedures 2018-05-02” – this is the new Live Version,
 - “NBC Policies and Procedures Archive 2018-05-02” – this document shows the before & after version of the changes using Track Changes, and
 - “NBC Policies and Procedures-Change Memo 2018-05-02” – this is memo that was approved by the Board that specifies the changes.
- At the conclusion of the process, the updated Live Version is sent to Alden Bumstead to be published on the NBC website.

**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.