



Sammamish Rowing Association
Board of Directors Meeting Minutes
Oct 10, 2018

| Board members present | Staff members present |
|---|--------------------------------------|
| Andy Lynch (Safety Committee Chair) | Steven Freygang (Executive Director) |
| Bill Spencer | Elle Starr (Coach) |
| Heidi Kelly (Social Committee Chair) | Dee Walker (5am rower) |
| Jennifer Teschke (Treasurer) | |
| Jocelyn Hamilton (Secretary) | |
| John Kelly (Vice-President) | |
| Leslie Moser (President) | |
| Paul Colvin | |
| Rob Relyea | |
| Steve Buckley | |
| Sunrise Swanson Williams (Strategic Planning Committee Chair) | |
| Tanya Bumstead | |
| Tony Andrews (Technology Committee Chair) | |
| Board members absent | |
| Scott Winter (Staff Liaison, Equipment Committee Chair) | |

Meeting called to order at 7:02 pm.

Welcome guests: Dee and Elle.

Previous minutes

- **Motion:** Heidi moved to approve the minutes. Sunrise seconded. Motion was unanimously approved.

Director's report

- Undergrounding work - Frontier has no record of the previous bid. The project scope must thus be defined again. SRA has asked for a meeting with the city of Redmond and Frontier. The city reiterated that the final permit hinges on the undergrounding, but till then temporary permits will continue to be issued.
- Paul asked about why Learn to Row registrations were much higher than participation numbers. This is because there are (up to) 3 parts of LTR so each person participating in the program might result in between 1 and 3 registrations.
- Rob asked about fundraising. Our total for the year to date is 212K, including the gala. Next year's target is 245K. John noted that we need to build a culture where contributing beyond class fees is an expectation. Rob expressed interest in understanding the giving patterns and

demographics of donors – he volunteered to prepare the data if given access to our CRM system. Leslie will follow up with him.

- John advocated accelerating the 'big fundraising year' by one year to take advantage of the current favorable perception arising from our new boats, plus the relatively strong economy.
- Tanya asked about the Pocock partnership. This is a philanthropic program that gets kids into rowing, encourages erging in PE class, etc. Steven has been working with them for a couple of years and aims to get 8K from them this year.

Finance committee report

- The committee proposes a fee increase of 2-5%.
- Rob asked why we did not increase fees over the past 2 years. Steven explain that there had previously been a steep fee increase, and negative feedback from members put pressure on the club to keep fees flat. In those years, we were able to make up ground by aggressively increasing program enrollment. Keith (the previous treasurer) had advocated a 5-7% surplus to buffer against enrollment downturns.
- Rob suggested that we should set the expectation that there will be an increase of at least the level of inflation each year. There were no objections from board members to this.
- Tanya noted that with the increase in fees, there will be increased demand for scholarships, so fundraising will need to allow for that.
- Bill felt it would be good to emphasize that fees are for immediate needs, e.g. coaches.

Board process issues and potential staff growth

- Leslie raised the issue that that board committees are not meeting very often, and overall work output is low. Board members generally do not have a lot of time to spare. She posed the question as to whether the board should become less operational and hire more staff to do the work, with board members acting in mentor or advisory roles. Another option is to reduce the number of board meetings to alternate between regular board meetings and committee meetings. This would allow more time to talk about governance, do retrospectives, consider long term visions as to how our club might grow, etc.
- Steven further explained that the board has undergone a gradual evolution where, though the board members individually have many valuable areas of expertise, the committees have become inactive and do not do a lot of work. However, structurally, the club is still dependent on committees that do work, in order to keep staffing expenses down. In light of current realities, we might have to consider staff growth and redefine the role of the board.
- Tony asked how larger clubs operate. CRI and Pocock have development staff. We do of course have administrative roles, but none of them are full time - all our staff are still coaches as well. In Steven's opinion, if we were to add an administrative position, it would entail 20 hours of development work and 20 hours of coaching.
- Sunrise noted that there have been a lot of changes in staffing this year and a period of stability would be helpful. Heidi suggested that mixing the board meetings with committee meetings is a good interim step to see if more work can be achieved by the board before making larger changes.

- Steven will bring a proposal for a new development hire in the November budget meeting, along with fundraising targets for that staff member.

Other business

- The Equipment committee met via email and approved the sale of the Tenzi and Millennium to Park City, UT. The committee also approved the purchase of a new Women's 4+/x from Hudson and a 2x from Maas.
- The Social committee is looking at organizing a Christmas boat lighting parade and a parents' event in March.
- Some committee members will be meeting with CRI at the Head of the Charles to establish a relationship with them and learn from their experiences.

Meeting adjourned at 8:13 pm.

Next board meeting: **November 14.**

Issued on November 6, 2018 by Jocelyn Hamilton, Secretary of the Board (secretary@srarowing.com).