



**NARRAGANSETT
BOAT CLUB**

Board of Governors Meeting Agenda

Date:	Wednesday, June 12, 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 – to be added Treasurer's Report – to be added DOR Report - to be added Proposed Recommendations for Official Communications Committee Assignments from Strategic Plan
Agenda:	<p>Approval of Minutes</p> <ul style="list-style-type: none">• May 19, 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? <p>Addition of Committee Information to Website</p> <ul style="list-style-type: none">• Progress report - Alden Bumstead <p>Row Providence</p> <ul style="list-style-type: none">• Any update? – Dan Gorriaran <p>Deck Repair/Deck Covers/Storage</p> <ul style="list-style-type: none">• Any update? – Jon Ryan, Kit Wise <p>NBC 1.66</p> <ul style="list-style-type: none">• Any update? Loan is available only until February –Kit Wise, Dan Gorriaran

Summer Party

- Christenings – confirm that we are all set with these – **Kristi Wharton**
- Farewell to Andy – **Jamie Reavis**
- Juniors returning from Nationals – **John Ryan**

New Member Issues

- Communicating with applicants/new members – **Ron English, Joan Martin**
- Contacting new members re keys, introductions, etc.– **Eric Watne, Anne Fleet**
- Addition of new members to Google Groups – requirement or option? – **Rob English**

Use of Google Groups; Official Communications

- Should this be restricted solely to NBC related topics (i.e., no selling of stuff, no soliciting, no job postings)? – **Jamie Reavis**
- Addition of new members – **Joan Martin, Rob English, Eric Watne**
- Should we move away from Google Groups to another platform? - **Joan Martin**

Town Hall Meeting

- Is this worthwhile?
- If so, when?
- What are the parameters – **Kristi Wharton and Ruth Berenson**
 - Not an open discussion
 - Provide update on status of NBC 1.66
 - Report on Row Providence
 - Report on plans for fall Sweep Program

Review and Comments on Committee Assignments from Strategic Plan

- Building and Maintenance – **Kit Wise**
- Planning – **Dan Gorriaran**
- Rowing – **Eric Watne**

Old Business

New Business

Next Meeting?

Remarks for the Good of the Club

Next Meeting:

Date:

Time:

	Place:	
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NBC BOG Meeting May 15, 2019

At NBC Boathouse – North lounge



President Reavis called the meeting called to order at 6:02PM

BOG Members in attendance: Jamie Reavis, Kristi Wharton, Eric Watne, Anne Fleet, Dan Gorriaran, John Kennedy, Ruth Berenson, Carol Browning, Kit Wise, Alden Bumstead, Pat Watson, John Ryan,

Board members not in attendance; Joan Martin, Michael Hamilton

NBC Members in attendance: Sherri Nelson, Jonathan Haisman, Ed Geyh

MINUTES OF 4/24/15

Minutes of the meeting were presented by John Kennedy who took minutes in the absence of the Secretary at the 4/24 meeting. Motion to accept as presented by Eric Watne and seconded by Kit Wise.

Minutes passed by unanimous vote and were accepted.

SECRETARY'S REPORT:

Secretary English presented the following new members for voting:

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

Kit motioned to accept the new members and Rob seconded – all accepted.

John Ryan DOR

Open house/Learn to Row: John had 38 signups for open house which was beyond capacity and some were turned away due to having full capacity for barge

- John is contemplating adding an open house next week to try to get those turned away back.
- Possibly having open house every two weeks if interest continues at this level.
- Had a high % of signups convert to barge class lesson signups just off the open house
- Session 2 now at 97 registrations for barge – better than expected
- 26 of the 97 were new barge sign ups off the open house
- Adaptive rowing program has a Veteran's Administration site visit coming up on 5/31 with Jenny Baltus who oversees this program and will conduct an inspection and approval of the facility.
- Assuming approval, she will then begin to supply NBC with adaptive athletes
- After site visit, John will have details of coaches, program etc.
- John advised that we need to have better camera coverage on our fleet both inside and outside as well as the launches. John said that the marina that provides our motor service advised that they are seeing engine theft from the water as very prevalent. NBC lost an engine a year or two ago to theft.
- After considerable discussion, it was agreed that the Planning Committee would consider options for operating cameras while the Club is open and will report back to the BOG.
- **Rob motioned that NBC re-establish the off-hours security camera system that is motion activated after hours only. John Ryan seconded.**

- After some discussion, including an expression of frustration that a previous camera system had been disabled without prior approval, **the Motion went to vote and passed unanimously.**

Membership Committee Report – Ruth Berenson

- Ruth advised that “Camp” went extremely well, but noted that she had received some negative feedback about the extent of advertising for the Camp and how attendees were selected. It was agreed that this must improve communications and transparency.
- J. P. Murton will be running the Member’s Open Row every Saturday
 - “He has great ideas”
- She said that Open Pilates class is coming 6/1
- Ruth then reported on the success of the fund raise for the four sets of Bantam oars; the funds were raised in only five hours! The new oars have been well received, especially by smaller rowers and the middle school program. It was noted, and agreed, however, that in the future all fund-raising efforts must be coordinated with the Development Committee to ensure consistency in plan and message.

Champlin update – Jamie

Champlin sent a letter requesting additional information. We got the letter on a Monday and working with DOR, Jamie provided a full and complete response on Wednesday detailing Row Providence and Adaptive Rowing. Champlin gave an acknowledgement letter immediately thanking NBC for the full and thorough response. Jamie said that by all appearances, we are still in the running for a grant.

- Ruth asked about Row Providence and the youth program that she was being approached by members and was advised to work through and talk to John exclusively on this topic as it is his responsibility.

Addition of Committee Information on website

Alden requested a list of committees and members along with a brief description of their charter and members. John Kennedy has prepared the list and checked with BOG and Committee chairs for accuracy.

- John requested each committee chair provide a description of their committee’s charter and send them to him.

Modifications to Policies and Procedures – John Kennedy

- John asked for any suggested modifications to the policies and procedures documents.
- Each Committee will evaluate proposed changes and after consensus is reached, then send proposed changes to Governance Committee.
- Bring to BOG for voting on the change.
- Each change must have a clear document trail and following this protocol.
- Kristi – where will these documents reside and what will be repository location?
- **Motion by Kristi Wharton and seconded by Pat Watson to adopt the proposed changes to Policies and procedures and to adopt One Drive as the official repository passed by unanimous vote**

Row Providence Program – Dan Gorriaran

The official name of the program is Row Providence and *not Row RI*. Content for this program on the website needs to be created to support the Row Providence. Whereas the Champlin Grant application will likely lead the Champlin evaluators checking NBC's website for additional details, we need to get that content on immediately. Dan will work on this and send to Alden after his coaching season closes in two weeks.

Deck repair – Jamie

We've talked about repairs for decks and covers for decks.

Dan – railing and deck must be done this summer – it is in immediate need.

Oar lockers – Dan checked with the locker manufacturer in Australia and they advised they can deliver within two weeks of an order. Kit has facilities committee looking at the oar lockers.

Lincoln will take sweep oars in 2 weeks and that screws over Sunday rowing as NBC does not have enough sweep oars.

Summer party – June 14, 2019 Jamie Reavis

- Christening of new boats: Jamie has a family commitment for that evening and will likely be unable to attend. Requested that Kristi cover for him in his absence to provide M/C.
- Dan advised there are 6 plus boats to Christen and suggested that Kristi get one person to cover each of those boats
- Eric has list of boats and will provide that list to Kristi
- Two-minute limit for presentation of each boat
- Dan wants to hold the tug of war event again.

Town Hall type meeting – Jamie Reavis

- Jamie introduced the idea originally suggested by the Membership Committee of holding a Town Hall style meeting of the membership to provide an overview of the state of the Club and an opportunity for members to ask questions and make suggestions.
- After a number of suggestions were made, both as to the format of the meeting and topics to discuss, it was agreed that
Ruth Berenson and Kristi Wharton will plan and execute the Town Hall meeting

Where are we with respect to the strategic plan?

- **Building Committee – Kit Wise** – nothing additional or new to report.
Governance John Kennedy Committee meets monthly in John's home.
 - He needs to quickly produced the Executive Committee Charter since it's not yet formed.
 - Plans to bring the Exec. Charter to the next BOG meeting

- Work started last month and continues plan to update Constitution and taking list of 6-8 critical responsibilities of the Governance Committee and seeing how they reflected in the Constitution and can they be incorporated in the Constitution
- Update Governing documents is their primary focus and to confirm everything is up-to-date.
- How does the Constitution need to change to meet the needs of the Strategic Plan?

Membership – Ruth Berenson

- Membership functions seem bump up against all committees –
- Membership is a conduit for information flow – for example they are getting requests for conducting a B level test which she’s communicated to Eric.
- Captain Watne advises that he feels there is confusion about the new member welcome letter in as much as who is responsible to contact whom? Does the member contact Captain or Membership. Letter refers to Robin Gross making contact.
- It was agreed that Eric Watne and Anne Fleet would reach out to Robin to determine the best way to reach new members, and that the welcome letter from the Secretary would be revised accordingly.
- Secretary English further advised the new member flow is as follows:
 - 1. New member submits application**
 - 2. Secretary sends acknowledgement that application rec’d and advises to be watchful for the dues invoice coming from Quickbooks online email.**
 - 3. Treasurer issues invoice to new member through QB online billing**
 - 4. Member pays invoice by ACH**
 - 5. Joan notifies Secretary that member “X” has paid dues**
 - 6. Secretary sends comprehensive welcome letter that advises someone from Membership or the Captain or the Lt. will contact the member to arrange for orientation and key hand-over.**
- Rob stated the burden is on Membership and Lt./Captain to contact new members – not the other way around.
- Kristi → Robin/Membership/Captain/Lt. need to inform the Secretary that contact with new member has been done and communicate to the group that it is complete.
- Ruth will develop a checklist for this purpose to confirm new member orientation has been effected and notify the parties involved.
- Jamie: we need to make sure that the new members who were voted in today have been contacted and scheduled for orientation.
- Discussion ensued about development of a membership directory. While a membership list is maintained by the Club, only certain individuals have access to it in accordance with their job descriptions (i.e., the Secretary and Treasurer). It was noted that we used to publish a member directory, but stopped due to complaints about possible privacy issues.
- There was further discussion about the best way to communicate - we have the general Google Groups list which includes many non-members and tends to be co-opted for personal communications, jokes, etc., and a dormant Google Groups for

the BOG to use for official communications. We also now have MindBody that may allow for directed communications. The discussion also covered offering an “opt-in” option to a directory, but the consensus was that members needed to be on a membership list for official communications.

- Dan will organize a meeting of Jamie, Rob, Dan, Eric to work through the policy and new BOG notification list to members
- **Planning Committee**
 - Continue to monitor their tasks and stay on target to keep it in concert with 1.66 updates
 - Next meeting is in June
 - Will report to BOG with any changes/updates/etc.
- Jamie: Are we ready to move to semi-monthly BOG meetings and Exec. Comm. Meetings
We need Exec. Comm Charter first
- Kit: Who is on the Exec. Committee?
Jamie: Orig. proposal was heads of each committee. Each committee knows what the other committees
- Will be comprised of about 6-8 people at Exec. Committee versus our current 14 member board
- Carol: If we have full board in June and then maybe most sensible to move to July/August meetings as be Executive Committee only

Jamie: June will be full board, then July/Aug will Exec. Comm only.

next BOG meeting will be 6/12 based on calendar.

- July and August will target 2nd Wed of the month for Executive Committee Meeting.
- Exec. Comm will be fully open to Membership attendance. Jamie –
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Old Business

John Kennedy – Must continue to work on “unified waivers” and the waivers must be updated.
Parents signing for children does not sufficiently release NBC.
Please send John statements of committee chairs

New Business

Carol – work party went exceedingly well.

Remarks for the good of the Club.

Rob presented some cards he had made up with Zazzle (at suggestion of Ruth) using Sherri Nelson’s spectacular 5/1 Sunrise photo and photos that Rob took of the NBC mini-library that Chris Fay built. Rob gave cards and envelopes to Ruth, Sherri and others as samples and offered to put on Zazzle page to let members purchase if wanted. No decision was taken.

Alden: We are still not getting payments from Zazzle and Sew Sporty as far as she knows.

Rob: I will check with Joan about whether she’s seeing them and then look at Zazzle setup to confirm it is configured properly. On SewSporty, Rob did the original setup and configuration and got everything listed and priced with 5% return of revenue to NBC. An NBC member got into the page and started

ordering team gear and completely changed our agreement so I don't know what has happened and I've not tried to sort it out as there are too many involved now.

Motion to Adjourn by Dan Gorriaran and 2nd by Carol Browning.

Meeting adjourned at 7:27PM

Respectfully submitted,

Rob

Rob English

Secretary



Mailing Address

Narragansett Boat Club
PO Box 603011
Providence, RI 02906-0011

Street Address

2 River Road
Providence, RI 02906

Boathouse Telephone

401-272-1838

RECOMMENDATIONS FROM JOAN MARTIN RE OFFICIAL COMMUNICATIONS

Joan has suggested the following re Google Groups and official NBC Communications:

I think we should consider moving away from Google Group for official Club communications and leave it for intra-community communication. We have Constant Contact which is linked to our membership contact information in MindBody. John is the only one currently using CC; but we can add other users (Secretary, Captain, President, Treasurer, Membership Committee). Users can communicate without needing to access the membership list - the same way we do with GG

Advantages include:

More reliable delivery than email - less likely to be flagged as phishing

Message stands out separate from regular GG message board
Immediate delivery of important messaging (no digest option)

Message is not open to open response banter or topic hijacking as it is with GG

Delivered in mobile format to phones

Members can opt within their MBO accounts to receive as SMS or email.

Communication limited to members on the specific lists

Example lists:

All Members

All adult members

Specific member types (ie U27s only)

Juniors

Members with oar storage

**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.