

WRRR BOARD MEETING

January 11, 2010

In attendance: Kathy Whitford, Emily Shurilla, DD Meakin, Justin Kershaw, Craig Gates, Gloria Story, Jeff Renston, Jeff Scheid, Mark Shupe, Sally Fahrenholz

The minutes from the December 2009 meeting were approved.

Next Meeting: Monday, February 1, 6:00 pm, at Optiem, 1370 West 6th, 3rd Floor.

WRRR VOLUNTEER COORDINATOR

SUMMARY

Karin Trimble was invited to this January 2010 meeting and presented her vision of the volunteer coordinator position. The document she distributed is attached here as Appendix A: Volunteer Coordinator Description. The board was wholeheartedly in favor of her becoming Volunteer Coordinator.

- Central to the coordinator position is the volunteer policy defined by the WRRR board – how many hours of volunteer time from each type of member.
- The WRRR board also needs to consider the scope of the volunteer effort – what initiatives does it include? For example, a boathouse move?
- It's recommended that volunteer signup should use a web-based calendaring system.
- Also needed is a process for enforcement and for assignment of any funds paid in lieu of volunteer hours.
- We need to make it easy and clear for members to volunteer, so communication is key.
- Karin requests a list of groups and a description of their obligations, with leaders' contact numbers.

WRRR PRESIDENT FOR 2010

SUMMARY

Kathy Whitford has summarized the president position duties and responsibilities, in keeping with the requirements set forth in the WRRR Code of Regulations. In general, the focus of the position is communication and running the board meetings. The president does not necessarily have to be an elected board member, but, if not, the president has no voting rights. Discussion of duties and candidates was lengthy and lively.

- Kathy has announced her resignation, but has not yet sent out an email soliciting successor candidates.
- There is a consensus on the board that the president should be an elected board member.
- The deadline for assigning a president is our next board meeting, tentatively scheduled for Monday, February 1, 2010.
- Justin Kershaw will clarify the president role by writing a job description.
- The public relations part of the job may be split off to an appropriate candidate. Kathy will solicit help with this part of the role.

COACHING

SUMMARY

Justin distributed several documents regarding coaching and lively discussion ensued on this topic and the budget ramifications for coaching fees.

- One of the main takeaways from our trip to Three Rivers Rowing on January 9 is that coaching is key, and most clubs have higher membership fees so that more resources can be devoted to coaching.
- We are, in general, about \$200 less per person per year in fees that most other clubs or programs.
- The board agrees that there's a need to restructure coaching so that good coaching is available to all programs.
- The board will be implementing a new fee structure for coaching assessments for specific categories.
- Since both proposed coaching options cost about the same, we will plug the numbers into the budget and decide which option to implement later.
- In general coached rowers fees will be raised, and club rowers (rowers not participating in SRL, FRL, or Masters) can pay for coaching as needed.

- We want to make coaching a priority, with lesson plans and also providing a clearer path for a rower to advance from SRL to competitive levels.

D.D. Meakin moved: Since coaching is the most integral component of a successful rowing program, we will increase funding for coaching, with coaching assessments to be assigned to various membership and program levels.

The motion was seconded by Craig Gates and was passed unanimously.

BUDGET

- A draft budget will be available on the WRRRA web site by February 1.
- The budget is discussed by the membership at an open meeting and voted on by the board.
- There are program considerations affecting the budget the need to be addressed by the program committee (SRL options, Rec program)

COMMUNICATIONS COMMITTEE

- There have been various meetings and discussions with web site development businesses.
- The communication committee (Craig, Sally, and Jeff S) will be meeting with Eric and Sharon Romilly and Eric Murdell to discuss scope and cost for web site work and to address questions about software and functionality WRRRA has already purchased.

EQUIPMENT

- Strategy for dealing with seats for Kaschpers is ongoing. Craig will talk to Jim Mack about the options available.
- Craig and Justin will confer with Jim Mack on his recommendations for keeping and selling shells.
- We need to remember that we need 6 Eights for SRL.

The meeting was adjourned at 8:55 PM.

APPENDIX A: WRRRA VOLUNTEER COORDINATOR DESCRIPTION

Prepared and presented by Karin Trimble, January 11, 2010

VISION OF COORDINATOR

- Track, manage, and communicate volunteer needs
- NOT expected to be at every volunteer event

POLICY & PROCESS

- Policy: TBD by Board
 - How many hours expected by type of member?
 - What is the scope of what we have to get done this season?
 - Is a boathouse move included in that?
- Process: Created by Coordinator
 - Early notification of events – eventually moving to web based calendar signup (long term)
 - “Team leader” volunteer for each event
 - Event can be as small as a maint. day
 - Sign-in sheet managed by team leader & placed in WRRRA mailbox for Coordinator

BENEFITS OF COMMUNICATION & OWNERSHIP

- SRL members are key
 - Largest portion of the work force
 - Need to feel like they have ownership at the boathouse/part of the team
 - Must have more notice than more involved rowers
- Independent/Masters members probably have more knowledge
 - Use these members more wisely - boat repair, etc.
 - Ask more hours of these members – they use the facilities more
- All rowers
 - Communicate estimated annual costs if we were to pay for maint./lawncare/etc.
 - Have this ready for 2010 membership signup
 - Give option for member to donate set \$ amount instead of volunteering
 - Last year this was presented as almost an ultimatum
 - Change strategy: show we are lucky that our fees aren't as expensive as other BH & what we can do to keep them low

WRRR BOARD MEETING

February 1, 2010

In attendance: Jeff Scheid, Emily Shurilla, Kathy Whitford, Jeff Renston, D.D. Meakin, Chrys Kozak, Craig Gates, Mark Shupe, Justin Kershaw

The minutes from the January 2010 meeting were approved.

General Membership Meeting: Saturday, February 27, 10 am

Next Board Meeting: Monday, March 8

WRRR ROLES -- PRESIDENT AND DIRECTOR OF ROWING DEVELOPMENT

SUMMARY

- Jim Ridge has agreed to take over a Gmail account to answer initial questions about rowing; contact from main page, guide people to correct contact people.
- The president job description submitted by Justin was discussed and the following issues addressed: president as a non-voting member of the board, which is the current role – versus a voting board member president.
- The board will explore the option of having a President of the Club (nonvoting) and a President of the Board (voting) **Justin Kershaw moved that Jeff Scheid be President of the WRRR Board. The motion was seconded by D.D. Meakin and was passed unanimously**

COACHING COMMITTEE REPORT

SUMMARY

- We have solicited feedback regarding the coaching plan. We have had feedback from masters rowers who are not entirely comfortable with the fee increase.
 - The board's focus on coaching as a priority is not yet shared by the club – there's a need to show the value of the coaching assessment to the membership.
 - We also need to focus on increasing enjoyment of rowing for all WRRR members.
 - The focus on good and effective coaching also includes hiring returning student coaches.
 - The interest of some of the Masters rowers is in being able to row with people with the same skill level.
- Craig Gates moved that Justin Kershaw be named Director of Rowing Development. Chrys Kozak seconded the motion, which passed unanimously**
- Justin will set up a focus group to discuss the coaching structure before the Open Budget Meeting.**

PROGRAM COMMITTEE REPORT

SUMMARY

- SRL Chairs are Sandy Wanchick and Dixie Reiss. Jerry Gubeno and Amy Radecki will share the third co-chair position. (\$600 per chair estimated).
 - There are two proposals for the Rec program, with lively discussion devoted to the various aspects of each.
 - Issues involved with Rec program include: whether to allow novice participation or require a year of experience; how to pay for extra coaches and other resources; the ideal length of a rec program; how to offer more rowing to rowers who want to move up, etc.
- Justin moved to implement a 10-week or longer coached program that allows SRL rowers up to 2 additional rows and non-SRL rowers 2 rows per week. This will be called the Coached Rec program. Seconded by D.D. and passed unanimously.**

COMMUNICATIONS COMMITTEE REPORT

SUMMARY

- Discussions on who and how to complete website work are ongoing.
- Outsourcing the work has been estimated between \$3000 and \$5000.

- Jeff may have some designer colleagues who could do it for less.
- Erik Murdell has suggested scrapping the WRRRA site and adding WRRRA info to the CRF website – and this is under investigation. CRF is the destination when one does a web search for Rowing in Cleveland.
- Jeff S is moving the WRRRA Facebook page to a fan page instead of a group.

BUDGET

- The draft budget underwent an in-depth review, which included final corrections before we post it to web site.
- Discussions included costs for website work, increased coaching expenses, and program considerations.
- Mark will update the budget and email to Sharon for posting.

WRRRA OPEN BOARD MEETING

February 27, 2010

This open board meeting focused on discussing the draft 2010 budget.

PURPOSE AND FOCUS OF THE COACHING ASSESSMENT

KEY POINTS

- Justin Kershaw is Director of Rowing Development
- The plan is to have dedicated coaching in place for all programs
- Improve the quality of rowing
- Create a coaching structure
- Improve WRRRA competitive results
- Hire a head coach – who would then hire other coaches who would be paid

COACHING RESPONSIBILITIES

KEY POINTS

- Build a format that all programs would follow
- Coaches would focus on teaching and all coaches would teach the same way
- Coaches would be available as much as humanly possible
- Want to build continuity – we'll give a better value overall to all members and hopefully, feed more people into the programs
- Kathy W remarked that this is a change in thinking because in the past we've paid the coach the money we had; we feel that this is the time to change the structure because we have critical mass -- but to get to where we want to go, what do we need to pay for coaching (versus paying the coach money we have).

NEW COACHING STRUCTURE

QUESTIONS AND COMMENTS

- **Question:** will the head coach be exclusively in contact with the masters people or would the masters rowers be coached by other coaches?
Answer: Masters rowers would be coached by all coaches; however, head coach would be responsible for developing all masters rowers to the best of their ability. Scheduling will be part of consideration.
- **Comment:** The board asked a variety of people to make recommendations – The recommendation made a year ago was essentially the same conceptually to create a coaching experience and structure. This is essential.
- **Question:** who has been approached for positions?
Answer: Not able to tell yet – we have approached several individuals. Head coach has work cut out for him.
- **Question:** What will assistant coach involvement in be for SRL? Will they have time for Masters rowing?
Answer: This is an essential issue, we hope to work it out – time will tell. We have also discussed paying SRL coaches on a part-time schedule so job would require more hours – if going for consistent approach, you want fewer coaches teaching more people.
- **Question:** When a masters rower wants to go out more than scheduled times with a coach – how will that work?
Answer: we would tell coaches we want you to teach as many people as often as possible – we'll have to utilize more morning hours probably. Need to match the caliber of coach with the caliber of crew. Coaches in the tree are specific to program – if you take someone outside of tree – nothing to prevent you, but would want to make sure it is same teaching.
- **Comment:** We want to make sure coaches are there to coach you. Coaches can be exhausted when they get to coaching individuals.
Answer: This hasn't been worked out yet. The top priority is to members who paid assessment, doing what supposed to, following protocol.
- **Comment:** Individuals could be paying coach for private lessons if going way above scheduled times with coach.
- **Question:** will we lose pool of coaches by creating this structure?
Answer: We don't know yet; however, would prefer not to have as many coaches – part of logistical nightmare and part of headache for SRL chairs.

- **Question/Comment:** Regarding the number of SRL coaches – many crews been together with same coach year after year – enjoy their experience – also, many people enjoy coaching, but couldn't dedicate as much time to it.
Answer: Great- won't mess with that. The point is we won't bring in 8 new college kids to coach, but will use past coaches – will get their share of assessment. Going forward, want to move SRL into that structure so new crews formed – will have coach from structure who is teaching and developing from same structure.
- **Comment:** Any coach will appreciate plan and structure.
- **Question:** There was no Rec program last year, number of novice rowers joined Masters – will there be clear cut criteria regarding if they go to Rec or Masters?
Answer: Rowers will be evaluated by coaches and determine where they fit. We want more people in programs. Coaches will help foster development of team. The structure will encourage new members to club and see if they want to be competitive. Process will include very best oarsman we have making a contribution to that development of that rower – won't spend majority of time in shell with that person, but head coach could ask you to spend some time with them – so they can learn to feel what like to be with more advanced rowers. Not a majority of time, but some time. Justin remarked that, on every team he has been on, once he reached novice elite – the coach said you and he are going out in that pair, but you learn.
- **Comment:** In the past we lacked formula to efficiently fold new people into mix – baptism by fire doesn't work – the new coaching structure will help coordinate that.
- **Question:** Need clarification – will members of programs have priority over non-members?
Answer: Masters coaches are responsible to Masters individuals versus individual outside of Masters program.
- **Question:** Will coaches become available to everybody?
Answer: Other programs will have coaches and we can share our best practice and spread across whole club.

BUDGET DISCUSSION

SUMMARY

Handouts for budget discussion included copy of Justin's slides and presentations: positive key points and budget.

- This is the third iteration of the budget. We tried to make it more obvious where CRF assessment fits.
- Clarifications of specific items:
 - Number of members – this is an unknown each year. The best thing to do is to use the numbers from the prior year. Hope that we'll retain more SRL members (typically 10 to 20% turnover).
 - We hope that with better coaching (consistent, quality) we will retain members.
 - If we have fewer members, we will adjust accordingly.
 - When divided masters and sweeps (past years level of fees was tedious, decided to take out and just make a chunk payment).
 - CRF assessment is to maintain grounds, boathouse, etc. – WRRRA pays CRF – we have no control over it – these are the costs to run the facility.
 - The General fee was raised \$13 from last year – because of coaching admin fee, off the water planning, building coaching structure from scratch, having coaching seminars – which were not included in past in coaching fee. We want to build in fee for this
 - We also included a little bit of cushion for moving this summer.
 - Sales tax – previous years, we didn't charge individually – last year, moved to model -- you as consumer pay your own sales tax as you do for everything else.
 - Regatta expense – code of regulations – club is required to pay entry fees for Head of Charles fee - \$1,000 budgeted. Last year paid \$900+ (registration and fees).
 - Web maintenance – web site sucks – decided as board to begin process of building new web site. \$2,000 budgeted for hosting and maintenance – next year shouldn't be as high an amount – will only be hosting and minimal maintenance. Looked at 5 or 6 prominent rowing clubs – and determined we make ours as hard as possible – needs to be user friendly and help people learn about rowing in Cleveland.
 - Excess receipts -Self sustaining – be as close possible to zeroing out – no program can require another program to sustain it.
 - SRL – slightly underserved for what paying and what getting. SRL total cost increased \$38 – CRF assessment, general fee, and \$5 increase to SRL. \$5 to pay those running SRL.
 - Fall rowing league – decreased from 65 to 50 – will have little surplus coaching and equipment repair and little bit of insurance cost.
 - General sweeps - \$15 increase – 2 reasons – Masters repair cost in General Sweeps last year. This year had to break out b/w 3 groups (Masters, Sweeps, Rec). Went over budget. A member of General Sweeps has access to coaches at a reduced fee. General Sweeps still participating.

- Masters –increase is rack fee, repair maintenance, coaching is primarily where increase is – over last 5 or 6 years, masters always had disproportional amt of coaching to pay – masters paid less than SRL for coaching. Even without structure, masters paid less for time on water, coaching, etc. increase from last year and divide over sessions - \$3 more per session.
- Rec program – guesstimated - based off each rower getting 2 sessions of coaching experience – morning or evening. Still working on details.
- General Sculling – significant increases - \$40 increase over last year – incurred inordinate amount of repair cost last year including \$5,000 repair bill for Blue Moon (\$3K insurance, \$2K for club). Providing coaching structure that general scullers could benefit from at reduced cost than if ordered their own coach.
- Private sculling – no reason to increase their program fee b/c have own boat pay rack fee, etc.
- Limited memberships – coxswains – didn't change at all.
- Learn to row – no sales tax because it's an educational program

QUESTIONS AND COMMENTS ON BUDGET

- **Question:** original budget had less cost – is there a change in coaching for that?
Answer: We had 11K at bottom and had to address that.
- **Question:** What is the time frame for coaching?
Answer: Coaching would be with us from beginning to end and provide program for winter – wouldn't coach in winter. Other coaches – here during summer months. It's probable that in August we will skinny down. Goal is to provide coaching through the head season. If we have members who can commit, is the greatest risk. Single hardest thing is to get consistent, dedicated, quality rowers.
If we get good as a team, we are fun, and coachable, coaching will take care of itself. You will draw people who want to coach.
- **Question:** Was the assortment of coaches last fall – due to lack of incentives or problems with schedules?
Answer: Probably both.
- **Question:** How are we planning for the worst-case scenario – not as many people in each of categories? How can budget be adjusted to cover cost?
Answer: If not as many people, not as many coaches needed; #s based on new people coming in. The Rec estimate is based on some SRL crews and other individuals who said they would do rec.
- **Question:** We won't be assessed difference?
Answer: No.
- **Question:** It appears that \$1 out of every \$5 is line item of depreciation – present. What is that line item actually going towards – what are we buying?
Answer: Depreciation to account for decaying of shells increases – last year we bought numerous items (oars, shells, couple singles and a double). Have equipment needs again this year – haven't prioritized them. We are saying let's pay ourselves so we can have money to buy equipment.
- **Question:** What's in the bank for rainy day and is it typical?
Answer: \$50,000 in checking and savings. It is what Gloria recommended we keep on hand.
- **Question:** will members have info before equipment decisions are made.
Answer: In past, we haven't done a good job of getting input. Jim Mack as of April 1 is resigning from maintenance. With new person, need to figure out how to communicate what needs are and what rowers are feeling. Haven't done a good job in the past.
- **Question:** Will we have access to coach at reduced rate for additional coaching?
Answer: Yes, rowers can get reduced coaching rates if they are participating in a program.
- **Question:** Would the extra coaching take time away from head coach?
Answer: It would be coach's responsibility to look at schedule and say – yes, I have time to do this. Primary responsibility is to folks who paid assessment.
- **Question:** It seems as though it's detrimental to have coaches do side work, but to have scullers, general sweeps paying additional assessments. Plan seems like we want to reduce coaches. How are we going to bridge gap of not having enough coaches?
Answer: Justin taking the initiative to find coaches and make sure they are committed for time. Made SRL chairs do last year. More emphasis in money and in time and commitment.
- **Comment:** The purpose of the head coach is to find additional coaches to assist all members. Trying to keep them from going to portage lakes for weekend, etc.
- **Comment:** Private lessons shouldn't supersede commitment to a program.
- **Comment:** young men and young women coming back from college programs – will have a to-do list – equipment needs, coaching,
- **Comment:** Concerned that lower rate would be disincentive to join lesser \$ program.

- **Question/Comment:** Some members felt a lack of communication with board and what is going on. Would like to encourage Board to hold meetings in place and time so members could sit in and listen and evaluate.
Answer: All board meetings are open – not communicated when are. Next one is March 8th – Mondays. Members always welcome, but not welcome to speak.
- **Question:** Not intending to discuss program structure in any great detail, but is there any idea how many practices a week masters will involve – will focus by sweeps or include sculling?
Answer: The coaching numbers are based on 3 sessions a week for practices. Other aspect up to head coach. Rowers may want to spend a little more time meeting bigger goals, etc? If want to be a team that has competitive crews at masters level – you need to be working more than 3 times a week, but don't need a coach for each of those – need to go out and do on own.
- **Comment/Question:** thank you for all the work – really appreciate it that the budget was reworked. Are you planning on publishing criteria for categories so people know what they are signing up for before signing up? Need to define what Rec entails versus masters.
Answer: Yes. Programs will be defined.
- **Question:** how are coaches paid – and can we recruit for \$12,000 – how much does a head coach make?
Answer: Justin - Head coach is drawing funding from all programs. All available funds will go to pay for coaching. Coaches must show up, or they don't get paid – hourly or session, haven't decided. We will probably pay head coach \$25K to \$30K if had one all year. We estimate probably around \$20K, but will depend on timing, etc. A collegiate coach for freshman at top division 1 coach will make \$40K. Top coach at division 1 is 60 to \$100K. The mean avg for college coach - \$32K. About \$2 an hour.
- Questions were closed. Voting on budget will occur at a later Monday meeting so board can discuss and make sure all in agreement.

CHANGES IN WRRR OFFICERS

SUMMARY

- Kathy Whitford is stepping down at the end of March – Erik Murdell is club president with Jim Ridge as Vice president.
- Tim Marcovy presented Kathy Whitford with membership to the Dead President Society with all its rights and privileges.

WRRR BOARD MEETING

March 8, 2010

In attendance: Jeff Scheid, Mark Shupe, Jeff Renston, Kathy Whitford, Emily Shurilla, D.D. Meakin, Erik Murdell, Jim Ridge, Craig Gates, Justin Kershaw, Chrys Kozack, Sally Fahrenholz

Emily Shurilla moved to approve the February minutes.
DD Meakin seconded, and the motion passed unanimously

WRRR REFUND POLICY

SUMMARY

- The WRRR refund policy is applicable to all WRRR programs, including SRL.
- The policy is as follows:

WRRR Refund Policy Statement (applies to WRRR program fees):

WRRR does not normally give refunds; however, special requests for refunds at the recommendation of the program chair will be considered by the Membership Chair and the WRRR Board.

Refunds will be minus the \$220 assessment paid to the Cleveland Rowing Foundation.

A pro-rated refund may be requested for program fees. The total program cost will be divided by the number of weeks in the program season; a refund will be given for those weeks that a participant will not take part in.

Please contact the WRRR Membership Chairperson for additional details regarding refunds.

- We will post the policy language on ActiveNet.
- The policy will be presented and the registrant must agree to it prior to completion of registration process.
- Refunds are pro-rated for the time left in program.

Jeff Renston moved to approve the refund policy. The motion was seconded by D.D. Meakin and was passed unanimously.

BUDGET

STATUS AND RECAP OF FEB 27 MEETING

- Feedback on budget was supportive at the February 27 meeting.
- The board voted unanimously to approve the budget.

OFFICER AND BOARD MEMBER ROLES

CLARIFICATION OF OFFICER AND BOARD POSITIONS, COMMITTEES

- Erik Murdell is President of WRRR and is the face of the club to the membership.
- Jim is Vice President, handling external communication.
- Board President Jeff Scheid will handle internal matters and communication with Cleveland Rowing Foundation and will run board meetings.
- Erik and Jim need to be kept in the loop in all areas so that they can intelligently communicate and stay well informed.
- Outgoing president Kathy Whitford emphasizes the need for each board member to focus of a specific area of responsibility and that this needs to be known among membership.
- Treasurer – Mark Shupe
- Director of Rowing Equipment/Facilities – Craig Gates
- Secretary – Sally Fahrenholz
- Rec Rowing Liaison – Chrys Kozak
- Masters Rowing Liaison – D.D. Meakin
- Director of Rowing Development – Justin Kershaw

- SRL Chairs - Dixie Reiss, Sandy Wanchick, Jerry Gubeno and Amelia Radecki
- Membership Chair – Emily Shurilla
- Sculling Liaison - Tim Marcovy
- Guest Rowing – D.D. Meakin
- Sunday AM Extra Rows - Jeff Renston
- Growth Committee -- Craig, Erik, Jim
- Fundraising - Chrys
- Coaching - Justin, DD, Emily
- Communications - Jeff S, Sally, Craig
- Programs - Jeff R, Chrys, Mark

EQUIPMENT

STATUS AND ISSUES

- Equipment status will be included in weekly coaches' meetings.
- Any money being spent on equipment or repair needs to be presented to the board -- specifically for equipment or other non-program specific costs.
- Each program has a budget.
- SRL needs for equipment are significant -- we need to make sure there's enough equipment for SRL to operate properly. There should be a backup shell for each SRL session.
- We need someone to be to fix skegs this year.
- Coaching staff need to be mindful of conditions on the river on any given day and communicate to other coaches.
- There is a list of experienced coxies available to SRL who can also be responsible to communicate river conditions.
- Teaching SRL rowers more about boats may also reduce damage to equipment.
- Justin also intends to hold summer coaching staff responsible for maintaining a database of the fleet with a history of repairs, etc.
- Jim Mack has the newly purchased seats for the SRL 8. Craig will coordinate seat installation with Jim Mack.
- Craig will have a summary of specific equipment issues for next meeting, including his assessment of the singles (Wintech and Hudson) available for purchase from CRF.

COACHING UPDATE

SUMMARY

- Justin has been conducting interviews with Coach candidates.
- Some experienced coaches have volunteered to coach for free to fill gaps.
- There's been great support from the club members and rowing community, including college rowers.
- Payments to coaches could be tiered – we would probably structure payment by session for coaches and coxies. Justin is working on cost projections over the season.
- Administration is part of head coach's job -- lineups, etc.
- The majority of the women's Masters are very enthusiastic about the new coaching program.
- Justin has observed women's practice and has done some preliminary assessments, which were enthusiastically welcomed.

GUEST ROWER POLICY

SUMMARY

- CRF has issued a guest rower policy, which needs to be incorporated into ActiveNet.
- D.D. will take responsibility for the active net signup for guest rowers.
- Waivers need to be available for insurance purposes.
- The process should be:

- The guest rower contacts WRRRA to get a sponsor.
- The guest rower signs the liability waiver.
- WRRRA rep registers the guest on ActiveNet.
- We need to make sure waivers are available – clipboard with waiver forms will be kept near mailbox.
- Emily will work with D.D. to make sure info on waiver is what active net requires.
- Note: this policy is applicable for any participation -- including ergs.

CRF POLICY ON COACHES ROWING

SUMMARY

- CRF policy states that coaches cannot row unless a \$220 assessment is paid for each coach rowing.
- WRRRA wants the right to determine policy on coaches and coxswains rowing.
- We want to pay our fair share but need the ability to give out memberships as we see fit.
- We are asking CRF to reconsider this policy.

STRATEGIES FOR INCREASING MEMBERSHIP

SUMMARY

- JR, CG, and EM are working on membership development-- KW has offered to work on also.
- They will report on their activities at the next board meeting.
- SRL promotional materials are being prepared, consistent with rebranding of WRRRA and SRL.
- New promotional materials will be consistent across programs.

FUNDRAISING

BANFF MOUNTAIN FILM FESTIVAL

- April 9 and 10th – Banff Mountain Film Festival World Tour – The ski club has a table and we can offer promotional materials for rowing.
- We are discussing a partnership with the ski club, as our demographic is similar – we think the ski club membership may be interesting in rowing in the summer; they suggest that rowers may be interested in skiing in the winter.

POKER SHARK TOURNAMENT

- Chrys outlined an opportunity to fundraise through online charity poker tournaments, specifically Poker Shark -- <http://pokersharktournaments.com/>
- Charitable organizations are interested in this type of fundraising, which offers online play with credit card payments and wire transfers made directly to the charity's bank account.
- An online poker tournament to benefit CRF/WRRRA could be organized in a short period of time.
- Ideas include: rowing clubs or teams playing each other.
- Chrys is still testing the system for configuration and ease of play, assessing difficulty of play, etc. and appropriate stakes/buy-in parameters.
- This opportunity needs zero investment from WRRRA or CRF.
- Chrys will have a report for the next meeting.

Jeff Scheid moved to adjourn the meeting, which was seconded by Emily Shurilla.

The meeting was adjourned at 8:10 PM.

The next WRRRA Board Meeting is April 5 at the CRF boathouse.

APRIL 2010 WRRRA BOARD MEETING

April 5, 2010

In attendance: Mark Shupe, Emily Shurilla, Chrys Kozack, Craig Gates, Jim Ridge, Erik Murdell, Justin Kershaw, Jeff Renston, Sally Fahrenholz, Jeff Scheid, D.D. Meakin

Motion to approve previous minutes made by Emily Shurilla, seconded by Chrys Kozack, and unanimously approved.

AGENDA

- WRRRA/CRF communications
- Richard Miller contribution
- Equipment
 - Review recommendations
 - Purchasing
 - Damage process
- Program status updates
- Coaching update
- Website
- Fundraising

CRF COMMUNICATION

SUMMARY

- The WRRRA Board will pursue regular communication with CRF.
- We will schedule a meeting with CRF before the next WRRRA Board meeting to address a process to review new policies and rules.

MEMORIAL

- **Craig Gates moved that WRRRA name the August SRL regatta in Richard Miller's memory. The motion was seconded by D. D. Meakin and was passed unanimously.**

EQUIPMENT REPAIR AND PURCHASING

SUMMARY

- Another equipment review is scheduled for April 10. Craig reports that there are still a few boats being worked on. Only one boat has a repair still to be done.
- Boats still to be inspected include the six 4s, three doubles, a few singles and two 8s.
- Paul Blonski is available to do hull repair during the season.
- There will be a reporting process for repairs needed for SRL equipment.
- The following equipment was recommended for purchase:
 - Peinert single for \$4K.
 - A set of 10 hatchets for Women's Masters at a cost of approximately \$2800.

Jeff Renston moved that we buy the new set 10 hatchets, the Peinert, and a wakeless launch at the approximate total cost of \$15K. D. D. Meakin seconded the motion, which was passed on a 5 to 2 vote.

USE OF WAKELESS LAUNCH

POLICY

- The issue of priority for use of wakeless launch was discussed.
- The board agreed upon a policy to keep key to launch in a locker, with access to key available to coaches who have completed training on its use.
- Priority beyond this policy will be determined by the Director of Rowing.
- It is likely that the head coach will be given priority.

COACHING UPDATE

COACHING STAFF HIRED

- Justin reports the following progress with hiring coaching staff (at meeting and in a later email):
 - Randy Trefethern hired as Head Coach for Masters and Director of Coaching.
 - Mitch Rosen hired as Asst Head Coach for Masters/ Sculling Coach
 - Wayne Reichard hired as #1 SRL Coach (Starts week of May 17th – Ends Last week of August)
 - Kyle Jones hired as #2 SRL Coach (Starts week of May 17th – Ends Last week of August)
 - Patty Wofford hired as Recreation Program Coach – Begins Mid May
 - TBD: Rob Zdankiewicz, Noah Whitehead
- The goal is to provide continuity in coaching – same coach each night a crew rows.
- D. D. will solicit interest from Masters women for coaching FRL.

EQUIPMENT REVIEW FOR SRL

SUMMARY

- Emily and D.D. will solicit Masters Women to be responsible for SRL equipment review scheduled for the week of May 10.

WRRRA WEBSITE

NEW WEBSITE PLANNING AND IMPLEMENTATION UNDERWAY

- Craig Gates and Jeff and Lori Scheid met to review the preliminary design of a new WRRRA website.
- WRRRA will pay Lori to design the site and for Ann Ortega to do content entry. A developer from Optiem will consult.
- Jeff and Craig will be writing new content for the site.
- Costs are estimated to come in under the \$2500 budgeted for the work.

FUNDRAISING

CARBON POKER

- Chrys summarized the features and structure of the Carbon poker charity tournament web site – www.carbonpoker.com
- WRRRA would receive donations from an LLC for charity play – not directly from Carbon Poker.
- The site is not yet Mac compatible, but it accepts Visa or MasterCard.
- A tournament can be set up in 5 days, and events other than poker can also be arranged – such as SRL races.
- Winnings are distributed to top players – for example, 3 to 5 player win from a field of 15 to 20 – not winner takes all.
- We can post our tournaments on Twitter, Facebook, and World Rowing.
- Tim Marcovy is reviewing the legal aspects in light of WRRRA's 501c3 status.
- We agreed that the board would try a small tournament.

SCULLING – PROCESS FOR DAMAGE TO EQUIPMENT

RULES FROM SCULLING COMMITTEE

- The WRRRA Sculling Committee forwarded to the WRRRA an amendment to the Sculling Certification Bylaw for consideration.
- The final version of the Sculling Committee rule changes is attached here as Appendix A.

APPENDIX A – CHANGES TO SCULLING BYLAWS

I. That the Sculling Certification Bylaw, passed on April 4, 2005, be amended by adding the following Section VI:

SECTION VI.

(A) Scullers using WRRRA equipment MUST sign in and out on a sign-out log to be maintained by the Sculling Committee in the same bay in which WRRRA's sculling equipment is kept. Private scullers must continue to sign in and out on the log maintained in the scullers' bay.

(B) If, during a row, there is damage to or a skeg lost on a WRRRA shell, it must be reported immediately to the WRRRA Equipment Chair, copy to the Sculling Chair. The email addresses for these persons will be noted on the sign in/sign out log.

(C) The reporting sculler(s) (or, if a report is not filed, the sculler(s) who last signed out the shell in the log prior to the discovery of the damage) must pay to WRRRA the sum of \$40.00 to cover the cost of repair or of a new skeg, plus shipping and installation and, until they do so, their right to use any WRRRA sculling equipment is suspended. Any person(s) who are being charged under this rule will be notified by the Sculling Committee Chair by email, and will have 24 hours to provide the Chair with proof that they are not the person(s) who were operating the shell when the damage/skeg loss occurred. Within 48 hours after receiving such proof (if it was submitted timely), the Chair will consider it and inform the sculler(s) of whether or not the charge will stand. The Chair's decision will be final... Any person(s) so charged who rows WRRRA sculling equipment without paying the repair fee will have their right to use WRRRA sculling equipment revoked until such fee is paid and for a 12 month period thereafter, unless appealed to the WRRRA Board of Directors within 48 hours after the email notification of the suspension is transmitted. The WRRRA Board of Directors will hear and decide those appeals in the manner they determine.

(D) If someone is caught taking a WRRRA shell out without signing it out and in, and it can reasonably be inferred by the Sculling Committee Chair that the intent was to avoid responsibility for damage/skeg loss, then his/her/their right to use WRRRA equipment will be revoked for a 12 month period. Any person against whom a claim of failure to sign in and out with intent to avoid responsibility for damage or loss is made will be notified of the claim by the Sculling Committee Chair by email, and will have 24 hours to provide the Chair with proof that they did not file to log in and out with the intent to avoid responsibility for damage. Within 48 hours after receiving such proof (if it was submitted timely), the Chair will call a meeting of the Sculling Committee to consider the proof, and will give at least 24 hours notice of the time, date and place of the meeting. At said meeting, all proof will be heard and considered, and the persons to be suspended will be informed whether or not the suspension will stand. The Committee's decision will be final, unless appealed to the WRRRA Board of Directors within 48 hours after the email notification of the Committee's decision is transmitted. The WRRRA Board of Directors will hear and decide those appeals in the manner they determine..

=====

What this means is that the sign in/out log for WRRRA owned small boats will now be in the same bay as those boats, and it is MANDATORY that users of WRRRA small boats sign in and out. It also means that, if you lose a skeg (or the shell suffers other damage), you have to report it, and can expect to pay \$40.00 for the repair. If you don't report it, consequences will follow.

=====

The second change is for those WRRRA rowers who wish to row an uncoxed pair (2-) independently (i.e., without a coach in a launch accompanying you). Under the SOM, such rowers must be certified by their organization as independent pair rowers. The SOM says:

“ To be an independent un-coxed pair, both rowers must be certified by their member organization as qualified to row an in an un-coxed pair without an accompanying coaching launch.”

The Board of Directors has charged the WRRRA Sculling Committee with the task of certifying independent 2- rowers. Anyone wishing to obtain that certification may start the process by contacting Tim Marcovy, Sculling Committee Chair, at: tam1952@gmail.com.

The guidelines and checklist for becoming an independent sculler will be used to certify independent 2- rowers.

MAY 2010 WRRR BOARD MEETING

May 3, 2010

In attendance: Jeff Renston, Jeff Scheid, D.D. Meakin, Emily Shurilla, Jim Ridge, Craig Gates, Justin Kershaw, Mark Shupe, Sally Fahrenholz

CRF: Becky Osborne and Doug Carlson from CRF board

Jeff Renston moved to approve the previous month's minutes. Jeff Scheid seconded, and the motion was approved unanimously.

COMMUNICATION BETWEEN CRF AND WRRR

SUMMARY

- General discussion on the common goal of timely and thorough communication between CRF and WRRR.
- Doug Carlson explained the genesis of the CRF code of regulations and WRRR as a member organization of CRF.
- CRF is a separate corporate entity as a foundation responsible for the facility. Members of CRF organizations do not represent their organizations on CRF -- all CRF board members have a main responsibility to CRF. WRRR is responsible for adult member programs.
- We would like to improve communication between CRF and WRRR. Solution is that CRF folks are at WRRR meeting every month and vice versa. The next CRF meeting is Friday, May 7 at 7 am.
- Specifically, the operation of the boathouse is CRF's main focus. Anyone rowing out of the boathouse must have a membership assessment paid. If we want to give coaches the ability to row, WRRR must pay the CRF assessment for the coach.
- Moving to the new Rivergate boathouse is a go. Financially, the worst case scenario is that CRF has an \$800K shortfall to address. In the mean time, fundraising and financial planning continue.

SUPPORT FROM WRRR

RESPONSES TO REQUESTS FOR DONATIONS AND SUPPORT

- Jeff Scheid will write a letter of support from WRRR for the 2014 Gay Games to be held in Cleveland.
- Jeff Scheid moved to cover WRRR program adult rowing program fees for a St. Ignatius parent. Craig seconded the motion and it was unanimously approved. CRF will cover its assessment.

TREASURER'S REPORT

SUMMARY

- Mark prepared summary of major expenditures and dues and fees collected.
- As of May 3:

Membership dues collected:	\$32,248.14
Equipment purchases	
10 Hatchets:	\$3175
Wakeless Launch Deposit	\$1126
Pienert 26 Single Deposit	\$500
Cash on Hand	\$64,531.43
Sales Tax Collected	\$3603
Balance Due on Launch	\$6374
Balance Due on Peinert 26	\$3500
Coaching	amount not yet known
- The challenge is to organize the information coming from ActiveNet and make sure that it's reconciled, which can be difficult, as the ActiveNet reports don't lend themselves to reconciliation. There's some manual separation

necessary, with separate spreadsheets being created. We need ActiveNet reports that fulfill our accounting and reconciliation needs.

- We will contact ActiveNet support for advice on improving reports.

EQUIPMENT MANAGEMENT

MANAGEMENT AND CONDITION OF EQUIPMENT

- Requirements for equipment manager have been sent out to WRRRA membership as follows:
 - The WRRRA Board is still looking for someone who would be willing to step up and manage the equipment for the upcoming season. It would be more of a coordinator position than doing much actual work on the boats, although some shell knowledge would be most helpful (but not required).

The position consists of monitoring shell damage reports, making sure that the people who do the repairs know that the shell needs work, and getting a timeframe for how long the repair will take. Also included is maintenance of the shell reservation and sign-out logs, making sure they remain current for the month, etc.

Equipment includes all WRRRA shells; 8's, 4's doubles & singles.

In addition, it's necessary to monitor the radios, cox boxes & bow/stern lights to make sure they are all accounted for, being stored properly, charged properly, batteries are all working, etc.

- In summary, the position requires both administrative and physical know how. The person needs marina/repair experience and mechanical aptitude in addition to good communication skills.
- Jeff will find out how much Jim was getting paid. Justin will approach Tom Reichart for the position.
- Jim Mack has shown interest in teaching someone.
- There's been no decision to purchase any new doubles, though there seems to be a great demand for using doubles, especially in light of coach recommending sculling for masters rowers.
- Discussion ensued on rigging a double as a pair. The recent rule about 100 hours coached is a requirement for rowing a pair or double.
- Doubles rowers are willing to learn how to do repair. They are encouraged to check the skegs before taking boats out. Jim Mack may be willing to teach folks on skegs, etc.

PROGRAM UPDATES

SRL

- Numbers are down for SRL registration so far, but we expect a significant number to sign up before the deadline.
- We need to gather the SRL coaching resources. We need to fill in coaches before June 1 and fill in what coaches are covering the first two weeks.
- Jim and Erik will work on getting coaches for these first two weeks.
- Equipment week is May 10. D.D. has about 10 volunteer masters to run the equipment sessions.
- Discussion of SRL sponsorships – SRL directors would like the teams to solicit sponsorships instead of someone else taking the lead. SRL chairs need to get sponsorship info on past sponsors. It is mandatory for a team to secure a sponsor.
- The lower numbers of SRL participants may mean that we can decrease coaching costs.

REC

- The Rec program is scheduled to start two weeks after SRL begins.
- We may need to delay the start of the Rec program to determine how many people are participating.
- We are doubtful about the numbers for a Rec program. We need to promote this program better. Jim is working with Chrys to promote the rec program.

MASTERS

- Masters rowers have 5 practices a week.
- Masters registration is just about over. The numbers are coming in close to the estimates.

PUBLICITY OPPORTUNITIES AND EVENTS

PRESENCE ON FACEBOOK, SCHEDULED EVENTS, PARTNERSHIPS AND SPONSORSHIPS

- Jim has been using Facebook to publicize SRL. He will be adding sponsors, mission statement.
- Jim suggests that we get involved with other opportunities, such as RiverSweep.
- Other interesting PR opportunities being researched and pursued include involvement with Lifestart Fitness, promotion at a Captains game, River Day on May 15.
- Jim is preparing communication/materials for teams to use to garner sponsorships to communicate the value proposition.
- We will send out a survey using Survey Monkey.

COACHING UPDATE

SUMMARY

- Justin is ensuring that all coaches committed will be here. He will conduct safety certifications by giving practical examinations on the river.
- Also in the works is the lesson plan for SRL.
- Justin is preparing org chart and contact sheet and spreadsheet projecting costs for coaching. Payroll and etc. will be closely managed.
- TRRA (Three Rivers) would like to come to Cleveland to have a scrimmage with our masters.
- We are looking into arranging informal scrimmages across the club on Sunday mornings to build camaraderie and have fun. It creates a safe environment for learning to race, etc.

COMMUNICATIONS UPDATE

NEW WEBSITE PLANNING AND IMPLEMENTATION UNDERWAY

- New logo designs were presented at the meeting.
- A decision has been made to change the logo.
- Merchandise ordering is dependent on decision on the new logo.
- Cleveland needs to be included in the logo. Jim advises caution in choosing final logo.
- Please send emails to list of board members only.

The meeting was adjourned at 8:45.

JUNE 2010 WRRR BOARD MEETING

June 7, 2010

In attendance: Erik Murdell, Chrys Kozack, Jeff Renston, Jeff Scheid, D.D. Meakin, Emily Shurilla, Jim Ridge, Craig Gates, Sally Fahrenholz

CRF: Kerry Watterston from CRF board

DD Meakin moved to approve the previous month's minutes. Emily Shurilla seconded, and the motion was approved unanimously.

COMMUNICATION BETWEEN CRF AND WRRR

RIVERGATE AND PR FOR ROWING

- Kerry Waterston, chair of CRF finance committee, presented a status report on CRF finances and the Rivergate initiative. WRRR board members are encouraged to attend the June 14 CRF meeting (7 pm, boathouse) to address funding for CRF from member organizations. The issue at hand is to ensure adequate financial resources coming from the proper organizations in the right amounts. Jeff S. has volunteered to attend this meeting.
- CRF is putting together a logistics plan for the move to the Rivergate complex.
- Additional funding sources are being pursued from public and private organizations.
- Rowing presence at local events, such as the Northcoast Harbor Boating and Fishing Festival -- is being carried largely by WRRR. It would be great to have increased participation by other rowing organizations.
- The Rivergate project, in CRF's opinion, is the way to give rowing a more prominent presence in the community.
- Kerry offers to continue to communicate and to foster communication between CRF and WRRR.

WRRR MISSION AND FUTURE PLANNING

SUMMARY

- Of the prominent rowing clubs/boathouses, Cleveland is one of the few paying rent.
- We would love to model our operation after Oklahoma City's. There was a tax levy passed there to pay for boathouse, plus a large donor who donated the land.
- We want to grow membership and improve rowing. Collegiate rowers need to have a place to come back to -- we need to establish a program.
- Discussion of twitter presence by Tim McKenna. We need to figure out our social media strategy. We need a social media strategy/strategist.

COACHING UPDATE

SUMMARY

- Coaching meeting on June 6. We lost a key candidate, but Russ has agreed to take on this role -- we are hiring him.
- Coaching is where we planned it would be. Randy is the head coach and will deploy Russ wherever he's needed.
- There will be ten standard drills for all levels -- to teach the same technique.

EQUIPMENT UPDATE

SUMMARY

- Need work party and painting party to put together new oars. DD will ask masters women group to take this on.
- We have a single waiting on transport.
- The new wakeless launch should be ready in a few weeks. It needs to be picked up in CT. We have permission to borrow a trailer. We need to get engine, decals, and paint the bottom, then register. It will be up and running in July sometime.
- Wakeless in boathouse needs parts from Wintech.
- SRL equipment is working. Locks on cox boxes need to be reset to zero.
- Randy has asked for 5 sets of lights for masters. There are no lights specific to masters, though they have their own cox boxes. Craig will email Scott and Jim and copy Randy and DD.
- The board, through email, also approved an agreement between WRRRA and SI, where a select group of WRRRA coaches would have access to the SI launches for \$50 per launch per week. For the first 4 - 5 weeks, we would probably utilize all 3 launches. Once our launch arrives and is prepped and ready to use, we would most likely reduce our usage of SI launches to 2 per week. In total, the fees come out to somewhere between \$1000 and \$1800 depending upon our usage of the third launch.

DD moves to purchase 5 sets of lights, pending investigation. Craig seconds, vote is unanimous.

PROGRAMMING UPDATE

SRL, COLLEGIATE, REC

- Adult rowing alternatives – need additional programs to offer to adults – business rowing, people who want to start after SRL has already been organized.
- Public row days were suggested – like learn to row. Start an additional session after SRL has started to pick up the additional people interested. Update: Second SRL session announced on June 15.
- General discussion of Oklahoma City programs – folks purchase a pass and then pay a fee per row.

Summer Rowing League

- We can consider two 8-week sessions for SRL. We have extra folks interested – probably about 2 boats worth. Early Tuesday early or late Thursday are possibilities.
- Half year assessment is in effect sometime in July. New fall rowers pay half assessment.
- Emily can organize SRL half sessions in Active Net. The folks row in the last eight weeks of the season.
- The new folks need to watch the safety video and learn how to handle equipment.
- SRL team sponsorships. There is currently a gap of about 5 – 7 teams without sponsors. Jim Ridge has offered to help find more sponsors – he is using Facebook to solicit sponsors.

Collegiate program

- Collegiate rowers need to have a place to come back to – we need to establish a program funded by fees or sponsors or a combination of both. There is a flat rate \$75 student membership to allow a student to come from college and row in a WRRRA program that is not SRL from June to August. CRF has already agreed that they would not charge an assessment to these students. They could also pay a coach directly but it's not clear what equipment they would use.

Recreational program

- Rec program update: 17 people have signed up. Patty costs \$30 each session. Lauren is getting \$25 a session. Rec members will form a group to compete in the Midwest masters sprints. We are in the black with this program – with approx \$1000 over the cost. We could create an additional ½ season session for Rec -- the halfway point will be communicated by Chrys to Emily.

Other programs

- Sea Scouts are looking for activities for their young people.
- Are there opportunities to form a partnership with the dragon boating folks?

COMMUNICATIONS UPDATE

SUMMARY

- Jeff showed us the new website – www.westernreserverowing.com. It features Calendar, News and Events, Members, etc. Reaction from the board was very favorable.
- 3 to 4 people will have access and will be trained to post.
- A photographer was on the river on Tuesday, June 8 to take photos for Facebook.
- Jim asks board to cross pollinate the Facebook page for WRRRA.
- Chrys suggests a Facebook referral program – whoever has the most new people signing up wins something. We could use a gift certificate from a sponsor.
- George Cuddy and the XC Ride for CRI present fundraising and public relations opportunities. George is interested in helping WRRRA. We need to engage the community for the CRI cause. Jim has a number of PR efforts he wants to pursue. We as a board support his efforts.
- George is arriving in Cleveland on July 3 and is leaving on the 6th.

FUNDRAISING UPDATE

SUMMARY

- Online poker – we need to do a test for the board. Chrys can set up for \$5 each.
- Chrys needs one week to set up. The week of the 21st looks to be the most convenient. Chrys will send info to the board.
- The site we will use is Carbonpoker.com. It requires that players use PCs, not Macs.

The meeting was adjourned at 9:05 pm.

WRRR BOARD MEETING

July 12, 2010

In attendance: Emily Shurilla, Craig Gates, Mark Shupe, Sally Fahrenholz, DD Meakin, Chrys Kozak, Jeff Renston, Jeff Scheid, Jim Ridge, Erik Murdell

WRRR: Jerry Gubeno, Sandy Wanchick

CRF: Becky Osborne

Moved: Emily moved to approve the minutes. DD Meakin seconded. Unanimously approved.

WRRR AND CRF COMMUNICATIONS, RIVERGATE

SUMMARY

- Wednesday, July 14 donors are invited to Rivergate. Lolly the Trolley is being used to transport visitors between old and new boathouses. SRL sponsors will be invited through team captains. Jerry and Sandy will let the captains know so they can contact their sponsors.
- There's a push to raise the matching \$250K for the Peter B. Lewis grant.
- Currently, the plan is to close on Rivergate around July 31/August 1. The boathouse needs to be clear by beginning of September. Tentative plan is to move HS and Colleges first, then scullers, then WRRR, with eights going last.
- What is expected of WRRR for the move? Tim McKenna is heading up the move. Karin Trimble, as volunteer coordinator, will be in the loop. One of the most significant tasks is to get rid of junk and stuff that's in poor condition. Everyone has been advised to use the dumpster. It is emptied every week and will continue on that schedule.
- WRRR needs to get other folks involved, especially to assess what should be thrown away. Common areas and launch bay are CRF responsibility for the move.
- The move will occur around the SRL final regatta.
- List of questions – Bob and Bill discussed with Erik and Jeff.
- CRF board has voted to ban two people from the boathouse for a year for delinquent rack fees and nonpayment of membership dues.
- CRF meeting – we will have a WRRR rep at each meeting. Jeff will send email about the meeting date to solicit volunteers.
- CRF launch repair is Randy's responsibility. CRF is waiting on parts from Wintech.
- Fans for ERG room are available.
- Gas fumes in launch bay – WRRR requests a cinderblock gas storage house with new boathouse. Gas cans should be removed from launches each day and stored.
- A WRRR office was requested at the new boathouse and was agreed to.
- Erik and Jeff will meet with Bob and Bill each month to foster communications. They will report back to WRRR board.

COACHING COMMITTEE

SUMMARY

- Feedback on coaching has been very positive. Masters are happy and Russ' involvement is appreciated.
- SRL coaching has been good overall.
- Randy has been a great head coach.

EQUIPMENT

SUMMARY

- Recent repairs needed were communicated to equipment manager through Randy regarding work that needs to be done on various shells incurring recent damage.

- Summer Rower and Eckles are back in service.
- 5 Sets of lights still needed. Programs have been encouraged to provide lights. Can they be signed out in the same way as cox boxes and radios?
- Radios, megaphones, etc. are also an issue. Craig will ask Jim Mack and Scott to look at radios, lights, cox boxes, batteries, and get back to us with what is needed.
- Need to determine status of new sets of oars so that they can be painted and put into service. DD will check with Anna, who is the painting coordinator.
- CRF is donating shells to WRRRA – they can be used in the future. The two WinTechs can be made into a barge for teaching in adaptive rowing programs. Rack fees not due until next year. We assume no restrictions on selling them.

Emily moved to take the boats offered by CRF. DD seconded the motion, which passes unanimously.

COMMUNICATIONS

SUMMARY

- Website – content is being written and staged. Site map could be broken apart and assigned to board members. The structure is ready to go. Craig needs help on SRL section.
- The development costs were \$1500.
- Social media – lots of friends. 240 people on Facebook. Jim has been keeping the content fresh. Traffic is trending up. We need to push content to Jim -- photos, regattas, etc. to keep the buzz going
- Twitter – we are following about 290. We are getting a lot of interaction, especially with Cleveland Foundation, Positively Cleveland, etc. We have approximately 78 followers approximately. There is help available from local organizations.
- On July 29 the British Olympian James Cracknell is due to arrive in Cleveland at the CRF docks, rowing from Toledo. The Discovery Channel is filming his 18-day cross-country journey. See <http://outside-blog.away.com/blog/2010/07/b.html>
- WRRRA showed great support for George Cuddy during his stop in Cleveland on his XC ride for CRI. It was a nice get together.

FUNDRAISING

SUMMARY

- Test run of CarbonPoker is July 21 Wednesday 9:30 pm. Up to 25 people can participate. A PC is required. Chrys will send information. We need to tell CP how many folks are participating.
- Sunday Sept 26 evening is the date set for the tournament so it can be promoted at last SRL regatta. Chrys will also promote on Yoga for Rowers site. She can email her list of 1000+ folks. Poker Shark MySpace ads can also be done.
- CRF is fundraising at a poker night in August at Nautica.
- 50-50 raffle for WRRRA at HOTC or last SRL regatta. Tickets could be \$5 each. SRL chairs are in agreement. Promotional text could be printed on the back of the raffle tickets.
- Sally will talk to Janet Clark about ordering WRRRA merchandise and shirts.

PROGRAMS

SUMMARY

Corporate Rowing

- Corporate rowing has one team underway – from the Cavaliers organization. Russ has been the organizer.
- Other companies have showed interest: law firm, mfg company.
- Scheduling, fees, equipment, and coaching details are still in the works. There is a group of rowers gathered to help with this new program.

Membership

- Membership number update with program numbers was distributed.
- Half year sweeps memberships starts in August.
- We are accommodating individual requests for half year programming.

Fall Rowing

- Interest in fall rowing is growing, so coaching in fall is key. We need to address this soon, so we can be ready when the college student coaches go back to school.
- We need to schedule and promote LTR for fall rowing league.

SRL Regatta

- DD, Jeff, and others are meeting next week to go over the Richard Miller Memorial aspect of the final SRL regatta. They will confer with Richard's family to gauge interest in various ideas.
- Need coaches for last regatta.

SRL Chairs

- SRL Chairs welcome suggestions but are not appreciative of interference at the last minute.
- Continuity of chairs for more than one year would be optimum.
- Deadline for printer for t-shirts was a source of disagreement. Coordinating the sponsors within the timeframe presented difficulties.
- Need better communication between SRL chairs and the board.
- Question: to what extent are programs autonomously managed? All roles need to be defined – for any appointments, including those outside of SRL Chairs, such as Membership Chair.
- Conference calls are suggested for communication and regular discussion of issues.
- Written procedures will be developed.
- Current SRL Chairs will continue into the fall season for FRL season.

Rec program

- Additional rowers have signed up.
- Chrys will gauge interest for a Fall Rec program.

Additional SRL teams

- Tuesday is going well, but not a lot of subs are available on Thursday.

Emily moved to adjourn the meeting. The motion was seconded by Jeff and passed unanimously.

The meeting was adjourned at 8:40 PM.

WRRR BOARD MEETING

August 2, 2010

In attendance: Emily Shurilla, Craig Gates, Sally Fahrenholz, D.D. Meakin, Justin Kershaw, Chrys Kozak, Jim Ridge, Erik Murdell

CRF: Kerry Waterston

WRRR: Sharon Romilly

Previous minutes: D. D. Meakin questioned whether the previous month's minutes offered adequate detail of discussion re issues brought by SRL chairs. This portion of the minutes was read back to the group. No further concerns were pursued.

Motion: Chrys moved to approve the minutes. Craig seconded. Unanimously approved.

Motion: Craig Gates moved to change the start of future meetings to 6:30. Justin seconded. Unanimously approved.

MEMBER CONCERNS –CRF ASSESSMENT PROPOSAL, COMMUNICATION, MOVE TO RIVERGATE, CHARLES ENTRIES AND FALL COACHING

MEMBER COMMUNICATION ON VARIOUS ISSUES

Sharon Romilly brought some concerns from WRRR members to the board. Questions from the written agenda she distributed are shown here in bold.

1. CRF Assessment Proposal: This may be the most important issue facing WRRR both now and in the years to come. And could threaten WRRR financial survival.

Who is representing WRRR and advocating the WRRR position and interests?

Has the board studied the proposals and is the board aware of what is being proposed?

- Background: A working group has convened to examine and adjust the methodology to structure the CRF Assessment
- CRF assessment had been per head and rack fees, and so the costs don't vary per person. CRF has fixed costs.
- CRF is trying to change the 80/20 relationship. There is no final new fee structure as yet.
- CRF explanation: If we assume membership numbers stay the same across organizations and
 - 1. Try to keep the total cost to each organization the same; and
 - 2. Attempt to derive a per head dollar amount that's the same across organizations; and
 - 3. Back into a rack fee;
 - 4. The result is that WRRR rack fees are higher than, for example, CSU. If all the rack fees are the same, the smaller programs are out of business.
- We need to think of some alternative ways to structure. It may be that the process of examining and restructuring assessments may result in clubs consolidating.
- If membership shrinks, the revenue can't support the CRF operating budget.
- The cost of operating the facility has gone up 50% in the past few years due to additional costs such as property taxes.
- Jeff Scheid has been involved in the assessment discussions and has numbers that the WRRR board needs to examine.
- The board agrees that this is a major concern and recommends that CRF be very transparent by communicating specifics.

2. Communication -- WRRR members, including Masters program participants, have received very little communication from the board on issues that impact the club and the members, such as:

What decisions have the board made concerning

Equipment purchases and replacement of equipment

Equipment maintenance

Meeting time and location

Programs and programming

What is the financial condition of WRRR?

How many members are there in various programs, and which are successful and which are not.

These issues will be put on the agenda for the next meeting and addressed at that time. The WRRR board will be more transparent regarding meeting times and locations.

3. Move to Rivergate

Who is in charge of coordinating the move for WRRR?

What preparations have been made for this move?

Tim McKenna is heading up the move for CRF. WRRR board is discussing the move with CRF and will have a report for the September meeting.

4. Charles Entries and Fall Coaching

What has WRRR done concerning bids for The Charles?

What is WRRR doing concerning coaching for Masters this fall?

The WRRR board is reviewing the situation for HOC bids and will confer with Randy as it makes bid decisions and coaching plans for the fall.

Background: Participation in the Head of the Charles, as the world's largest regatta, is through invitation only, and is also the only regatta the club pays for. The WRRR Board decides which bids will be submitted and arranges for submission. We have a returning bid for a women's 8 (50+) pending.

DISCUSSION WITH CRF REPRESENTATIVE: COMMUNICATIONS AND RIVERGATE

MISSION AND POLICIES

- CRF wants finance information to be as open as possible. Also with regard to assessment – CRF is trying to shift the breakout of rack and per person fees as stated above.
- WRRR board members believe that the missions of CRF and WRRR seem to conflict in some areas.
- CRF's sole mission is it to take care of property, facilities and safety. CRF should focus on facilities before and after the move, while member organizations should focus on growing their membership by providing programming. Example: Should CRF be running programs like Rowbics? One might assume that such programming would be offered by one of the membership organizations.
- WRRR board members have voiced a concern about CRF creating policies that overreach, while CRF doesn't attend to equipment and facilities issues that should be under its purview. Example: repair of launch; dock being rented and not being put back properly; ramps in disrepair; gas not being stored properly. These are all facility and safety concerns.
- Jeff and Erik have been speaking monthly with CRF leadership, discussing the above concerns as examples of the apparent lack of clarity in CRF's mission.
- Sometimes decisions coming from CRF are not from the board, but are from an individual. Example: At a recent HOTC meeting, it was stated that t-shirt sales would be restricted for clubs selling merchandise.

RECENT CONCERNS AND DISCUSSIONS WITH CRF

- The WRRR Board appreciates Kerry's input and participation in meeting and his willingness to take questions.
- Communication in general was discussed. Kerry suggests that WRRR not wait for meetings for communication.
- A recent incident occurred regarding a member's fees and use of boathouse facilities. The WRRR board feels that the incident could have been more tactfully handled and that the situation seemed to escalate unnecessarily. There is a history with the family involved and there had been complex payment and communication issues.
- During the discussion of this incident, some board members opined that there have been incidents where members observed an apparent lack of civility and pleasant demeanor in their dealings with CRF leadership.
- A policy question was raised: Can CRF demand that a paid WRRR member be prevented from using the boathouse facilities?
- It was also pointed out that there have been facility improvements over the past two years due to the fact that CRF has a paid executive director.

FINANCIAL ISSUES FOR MEMBERSHIP ORGANIZATIONS

- WRRR Board and members have expressed dissatisfaction to CRF regarding the current assessment structure.
- WRRR board is in favor of member organizations paying rent directly and not requiring CRF assessments from members during program registration.
- Also discussed briefly was the suggestion that WRRR incubate the fledging scholastic programs.

- The total dollar amount of cost for the new boathouse is decreasing from current levels. The structure for covering the costs is still being finalized.

MEMBERSHIP STATUS AND ISSUES

SUMMARY

Guest Rowing and Membership

- There is a half-year membership set up for sculling, sweeps, and masters. Emily will send details. It's already on ActiveNet and open for registration.
- Fall rowing league registration is in progress. So far, we calculate about 50 interested in the program. Learn to row is set up.
- Guest policy – Theresa and Emily have been fielding guest rowing inquiries this summer.
- We allow 5 guest rows for guests before we insist that they become members. The goal is to build membership.
- Process: Sponsor needs to be an SQL1 to sponsor a guest and the guest must sign a waiver. It was agreed that the guest could sign a paper waiver and the sponsor or membership chair will enter the information into ActiveNet later. We agreed that additional signage would help the guest process and that we will add a box for donations.
- Currently there is no good means to ensure people rowing actually are members. In the past, a member list had been posted. Other protocols are being discussed for the new boathouse, including a registration desk or a card swipe.

Survey

- Will be open until August 20. We should have a meeting with the membership in September to review the results and planned actions. The comment sections are of particular interest. We need to find an effective means to summarize, present to membership, and agree on follow up actions.
- The Board agreed that the survey is great as a mid-year review, but that board members should have had the opportunity to review the survey questions before the survey was sent to membership.
- Discussion of comments re masters program: Communication and competitiveness are issues. We have transitioned to a more competitive program this year. This transition has produced questions like -- Does one have to be a masters competitive rower to get more rowing and good coaching?

PROGRAMS

SUMMARY

Corporate Rowing

- Corporate rowing – Russ Eckles has been handling the details. Once an event is set up, the facilities must be reserved through ActiveNet and waivers completed. Membership chair would like better communication about this program.
- One corporate rowing event has occurred involving two boats for GE.
- There has been some discussion with Cavaliers, but no event held as yet.
- We can examine progress in the off season and review pricing. We will request a report from Russ.

SRL Regatta

- Tree being planted at new boathouse for Richard Miller.
- The program dedication is planned for the lunch break with Richard's friends and family and also may include the pony from Victory Gallop.
- Erik will communicate with CRF on these plans.
- SRL sponsors have been interested in participation in the last regatta and the board wants to allow sponsors a presence at the regatta. Kegs, haircuts, etc. to promote businesses.
- Emily will present ideas regarding sponsor presence/participation to SRL chairs.

Fall Rowing

- Info has been submitted for launch reservations for Rec and FRL.
- We need coaches for these fall programs, as current coaches are returning to college.
- Fall Learn To Row sessions are scheduled for Sept 11 and 12. Session begins on Sept 15th for this 7-week session.
- There is interest in a Saturday program.

Rec Program

- The Rec program turned a profit. Chrys will have numbers at the September meeting.

- There is sufficient interest in Fall Rec, but this program needs a coach.
- Chrys will do posters to promote, but needs to know costs to price it out.

Sculling Program

- There is growing interest in sculling. Equipment and coaching is an issue – we don't have enough of either to meet the demand. We need to build this program in the off season, and explore idea for expansion, funding.
- Justin is negotiating with Black Bear for spring sculling clinics.

COACHING COMMITTEE

SUMMARY

- We are investigating candidates for Rec and FRL coaching.
- We need to cover SRL coaches leaving for college for the last two weeks of the session. . One coach is coming back for the regatta. Craig and Justin will follow up with Randy.
- Pay for coxes and coaches needs clarification.
- We will explore recruitment of adult rowers to be FRL coaches.

EQUIPMENT

SUMMARY

- Equipment repairs are almost caught up.
- Sculling equipment – recommendation is to buy two singles and two doubles.
- Skeg fee has been effective in damage control.
- The demand for equipment is increasing and scheduling is an issue, especially with sculling equipment. Craig will talk to Sculling committee chair about equipment reservation process.
- The board recommends that boats should constantly be rigged as doubles, even after they are rowed as pairs.

COMMUNICATIONS

WEBSITE AND SOCIAL MEDIA

- Website – we are waiting for program information to fill out content areas.
- Expansion of WRRR's social media presence has been in a holding pattern.

FUNDRAISING

SUMMARY

- The Carbon Poker fundraiser is not being pursued, as the test tournament showed us that there were technical barriers to easy registration.

Additional ideas to pursue

- Nautica poker – we can sign up for 2011. This event has raised as much as 20K for CRF in the past. Jeff and Erik will discuss with CRF leadership. Chrys will fill out the application.
- Raffles at HOTC and SRL regatta. We should look into selling shirts and WRRR stuff at the HOTC. It has been stated that the clubs can sell merchandise as long as it doesn't say HOTC. Janet Clark is working with designers and WRRR folks on merchandise.
- WRRR needs a banner for the WRRR tent at the HOTC. Jim will look into the cost.
- Stakeboat race – anyone participates for \$25. Or an all-club regatta – \$10 per seat at the end of the season.
- Iphone App of a slideshow of rowing tips. Chrys knows how to create. Can upload to and sell from the Itunes app store. We can market to the same email list for poker tournaments – to rowing clubs.

Justin moved: WRRR board would like WRRR participation in the upcoming charity poker for CRF to be in the form of a donation to Rivergate from WRRR. This motion was seconded by Chrys and unanimously approved.

Emily moved to adjourn the meeting. The motion was seconded by Justin and passed unanimously.

The meeting was adjourned at 8:20 PM.

WRRRA BOARD MEETING

September 13 and 21, 2010, CRF Boathouse

In attendance: D.D. Meakin, Jeff Renston, Chrys Kozak, Emily Shurilla, Mark Shupe, Jim Ridge, Craig Gates, Sally Fahrenholz, Justin Kershaw, Erik Murdell, Jeff Scheid

Guests on Sept 13: Frank Campbell, Cara Sieberth

Sept 13 meeting began at 6:40 pm; Sept 21 meeting began at 6:45 pm

MOVE TO RIVERGATE

SUMMARY

- CRF has the keys to Rivergate!! The property was closed on September 13.
- We have fewer square feet at the new boathouse than current location.
- Tim McKenna has been leading the planning and efforts for equipment move and associated physical plant features, such as the fire suppression system.
- Architect is Jim Larsen.
- Craig will follow up with Tim McKenna and send information to the board.
- CRF has invited all members to a meeting at Rivergate on Monday, September 27 at 7:30 pm.

HEAD OF THE CHARLES BIDS

BIDS AND EQUIPMENT

- The WRRRA bids accepted for Head of the Charles are a Women's 50+ 8 and a Men's 40+ 4. Lineups have been set.
- Independent/unaffiliated bids include several 2Xs and a Women's 4.
- Independent boats can use club equipment.
- WRRRA oars can travel on a Wildcat trailer, but complete details for equipment transport are still to be finalized.

TREASURER'S REPORT

HIGHLIGHTS AND COMMUNICATION TO MEMBERS

- Board to decide how much and by what means to communicate treasurer's report to membership.
- Treasurer's numbers have not yet been compared to membership report.
- CRF rack fees still need to be allocated to specific programs.
- Coaching costs are under budget so far. We've had fewer coaches than planned, which may account for much of the difference.
- It was suggested that Justin review what we have been billed for by coaching staff. Admin time may be still to be billed for.
- Each program is operating with a positive balance.
- We will have outlays for Masters and FRL upcoming.
- We need to receive bills for labor on equipment maintenance. Craig will discuss with Scott.
- We need to review and summarize equipment budget issues, including capital expenditures, depreciation, general equipment purchases, such as cox boxes, radios, and balance remaining for future equipment purchases.

PROGRAM FINANCES

BUDGETS AND ALLOCATIONS FOR SPECIFIC PROGRAMS

- SRL is operating with a positive balance. The question was raised – how can this money be allocated and spent? What is the process for direction and decisions?
- Jeff Renston discussed this program budget issue with Jim Mack. A summary of key points is here:
 - While each individual program within WRRRA is responsible for its own budget, the total profit (or loss) each year from all WRRRA programs is combined into one WRRRA account and is not available for each program's individual use.

- The purpose of a separate budget for each program is to track and account for the financial viability of each program, so that any necessary adjustments in program spending/income can be made each year, or during the year.
- Individual program chairpersons (eg, SRL chairs) can request from the WRRRA Board adjustments in their own budget (eg, increasing or decreasing fees, or altering expenses), but such requests require approval of the WRRRA Board.
- Furthermore, the WRRRA Board has the sole authority to spend WRRRA monies in any way it sees fit, including equipment purchases.
- In the past, all equipment (shells, oars, cox boxes, etc) has been purchased as WRRRA equipment. No individual program (such as SRL, Masters, etc) has purchased its own equipment.
- The WRRRA Board has determined which program is assigned which equipment.
- Finally, in the past, CRF has requested advances or loans from WRRRA, due to financial shortfalls, usually occurring early in the year, to cover operating expenses, such as rent, utilities, property taxes, etc. Jim suggested that the WRRRA Board keep this in mind and to consider maintaining some monetary reserve
- The WRRRA Board may wish to amend the Charter to include this information for future reference.

EQUIPMENT

STATUS AND ISSUES

- Craig will follow up with Scott on various equipment repair issues, including Mettler.
- Copies of the equipment list and Jim Mack's 3-year plan from Nov 09 were distributed to board from Cara Sieberth. The report, named **WRRREquipmentNov2009.pdf** is included as a companion file to these minutes.
- This equipment list needs to be updated. Craig has offered to update it, after discussion with Jim Mack, Scott, and Justin.
- There is a recognized need for sculling equipment – we are at capacity and we cannot meet membership demand. Demand for a sculling program and equipment should be an agenda item for the annual meeting.
- Masters and Rec programs are also growing, and there is a need for equipment for those programs also.
- Chrys will research history of auctions to name boats as a possible revenue source for equipment budget.

MEMBERSHIP REPORT

SUMMARY

- We need a membership chair – Emily is stepping down as of early November. It is not required that this position be filled with a board member.
- The current Membership report is included here as Appendix A.

PROGRAMS

SUMMARY

- The Rec program has been a success! Chrys will send an email to Rec rowers asking for feedback and will report back at next meeting.
- SRL has priority for equipment. Chrys will talk to Mark re what equipment he has the Rec program using.
- It was noted that organized programs take priority for equipment over “buddy boats.” (General sweeps).
- SRL chairs will be asked to continue their jobs again next year.
- Masters issues will be discussed at next meeting, including fees and use of sculling equipment.

Craig moved, D.D. seconded, voted unanimously – pay J. Gubeno full chair payment.

SURVEY

SUMMARIES AND NEXT STEPS

- Emily has distributed a summary of survey comments through email.
- Survey results and action plans need to be communicated to membership at annual meeting. The full board needs to discuss and decide.
- We need survey results in a form that is easily understood – better analytics to be purchased.
- It's suggested that Justin, as Director of Coaching Development meet with rowers in a focus group format, before the annual meeting. Specifics on coaches could be covered at this meeting, if deemed appropriate.

ANNUAL MEETING AND ELECTION

ANNUAL MEETING AND ELECTION OF NEW BOARD MEMBERS TO OCCUR IN NOVEMBER

- An Annual Meeting open to the entire membership is required to occur during the first 10 days of November, with a 30-day notice to membership.
- Elections to the board need to occur at that meeting. The terms for 3 board members are up: Jeff Renston, Emily Shurilla, and Jeff Scheid. Rules relevant to board elections from the Code of Regulations are included at the end of these minutes as Appendix B.
- Information on the election will be sent out to membership from Erik.
- It is anticipated that the Annual Meeting could occur at the new boathouse.

COMMUNICATION

WEBSITE STATUS AND REVIEW

- The website should be completed by the end of September and will need review by board before final release.

FUNDRAISING

FUTURE FUNDRAISING EVENTS

- WRRR will hold a Nautica Poker fundraiser in November or December, with proceeds to be applied to equipment.
- Chrys will present the iPhone App at our next meeting on Monday, October 4.

J Renston moved, C Gates seconded, and unanimous passage: Monies raised from SRL regatta will be allocated to the WRRR marketing budget.

September 21 Meeting

COMMUNICATIONS WITH CRF

MEMBER COMMUNICATION ON VARIOUS ISSUES

- Sally will find out when board meetings are and communicate to board so that a WRRR board member can attend the CRF board meetings and also get minutes. Sally will send WRRR minutes to Becky Osborne every month.
- WRRR board members are encouraged to attend Rivergate meeting on September 27 at 7:30 pm.
- Chrys will send an email to Kerry, Becky, and Doug requesting monthly meetings with CRF on any and all questions regarding operations Rivergate, which could be made open to all member organization representatives.

BUDGET AND PROGRAM FINANCES

DECISIONS AND COMMUNICATION WITH MEMBERS

- The budget will be distributed to membership before annual meeting in the form Mark provided—profit and loss by class and program. We will ask members to send questions before meeting.
- Also to be included are main expenditures per program and how much money is left for equipment.
- Decisions are needed to allocate any funds left over from operating budget. Board to decide.
- Questions regarding club finances: What is the minimum amount we keep in reserve? The Code of Regulations specifies that Board makes the spending decision but we encourage ideas, etc. from membership, especially ideas that promote growth.
- On the issue of program revenues exceeding expenses, The Code of Regulations states that each program is required to operate and incur expenses only within the level of revenue with respect to that program. Program directors shall have the authority to recommend methods to increase revenue or decrease expenses with respect to their program which changes shall require the approval of the Board. In the event that a program has excess revenues at the end of the year, it may utilize those additional revenues for future expenses or to discount the next year's program dues as shall be approved by the Board.

MASTERS PROGRAM STATUS AND ISSUES

FEEDBACK FROM MASTERS ROWERS

- Survey answers and feedback to Board rep from women's masters show that the percentage of women's masters members voicing dissatisfaction with the program and coaching is noteworthy, given the number of total participants.
- The board discussed survey comments and other feedback from masters participants dealing with coach communication and general satisfaction with the amount of coaching received.
- Two central issues have been raised: 1. The level of competition in this program has increased; 2. Some participants feel as though they are not receiving the coaching that had been promised.
- Justin, as Director of Rowing Development, will ask Randy to have separate meetings with women's and men's masters to address their concerns.
- A focus group before annual meeting may also be held with masters rowers with Justin in attendance.
- We may need more coaches to work with masters program.
- To clarify a recent concern: The masters coach is not required to attend regattas, and any unused moneys set aside for coach's expenses for regatta attendance should be refunded.
- Men's masters participants are reasonably satisfied with coaching.
- More meters have been rowed this year in masters programs than ever before.
- Cox for Women's 8 for Head of Charles – the US Rowing fee will be paid directly from WRRR for the month of October.
- Requirement – Masters must pay sculling fee if they take out sculling boats to cover maintenance and insurance for equipment. Masters should not use sculling boats without having sculling fees paid.

COMMUNICATION WITH MEMBERSHIP REGARDING UPCOMING ELECTION

ELECTION TO BE HELD AT ANNUAL MEETING

- Three board members to be elected at the next annual meeting. Jeff Renston, Emily Shurilla, and Jeff Scheid are stepping down from the board.
- The Code of Regulations states that there will be no more than 3 board members representing any one program.
- The breakdown for remaining elected board members is:
 - 2 from the Sculling program (Justin Kershaw, Craig Gates)
 - 1 from SRL (Chyrs Kozak)
 - 1 from Masters (DD Meakin)
- Sally will draft the email that Erik will send out to membership.
- Membership chair position still needs to be filled. There has been a suggestion that this position be paid.

EQUIPMENT

FURTHER INVENTORY NEEDED

- We request an inventory of cox boxes, radios, lights, with condition of each.

ANNUAL MEETING

INFORMATION TO BE PROVIDED

- Send budget and updated equipment list to be distributed to members. Craig and Justin will update the document for equipment list. Equipment purchases and budget need to be communicated.
- It's best to provide a historical membership report – tell folks in the mean time that the current report is interim only. A historical report will show trends. Projected numbers should also be provided.

APPENDIX A -- MEMBERSHIP ENROLLMENT

As of September 12, 2010

Program	Enrollment as of May 3, 2010	Current Enrollment	Budgeted Enrollment
Child	8 Total	0	20 total limited members
Cox		11	
Coach		2	
Student		7	
General Sculling	20	31	45
General Sweeps	22	22	26
Learn To Row	118	118	142
Masters	41	42	49
Private Sculling	17	18	21
Rec	5	16	30
Rec 5-week	0	3	0
SRL	231	251	290
SRL 8-week	0	20	0

APPENDIX B

PROVISIONS FROM THE CODE OF REGULATIONS RELEVANT TO ELECTION OF WRRRA BOARD MEMBERS

ARTICLE II BOARD OF DIRECTORS

A. Management by the Board. The governing body of the Corporation shall be the Board of Directors. The Board of Directors shall have general supervision and charge of the property, affairs and finances of the Corporation.

B. Number of Directors and Term. The number of Directors shall be seven (7) to be elected by the voting members of the Corporation. Directors shall serve for a term of two (2) years with three (3) directors being elected in each even-numbered year and four (4) directors in each odd numbered year. Notwithstanding anything herein to the contrary, for the elections held at the annual meeting in 2007, three (3) directors shall be elected for a one (1) year term and four (4) directors shall be elected for a two (2) year term. Each Director shall hold office until his or her successor has been elected in the manner provided herein and has accepted such election. Any person who has served as a Director for five (5) consecutive terms shall be ineligible to serve as a Director for a period of one (1) year immediately following the completion of such consecutive terms.

C. Qualification for Directors. In order to be eligible to be a Director, a person must have been a member in good standing in the Corporation for (i) at least three (3) years which need not be consecutive and (ii) for the year during which they seek election as a Director. The Board of Directors may, however, grant an exemption to the requirement of three years membership for candidates that the Board judges to have shown unusual qualities, experience, and activities that render that individual or individuals particularly qualified to run for election to the board, providing that the board shall have approved the exemption(s) by at least a 2/3 majority of the full board and the candidate(s) granted an exemption has (have) had at least one year's membership in WRRRA. In

addition, each person nominated as a Director must indicate the program(s) such person has participated in during the prior three (3) years, and at all times no more than three (3) Directors shall have been primary participants in the same program. This requirement shall be subject to change by the Board after two (2) years.

D. Election. The Directors shall be elected at the annual meeting of members. Notice of the annual meeting of members shall include a ballot and identify both the outgoing and nominated Directors and shall specify their program affiliations.

WRRRA BOARD MEETING

October 4, 2010

6:30 pm, Carter Road Boathouse

In attendance: Craig Gates, Justin Kershaw, DD Meakin, Jeff Renston, Jeff Scheid, Mark Shupe, Erik Murdell, Jim Ridge

Members and interested guests: Frank Campbell, Gary Clark, Tim McKenna, Becky Osborne, Cara Sieberth, Bob Valerian, Jeff Zabor, Russ Eckles, Matt Previts

6:40 pm – Not enough board members present yet to call meeting to order.

Next Meeting: Annual Meeting with Board Election, November 6, 2010 11 am, ERG room, Carter Road Boathouse.

BOATHOUSE MOVE DISCUSSION (6:45)

RIVERGATE INFRASTRUCTURE, OCCUPANCY PERMIT

- Tim McKenna discussed the possibility of installing a sprinkler system. Two options - \$150,000 for a sprinkler system or \$40,000 for an “inside system” and \$15,000 for a firewall.
- We are being classified as fiberglass storage and can’t be reclassified. The firewall would get us below the 2,000 square foot requirement.
- We would need to move garage doors and will end up chopping the floor space into small pieces.
- Looking at 6 inch double stud drywall. We will use this building for 2 – 3 years until we build a new boathouse. It’s a carbon fiber issue.
- Upstairs doors and windows that are not up to code re fire rating will have to be replaced.
- Six foot walkway required from tip of shells to garage doors.
- We will be able to move in before occupancy permit but will not be able to operate. What is the cost of staying on Carter Road until we get an occupancy permit?
- Move part of dock to Rivergate without ramps.

7:00 pm – Meeting called to order by Jeff Renston, second Justin Kershaw. Approved.

BOATHOUSE RACK LAYOUT DISCUSSION (7:02)

CONDITIONS AT RIVERGATE

- Matt Previts and Justin Kershaw shared their views of operations during the spring, summer and fall busy seasons. It’s important to stay out of each club’s way, with St. Ignatius we have young rowers and with SRL and FRL we have new rowers. Need to do a better job with training on how to move boats, care of equipment, flow of boats in and out.
- Justin concerned over rack layout being dictated by CRF – here’s the layout, here you go. The need to optimize space, 4 high or 5 high with unused boats? St. Ignatius has not OK’d their space, unused boats can go elsewhere.
- We should ask CRF to bring all programs together to develop rack layout plan.
- Bob Valerian stated that the existing plan is a starting point. Not all organizations showed up to a meeting last week to discuss and the need for a sprinkler system changes everything.
- 5 high racks not good for SRL and FRL and may get in the way of a sprinkler system.

It was moved by Craig Gates to create a committee to work with CRF on rack layout and seconded by DD Meakin. Approved.

COMMUNICATION OF ANNUAL MEETING (7:18)

SCHEDULE AND ELECTION ISSUE

- Focus groups at 9:00 am, General Meeting at 11:00 am

- Three open board seats to fill. Do we allow Mark Silverstein to run? He hasn't been a member for the last year but has been with the organization in various capacities for many years. Do we grant an exception? Previous boards have allowed exceptions.

Jeff Scheid moved we grant an exception, seconded by DD Meakin. Approved.

COACHING AND OTHER ISSUES IN 2010 (7:29)

SURVEY, MASTERS ROWING

- Focus group meetings were reintroduced for Masters to discuss their coaching experience and the 2010 season. The plan is to hold these discussions at 9:00 am on November 6th prior to the annual general membership meeting. Board members welcome
- Justin opined that the survey was a big accomplishment and a good starting point for focus group meetings. How can we improve on it?
- The feedback from the focus groups, survey results, and ideas for improvements will be followed by a meeting among the Masters rower and our head coach Randy.
- Justin asked how many of our Masters competed at the intercollegiate level?
- DD and Sharon Romilly claimed that a lot of feathers were ruffled due to the new coaching, training, testing emphasis. Women need to discuss concerns as a group.
- Jeff Zabor stated that if we want a better program we need to listen to the ideas of all of the rowers, good and bad.
- Sharon stated that Justin has good ideas, the bar has been raised, and seat races are emotional for a rower who comes in last every time.
- Justin offered that part of the beauty of rowing is the price you pay to get to a certain level and that's hard for others to comprehend. Part of you wants to help others get in to rowing; the other part doesn't want to get in their boat. It is the coach's mandate to show them what rowing is.
- Frank Campbell, Jeff Zabor and Justin asked if we got feedback at the beginning of the year about what Masters wanted and did we deliver. What is Masters – masters or recreational? What about those in between? Do we need a new survey?
- Justin suggested that there are different tiers of rowers and dollar commitment; we're good at the lower tier.

ANNUAL MEETING AGENDA (7:57)

SUMMARY

- The election of board members will be at the end of the general meeting.
- Should we have a report from the Director of Coaching? Should we ask Randy if he wants to be part of the meeting?

CLEVELAND ROWING FOUNDATION UPDATE (8:00)

FUNDRAISING, CAPITAL CAMPAIGN, NEW PROGRAMS

- Becky Osborne discussed Charity Poker Night fundraiser in November and the need for volunteers and that three CRF board seats are opening this year.
- Bob Valerian stated that Rivergate is just the beginning. We're moving in to a smaller building and will be all over each other. There is a \$10 million capital campaign being planned. There's been a lot of hard work and a lot accomplished in less than a year.
- Notre Dame College is starting a varsity Women's program and Men's club. In a press release today Russ Eckles was named head coach. This is a big positive for rowing in Cleveland.

PROGRAMMING (8:07)

MEMBERSHIP DIRECTOR NEEDED, PROGRAM RECAPS, DEMAND FOR SCULLING PROGRAM

- Emily Shurilla not in attendance and we need to find a replacement for her as Membership Director.

- Summer Rowing League was very successful. Coaching and organization a big improvement, thanks to all who made it happen.
- Fall Rowing League is in need of coaches as SRL coaches are back at college and adult coaches working with scholastic programs.
- Learn to Coach session planned – Justin, Russ, and Matt to teach.
- Will our SRL chairs be coming back? They may have some requirements – board to discuss with them.
- An organized sculling program is needed. It is a revenue generator and needs rack space.

REGATTA ISSUES (8:23)

EQUIPMENT, BIDS

- Reserving shells for regattas. DD discussed the fact that there is a process for reserving boats for regattas. One of our women's fours was assigned a boat by that process, and on race day our coach assigned their boat to a Three Rivers crew and the WRRRA crew was assigned a less suitable boat. The Three Rivers boat ended up with gold while the WRRRA crew was rowing a boat that had taken on water. Justin offered that the coach has full authority and may have cut it too close.
- Justin asked why CRF went around WRRRA board and head coach to enter a Women's Club Four in HoCR. It's not a good idea to mess with HoCR rules and row under WRRRA colors.
- Bob stated that all CRF organizations were contacted by CRF to find out if they wanted CRF to submit bids on their behalf.
- Justin stated that CRF should have offered that bid to WRRRA and that there should have been time trials for that bid and that it's possible competed bids from Cleveland could affect HoCR bid decisions.
- Jeff Scheid stated that the board voted to allow CRF to submit a bid for their Women's Four. The issue is water under the bridge.
- There was a discussion of previous bids such as Wildcat Rowing entering a Men's crew at HoCR for its coaches and not opening the entry up to all eligible SIHS alumni. Several people did not like the perceived favoritism.
- Jim Ridge suggested that next year there should be competition for CRF bids to HoCR and make it a priority.

EQUIPMENT (9:05)

STATUS OF REPAIRS, INVENTORY, WAKELESS LAUNCH

- Is Paul Blonski coming back? The Mettler is repaired. Bob Gannon will help out.
- Scott will be gone for several months but has some good ideas for organizing equipment.
- Craig Gates said we were in good shape with equipment and that we've ordered five sets of bow and stern lights. Cox boxes and radios need to be checked out.
- O'Berg skeg is cracked. Cara believes oars and sculling blades need paint.
- Justin said that the WRRRA boats on the Cuyahoga river when its getting dark are well lit.
- The wakeless launch is still sitting in Connecticut, shipping has fallen through, Jeff Scheid very unhappy with Wintech.

COMMUNICATIONS (9:15)

WEBSITE AND SOCIAL MEDIA

- Jeff Scheid takes full responsibility. Website is not functional.
- Good results with Facebook and Twitter.

9:20 pm – Meeting adjourned.

Next Meeting: Annual Meeting with Board Election, November 6, 2010 11 am, ERG room, Carter Road Boathouse.

WRRRA 2010 ANNUAL MEETING

November 6, 2010

In attendance: 50 – 60 WRRRA members and guests

Board members: Murdell, Scheid, Kozak, Meakin, Shurilla, Ridge, Fahrenholz, Shupe, Kershaw

The meeting started at 11:15 and ended at 1:10 pm.

BOARD ELECTION CANDIDATE STATEMENTS FOR 3 OPEN POSITIONS

3 OPEN BOARD POSITIONS AND 5 CANDIDATES

- All board openings are for 2-year terms.
- Statements from Mark Silverstein, Jeff Zabor, Cara Sieberth, Zita Varnelis and Janet Clark (for Gary Clark).
- Voting open to all current members who have been a member for at least one year.

COMMITTEE REPORTS

FINANCIAL REPORTS

- Mark Shupe presented a summary of financial activity, included in the WRRRA Annual Reports document. Highlights are below.
- Expenses and revenue were below budgeted amounts.
- The club is carrying a positive balance of \$26,375.
- Gross receipts were almost \$120K
- Equipment expenses are currently at \$15,240
- As of the meeting, the club anticipates ending the year with about \$80K in cash.
- The club showed net gains in all programs:
 - SRL – \$31K revenue against \$27K in expense (most of expense was in coaching, coxes)
 - Masters -- \$17.4K revenue against \$15K in expense;
 - FRL, Rec, LTR all showed net gains.
- We had less participation in programs, but also spent less on coaching and equipment.
- CRF assessments are not included in the figures, due to the Active Net programming. WRRRA passes on the full cost of assessment to members. Active Net is set up to pass this through.
- Budget projections are done in January to be voted on in February or March.
- Wakeless launch purchased does not include a motor.
- Novice SRL crews got paid coxswains and part of the masters coaching fees paid for coxswains.
- Question: Do we have all coaching bills in? Randy has not billed for coaching administrative expenses. We paid \$9K for masters coaching on a budget of \$12K.
- Regarding refunds, some SRL folks got refunds. Masters folks not finishing the program did not request refunds. In some cases, program fees were transferred between programs, such as masters' fees being applied to sculling.
- **Comment/question:** We are ending the year with a healthy ending cash balance – has there been any thought of reducing the fees for next year? **Answer:** That needs to be evaluated by the board. Members should voice your opinion to a board member.

PROGRAM REPORTS

SUMMER ROWING LEAGUE

- Thanks to folks running SRL and FRL – Gerry Gubeno, Amy, Sandy, Dixie.
- This year SRL had 250 participants, down about 40 from previous year.
- Coaching for SRL was hugely improved this year – we think this has been a great year for SRL coaching. . Randy as head coach took charge of coaching so that directors did not need to be involved. We want to maintain this coaching structure permanently.
- Certification of young coaches was facilitated. Randy ran a program with the young coaches, though due to timing, FRL does not have college coaches.
- The club sees a need to facilitate study sessions for safety and coaching tests so adults can become qualified coaches.
- Some SRL and FRL rowers voiced dissatisfaction with coaching changes occurring over the season. Justin was happy to have this feedback and took steps to improve the situation. Consistent coaches were arranged after this feedback was delivered.
- We need more adult coaches for SRL and FRL in the spring and fall – when college coaches are unavailable. We want to avoid coaches taking out multiple crews.
- There were two SRL regattas this year. Feedback indicates a greater need for good communication regarding rules. The club will also have to design new SRL course for next year – that’s exciting.
- Will SOM need to be revised for new property? New project over the winter.

RECREATIONAL ROWING

- Rec was a great success. This was a formative season for the program, and it will be continued.
- The program had 20 summer participants and 16 rowing in the fall session, with mostly positive feedback from rowers.
- Rowers remarked that it was great it is to row with people who are more serious about rowing and who can row well. They also appreciated being able to compete at regattas.
- The program netted \$2K profit over expenses.
- Patty Wolford was summer coach and Mark Silverstein coached the fall rowers. Feedback on both was very positive.
- Coaches and rowers reported technical improvement among the rowers. Both coaches remarked that there was a large span of ability among the rowers.
- Coaches Usually took out an 8 and a 4.
- There’s a need to define objectives of program – is it an extension of SRL or should it be more competitive?
- Feedback from rowers will be solicited in the off season.
- Equipment was an issue – no one knew which equipment to use.
- Rec and masters folks combined on one occasion in the fall for a great row, according to Mark. It would be great to continue occasional rows with combined crews in the future.

MASTERS

- The Masters programs held strong winter workouts with increased erg and fitness testing during the season.
- The crews medaled in all regattas, with 71 medals this year, compared to 72 in 2009.
- The Women’s 50+ crew performed well at the Head of the Charles regatta and secured their bid for next year.
- There is a strong women’s 4 at Head of the Hooch.
- Head coach Randy Trefethern recently resigned.

- In the off season a Mission statement for the Masters program will be created, incorporating survey and other feedback.
- Masters rowers would like to be included in the evaluation of potential coaching candidates for next season.
- It was great to have dedicated coxswains for masters so that the rowers did not have to cox.

SCULLING

- This year's sculling committee included Jim Mack, Sharon Romilly, Sheila Nowacki, Brad Whitehead, Diane Schubeck and Lori Scheid
- The committee's function was to review independent sculling candidates.
- Sculling has grown exponentially in recent years. We have acquired more scull shells this year, but more sculling equipment is needed – there's a great demand for it
- Equipment availability and storage will continue to be an issue. Space for singles is limited – there's a waiting list for space at Rivergate. Anyone considering buying a boat should check on rack availability first.
- The program did not have coaching budget (and coxing costs were \$0). However, Craig Gates, Justin Kershaw, Russ Eckles, and Tim Marcovy coached.
- The club will work on a more organized sculling program for next year. T Marcovy is happy to make recommendations to board. Board needs to work on providing the means for more sculling for novices with the equipment we have. There is a huge interest in sculling. We need to address equipment and coaching issues.
 - Wakeless launch can go out with a number of sculls.
 - Learn to scull days would be great -- there's a demand.
- A policy for use of sculling equipment by masters also needs to be addressed by board.
- This year we needed greater clarity of information and communication on sculling coaching and fees. Comments/clarifications in this area included:
 - Payments were made for sculling, but value was not delivered.
 - Members wanting sculling coaching did not know how to arrange for equipment or coaching.
 - There were about 4 Thursday night sculling sessions/classes associated with the masters program with Russ as coach. The details of these sessions were not made available to people outside the masters program. There were questions and confusion as to equipment, use, and availability of sculling sessions to members outside masters program.
 - There were also paid sculling sessions occurring on Thursday nights and other times.
 - Sculling coaching bills were submitted and paid. These costs should have come out of the masters' program budget.
- Sculling equipment fared much better this season, probably due to the policy change -- When rowing a club boat, sculler is responsible for replacing a lost skeg before taking another out. As a result, we saw a dramatic reduction of debris in the river this year. In 2009 – 24 skegs were lost. This year only 2.
- The Safety Operations Manual has had a rule about going below Center Street – when river traffic was heavier. Pleasure boat usage has decreased. The Safety Committee has recommended a change in the rule – for the ban to be lifted for scullers – to give them a stretch of water not chopped up by launches.

MEMBERSHIP REPORT

SUMMARY 2005 THROUGH 2010

- Membership reports as presented by Emily Shurilla are included in Annual Reports document.
- In the report. The cost column does not include the CRF fee for 2010. 2009 fees have the CRF fees included.
- There was a question about CRF and WRRR fee collection and whether CRF can approach members about payment. Fee collection is a collaboration between WRRR membership chair and CRF people.

WRRRA member – WRRRA approach our own members. CRF should ask WRRRA to approach members with payment issues.

- SRL membership declined from 2005 to present. This is of interest – we need to examine and discuss this trend. We want to retain SRL rowers.

EQUIPMENT

UPDATED EQUIPMENT SUMMARY

- See the Annual Reports document for this year's Equipment Summary.
- This year we purchased singles and also a wakeless launch.
- The club does not have possession of the wakeless launch yet. Transport was arranged 3 or 4 times, but fell through each time. We need by spring. It is in Connecticut at Wintech. It is a small wakeless launch, intended for use by head coach.
- Eventually the club should own several wakeless launches for efficiency's sake. We have had launch rental costs this year, and have a desperate need for launches.
- Equipment damages this year were reduced.
- Areas of need for equipment will continue be examined by board.
- Future boat purchases to be reassessed when rack space is figured.
- The club thanks all the folks who maintained equipment this year.

CORPORATE ROWING

SUMMARY

- This year we had about 3 groups participating in one-day corporate rowing events – GE promoting internal health program, entrepreneur group.
- We made pricing reasonable – one group was \$50 a seat.
- Use of octuple (borrowed from St I) seems optimum, as it is easier to set than a sweep boat.
- Entrepreneurs had good experience, with catered food/drinks.
- Russ will work with Board on this expanding this programming.
- Corporate rowing is an untapped source of income and it needs to be marketed.

COMMUNICATION

GETTING THE WORD OUT IN 2010

- This is a momentous time for WRRRA – we need to get nonrowers involved in our sport, organization, if we are to grow.
- PR position is a new position for the board, and Ridge was given leeway in this position
- After website went down, he developed Facebook as billboard for WRRRA
- Growth is key. We put together a lot of assets that can be passed on, etc. videos, photos, etc. We do not want to preach to the choir. Need to get apostles to join up in the marketing efforts.
- Facebook is WRRRA's page, not just Ridges. If you have something to post, please do, and also join in with Tim McKenna on Twitter.
- Web savvy members have observed that we are one of the best rowing sites on Facebook.

NEW WEBSITE UNVEILED

- The WRRRA web site crashed in May. Jeff Scheid has headed up an effort to construct a new site and migrate content to it.
- Budget – we paid developer at Optiem \$1500 to create in Word Press. Lori Scheid was paid \$800 to design it, and Jon Cox designed the new logo.
- The new WRRRA site – www.westernreserverowing.org -- still under construction – was presented.

- The site will not feature login functionality as in past website. Doodle and Active Net should be used for signups and schedules.
- Areas include: Photo gallery, programs, news, announcements.
- We want to communicate fun of SRL, show the beauty of the sport of rowing.
- Developer will train members of club to add and maintain content. Board will determine who has access and who will update.

MEMBERSHIP SURVEY

SUMMARY

- Survey results were presented as a summary: 70% of people happy. 30% were not.
- Graphs from results are included in the powerpoint slides attached to these minutes.

CRF UPDATE

BOB VALERIAN

- A terrific serendipity – This annual WRRR meeting is the club's first day at Rivergate Park.
- Thanks to every member of WRRR. Rivergate would not have happened without generosity of WRRR – financial contributions from members of over \$600,000. The fact that members donated so generously themselves helped get money from other organizations.
- Thanks to all involved in securing the funding, especially Bill Braun and Kevin Roberts. Thanks also to Tim McKenna, who has lead the transition. He has devoted amazing amount of time and effort for logistics of moving.
- CRF sponsored a number of successful events this year -- Best hammer ergatta ever. Best bow ball. And a great HOTC.
- In the year to come: we need to cultivate coaches to grow the programs. Coaching committee is a standing committee of CRF board. There will be coaching development seminars. Encourage adults to become coaches.
- There will be an ongoing review of the SOM (Safety Operations Manual). We need to continue sterling safety record. The oft-referred-to below the bridge rule has not yet been passed.
- CRF welcomes new programs in the coming year– Notre Dame, with Russ Eckles as head coach. ND has committed to varsity D2 program. Lake Erie College is also organizing crew, but not sure when. Gilmour has also expressed interest.
- The CRF annual meeting is January 8. WRRR members are encouraged to attend.

ELECTION RESULTS

3 NEW BOARD MEMBERS ARE ELECTED

- Jeff Zabor, Gary Clark, Mark Silverstein are joining the board for 2-year terms.
- We say a fond farewell to Emily Shurilla, Jeff Renston, and Jeff Scheid.
- Congrats to all the new board members.

OUTGOING REMARKS

OUTGOING BOARD MEMBERS, OFFICERS

- **Jeff Scheid:** There are many challenges ahead, and he is available to help
- **Erik Murdell:**
 - Thanks to everyone for volunteering in any capacity.
 - Thanks to Karin Trimble for coordinating volunteers.
 - The Membership Chair position is still open.
 - Erik will continue to work with board in reorganizing and restructuring.