Amended and approved at March Board meeting.

**Upper Valley Rowing Foundation**
Board of Directors (Zoom) Meeting Minutes
February 7, 2022

**Present:** Liz Marshall, President; Elizabeth Glenshaw, Vice President; Dan Ruml, Treasurer; Margie Elsberg, Secretary; Mickey Elsberg, Martha Beatie, Susan Brighton, Roelof Versteeg, Marcie Jacobs, Terry Harwood, Carin Reynolds, Ben Bailey, and Peter Swanson

**Call to order:** Liz called the meeting to order at 5:48 pm.

**Approval of January minutes:** ***Roelof moved, and Mickey seconded a motion to approve the January 3 Board meeting minutes as submitted. The motion passed unanimously.***

**Board meetings for 2022:** Liz said meeting dates for 2022, on the first Monday of every month—except July and August in order to avoid the 4th of July and Labor Day holidays—are posted on the website. The dates are:

Feb. 7, March 7, April 4, May 2, June 6, June 27 (July), Aug. 1, Aug. 29 (Sept.), Oct. 3, Nov. 7, Dec. 5

**Committee Reports**

**Finance:** Dan noted that the Profit & Loss statement was attached to the meeting notice sent to Board members by Liz. (The P&L Statement is attached.) In response to several questions about line items that Roelof and others asked, Dan and Elizabeth agreed to return to the March Board meeting with some reorganization of P&L statement line items, and with explanations for line items.

**Roelof moved to defer approval of the P&L until the March Board meeting, which failed for lack of a second. Liz tabled the P&L discussion until the March meeting and said she will ask Beata to explain all line items. Dan said he will present financial reports as the Board prefers.**

**Programming:**

**Administrator:** Martha shared a draft version of a job description for an administrative person, drawn up by the Programming Committee. The committee will take Board comments into consideration as it moves toward finalizing the job description.

**Programming Calendar:** Martha said committee members are meeting every two weeks as they develop the 2022 season programming calendar. The committee will meet with all of the coaches in March before the calendar is finalized, and the plan is to start advertising programs in April. One goal of the committee is to build efficiency into the programs, since program committee volunteers will be needed to do the work that Linda Muri did last year in her role as Director of Rowing.

**Oarsome Ski Classic:** Martha said the turnout was good for last week's Oarsome Ski Classic in Strafford, a fun Nordic ski club event.

**Website and Regatta Central:** Roelof said he has paid the hosting fee for the new UVRF website and expects to have our draft website ready for volunteers to test links next week. Erika is entering UVRF adult membership information, and Carin and Erika have already finalized the junior program's presence on our new website, so that feature is live.

**Leb Crew/Name change to "UVRF Spring Junior Rowing"**: Carin announced that the name of UVRF's junior program has been changed from Leb Crew to "UVRF Spring Junior Rowing," to make it clear that students from all Upper Valley high schools *other than Hanover High* along with home schoolers are welcome to join. She said all members, including coxswains, will pay the full program fee for the Spring Junior Rowing program.

Martha asked if Hanover High students may join Upper Valley Rowing if they can't crew at school because of policies that limit the number of their extra-curricular activities. Carin said she and Erika always consider each applicant's situation. In response to a question from Marcie, Carin said the junior program does not accept payment from school systems, and added that UVRF has an excellent relationship with all Upper Valley area schools.

**CReW:** Even though most of UVRF's ergs have been returned to Lebanon Middle School for Upper Valley Rowing juniors' pre-season workouts, Carin said more ergs are available so CReW members can use them at home. Carin said she has applied for a Norwich Lions Club grant so she can purchase more ergs for CReW.

**Safety:** Terry said he will work this week on US Rowing compliance requirements. Liz said swim test haven't been scheduled because she and Terry haven't decided whether to arrange for tests in a swimming pool or wait for the Storrs Pond pool to open. Terry prefers outdoor tests during COVID.

**Long-range Planning**: Roelof had emailed the latest Long-range Planning Committee report (attached) devoted to organizing UVRF's resources for the purpose of planning and financing the construction of a building—much of it a UVRF boathouse—at Kendal Riverfront Park. The report includes recommendations that the Board establish four committees to support this effort: (1) community outreach, (2) legal and permitting, (3) capital campaign, and (4) design.

**Kendal project fundraising:** Carin said that in the past, UVRF had a standing fundraising committee, and noted that current fundraising efforts attract Byrne Foundation grants, Prouty donations and individual gifts in support of the junior program. She favors establishing a new Capital Campaign committee for the Kendal project. Martha said she likes the Long-Range Planning committee's descriptions of the four committees and urged transparency as we move ahead. Marcie and Martha said the Kendal Capital Campaign should work with the club's annual appeal leadership because those people are familiar with those who have donated to UVRF.

Dan Ruml offered a sketch of a timber frame boathouse designed for UVRF years ago by Bob White.

**Committees:** Liz asked Board members to email her a list this week of committees they want to work on.

**Old Business**

**Special Meeting (January 26) Follow-up:** Elizabeth thanked everyone for the excellent meeting, when Board members reached consensus that the club should hire someone to handle much of the administrative work. Martha submitted a draft part-time job description, noting that the job doesn't require high-level coaching experience, but rather should be filled with someone who can help with administrative functions. Martha said there are young coaches at Dartmouth who might be interested in the job. Liz asked how the club would finance the position. Carin recommended that the job should be for 8 or 9 months: 10 hours a week in March and 15 hours a week during rowing season, starting with April. There was discussion about whether the club should raise dues to cover the cost of the new hire. Carin recommended deleting "helps run rowing programs" from the job description.

Martha said the Programming Committee appreciates the feedback, will work on the Job Description; Liz will circulate a new version to Board members and seek approval.

**Bookkeeper-Board relationship:** Liz said Beata wants to continue being the club's bookkeeper but would prefer not to be a member of the Board. Dan and Elizabeth agree that the bookkeeper should not be a Board member.

**New Business**

**Member Forum:** Liz said the Board will decide on a member forum date at the March Board meeting.

**Adjournment:** Roelof moved to adjourn the meeting; Marcie second the motion. On unanimous agreement, the meeting ended at 7:12.

Respectfully submitted,
Margie Elsberg, Secretary

Attachments:

1. UVRF P&L 2021
2. UVRF Balance Sheet 2021
3. Long-Range Planning Committee Update for February 7 Board meeting
4. UVRF Administrative Director JD (Job Description) DRAFT

Attachment #1
Profit & Loss Statement

## Upper Valley Rowing Foundation
## Profit and Loss by Class
January - December 2021

| | General | Total Program | TOTAL |
|---|---|---|---|
| Income | | | |
| 30100 Membership | 16,550.00 | 0.00 | 16,550.00 |
| 30300 Equipment Use | | 23,840.82 | 23,840.82 |
| 30400 Registration | | 88,748.13 | 88,748.13 |
| 30500 Interest | 255.95 | 0.00 | 255.95 |
| 30700 Other Income | 120.00 | 60.00 | 180.00 |
| Total Income | $ 16,925.95 | $ 112,648.95 | $ 129,574.90 |
| Expenses | | | |
| 40100 Events | 404.03 | 298.45 | 702.48 |
| 40200 Insurance | 770.00 | 9,589.36 | 10,359.36 |
| 40400 Property Tax | | 1,059.04 | 1,059.04 |
| 40600 Fees | | | |
| 40601 Banking | 4,654.75 | 0.00 | 4,654.75 |
| 40602 Office | 484.70 | 0.00 | 484.70 |
| 40603 US Rowing Dues | 3,275.00 | 0.00 | 3,275.00 |
| 40604 Professional Services | 2,530.00 | 0.00 | 2,530.00 |
| 40605 Software | 1,635.76 | 0.00 | 1,635.76 |
| 40606 Supplies | 397.18 | 497.31 | 894.49 |
| 40608 Background Checks | | 293.18 | 293.18 |
| 40609 Vehicle Registration | 53.00 | 0.00 | 53.00 |
| 40610 Annual Report | 75.00 | 0.00 | 75.00 |
| Total 40600 Fees | $ 13,105.39 | $ 790.49 | $ 13,895.88 |
| 40700 Launch Fuel | | 293.51 | 293.51 |
| 40800 Site Costs | | | |
| 40802 Kendal | | 5,000.00 | 5,000.00 |
| 40803 Fullington | | 2,500.00 | 2,500.00 |
| Total 40800 Site Costs | $ - | $ 7,500.00 | $ 7,500.00 |
| 40900 Payroll Expenses | | | |
| 40901 Social Security | | 3,752.96 | 3,752.96 |
| 40902 Medicare | | 877.81 | 877.81 |
| 40903 Tax Withholding | | 4,911.08 | 4,911.08 |
| Total 40900 Payroll Expenses | $ - | $ 9,541.85 | $ 9,541.85 |
| 41000 Equipment Maintenance | | 1,614.48 | 1,614.48 |
| 41100 Equipment Repair | | 4,211.96 | 4,211.96 |
| 41300 Coaching | 192.24 | 33,701.05 | 33,893.29 |
| 41400 Assistant Coach | | 3,172.52 | 3,172.52 |
| 41410 Dock Monitor | 3,108.53 | 0.00 | 3,108.53 |
| 41500 Race Expenses | | 4,227.90 | 4,227.90 |
| 41600 Facilities Rental | 75.00 | 860.00 | 935.00 |
| 41700 Team Gear | | 2,219.40 | 2,219.40 |
| Total Expenses | $ 17,655.19 | $ 79,080.01 | $ 96,735.20 |
| Net Operating Income | $ (729.24) | $ 33,568.94 | $ 32,839.70 |

## Upper Valley Rowing Foundation
## Profit and Loss by Class
January - December 2021

| | General | Total Program | TOTAL |
|---|---|---|---|
| Other Income | | | |
| 30200 Donations | | | |
| 30201 Unrestricted | 6,031.25 | 0.00 | 6,031.25 |
| 30202 Scholarship | | 1,120.00 | 1,120.00 |
| 30203 Jasmine Rogers | | 5,200.00 | 5,200.00 |
| 30204 Leb Crew | | 77,000.00 | 77,000.00 |
| 30205 Equipment | | 350.00 | 350.00 |
| 30207 CReW | | 1,475.00 | 1,475.00 |
| 30208 Director of Rowing | | 1,500.00 | 1,500.00 |
| 30211 Repair and Maintenance | | 1,000.00 | 1,000.00 |
| Total Other Income | $ 6,031.25 | $ 87,645.00 | $ 93,676.25 |
| Other Expenses | | | |
| 41800 Reserve Withdrawals | | | |
| 41804 Leb Crew Reserve Withdrawal | | 83,581.12 | 83,581.12 |
| 41805 Equipment Reserve Withdrawal | | 10,990.21 | 10,990.21 |
| 41808 DOR Reserve Withdrawal | | 20,599.41 | 20,599.41 |
| Total 41800 Reserve Withdrawals | $ - | $ 115,170.74 | $ 115,170.74 |
| Net Other Income | $ 6,031.25 | $ (27,525.74) | $ (21,494.49) |
| Net Income | $ 5,302.01 | $ 6,043.20 | $ 11,345.21 |

**Attachment #2**

# Upper Valley Rowing Foundation

## Balance Sheet

As of December 31, 2021

| | TOTAL |
|---|---|
| ASSETS | |
| Current Assets | |
| Bank Accounts | |
| 10000 Bank Accounts | |
| 10100 Mascoma Checking | 185,960.15 |
| 10200 Mascoma CD | 24,832.92 |
| 10250 TIAA Bank | 0.00 |
| **Total 10000 Bank Accounts** | **210,793.07** |
| 10300 Reserve Allocations | |
| 10301 Reserve Offset | -124,735.45 |
| 10302 Reserves Scholarship | 4,132.85 |
| 10303 Reserve Jasmine | 5,175.00 |
| 10304 Reserve Leb Crew | 47,844.72 |
| 10305 Reserve Equipment | 11,207.57 |
| 10307 Reserve CReW | 8,692.50 |
| 10308 Reserve Director of Rowing | 3,245.59 |
| 10309 Reserve Property | 31,500.00 |
| 10310 Reserve Unemployment | 5,180.12 |
| 10311 Reserve Repair and Maintenance | 7,757.10 |
| **Total 10300 Reserve Allocations** | **0.00** |
| **Total Bank Accounts** | **$210,793.07** |
| **Total Current Assets** | **$210,793.07** |
| Fixed Assets | |
| 10400 Boats | 265,807.55 |
| 10601 Trailer | 6,631.00 |
| 10602 Motor | 17,027.00 |
| 10603 Launch | 4,542.00 |
| 10604 Racks | 8,076.00 |
| 10605 Lebanon Program | 185,532.50 |
| 10690 Accumulated Depreciation | -334,270.00 |
| 10700 Norwich Land | 84,565.00 |
| **Total Fixed Assets** | **$237,911.05** |
| **TOTAL ASSETS** | **$448,704.12** |
| LIABILITIES AND EQUITY | |
| Liabilities | |
| **Total Liabilities** | |
| Equity | |
| 10800 Retained Earnings | 437,358.91 |
| 10900 Opening balance | 0.00 |
| Net Income | 11,345.21 |
| **Total Equity** | **$448,704.12** |
| **TOTAL LIABILITIES AND EQUITY** | **$448,704.12** |

**Attachment #3**

**Upper Valley Rowing Foundation**
**Long-Range Planning Committee**
**Update for UVRF board meeting Feb 7, 2022**

What happened

- Liz, Carin, Bartlett and Roelof met with Kendal and the town on Jan 20. We presented this doc https://docs.google.com/presentation/d/1H-0M3-8JpZaUGl4efCwp6-elYYBxHhc8ixadd85Q6M8/edit#slide=id.g1107c81a2c7_0_6 (note: this was added onto later on)
- Kendal CEO (Beth Vettori) briefed Kendal Board. Board is supportive. Beth also briefed the residents. Beth invited UVRF and town to come on Feb 23rd to a Kendal coffee hour to brief residents
- We had a call with the Long-Range Planning committee members. Next meeting is set for the 24th
- Bartlett and Roelof met to refine the committees and committee descriptions and lay out the process and a tentative letter (see below)

Issues to discuss

- Fundraising: Right now all our fundraising has been done either in context of the Prouty or through once a year letters, but not in a systematic way. Do we want to think of this as a standing committee, or something which would lead to longer term "outside" of the Prouty" fundraising -> so, after the capital campaign this would become a standing committee. How does this link to Prouty/Byrne foundation?
- Right now our vision is that we will use a paid architect for the drawing. So, the visioning and design committee would basically come up with a list of requirements, and then hand off to an architect. Are people ok with this?
- We will need a budget for the architect. How will we pay for this (idea is that this would come from the capital campaign, but that may not generate money in time)
- Big issue is of course that we need to have more certainty for the site. Idea is to maybe go to March Kendal board meeting to introduce ourselves and list this as something which needs to be resolved to move forward

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Letter to prospective committee members
Topic: UVRF facility at Kendal River Park & your help with this

Dear friends,

Last year you had expressed interest in helping with getting a UVRF facility at Kendal River Park. We want to take you up on your offer. Below are some details.

Per discussions with Kendal and the town of Hanover we are moving ahead with planning for some kind of UVRF facility at Kendal Riverfront Park.

This facility should be part of a broader plan for KRP. Part of this plan (e.g. construction of a new gazebo) would be the responsibility of other groups, but the idea is that we coordinate as much as possible

In order to get this there is a multistep process. The final outcome of this would be a completed UVRF building and an updated site. We see part of the work being done by four committees, listed below with their names and tasks. Note that part of the work (formal design and building) would be done by outside

contractors. We want to have a kickoff call on Feb 24th at 7:30 pm. Please let us know if you can attend and if you are still willing to help with this.

**C1: Community outreach.** This committee would interact with neighbors, town of Hanover and Kendal. This also includes Kendal residents who would advocate for us with Kendal.
Members (tentative): Nancy Carter, Arthur Holcombe

**C2: Legal and permitting**. This committee would work with Kendal and the town to make sure the legal agreement and site permits governing this (ownership, responsibilities, liabilities) are identified (initially) and then resolved and covered. This also includes work with the Connecticut River Joint Commission, which needs to review stuff - not sure but need to look in this (Bartlett was on this so knows some of the details) https://www4.des.state.nh.us/blogs/rivers/?page_id=73
Members: Carin Reynolds, Bartlett Leber, Tyler Bergemeier )

**C3: Capital campaign.** This committee would plan for a fundraising campaign for the facility and identify/approach selected UVRF members for this.
Members: Nick Ashooh

C4: **Visioning, Requirements and High Level Design**. This committee would articulate the requirements of the facility (how many and what boats and what other stuff) and come up with a rough layout and design. Note: this committee would not take the place of an architect (at least Roelof does not think so) - basically would hand the rough design to a paid architect. Need to take into account erosion and so on. One question: could we have a road up to plateau so we could put trailers there?

Members: Dan Haedrich, Dennis Marcom, Kelly Dent, Ryan Hickox, Charlie Brackett

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**Attachment #4**

## Upper Valley Rowing Foundation seeks administrative director

The Upper Valley Rowing Foundation (UVRF) is seeking an administrative director who will provide administrative, organizational, and technical support for the foundation's many programs and offerings. (Juniors, Masters, both sculling and sweep). The position will be 10-15 hours per week with seasonal variations of time demands. The pay will be hourly over a 12 month period. Pay will depend on qualifications of candidate but will be in the range of $20-25 per hour.

UVRF is a 501(c)(3) non-profit organization. The mission of Upper Valley Rowing Foundation is to create a community for the sport of rowing by offering a wide variety of opportunities for area residents to row on the Connecticut River. By making available public, rowing-appropriate access to the Connecticut River, instructional programs, competitive opportunities, and educational forums about the sport, UVRF will serve as an organization that provides diverse benefits for the region as a whole. UVRF offers both on the water sessions and off the water training to rowers from juniors to senior masters in both sculling and sweep. An expansive inventory of singles, doubles/pairs, quads/fours, and eights are available for club members to use. Scholarship funds are available to those members with demonstrated need.

For more background information about UVRF, visit UpperValleyRowing.org

The main areas of responsibility include:

**Management**

- Work closely with the board of UVRF and other volunteers to administer day-to-day operations of the club
- Oversee and manage the membership process of UVRF
- Coordinate and promote communication between coaches of juniors and masters programs to ensure UVRF is providing a well-integrated portfolio of programs
- Help to develop and run spring, summer and fall rowing programs of varying lengths, from weekend sculling clinics to 8 week sweep programs in partnership with the program committee and the UVRF coaches.
- Coordinate the plans and requirements for out-of-town competitions including transportation, accommodation, equipment, and race entries.
- Assist with the registration process of all UVRF programs and track participants
- Oversee the social events and engage volunteers in the planning

**Communication**

- In partnership with the president of the UVRF board, keep the club's various constituencies informed with regular verbal and written communications. Constituencies include athletes, coaches, the UVRF board, non-coach volunteers, parents, and the local rowing community
- Take responsibility for the UVRF emails, acting as a dispatcher to the responsible parties
- Assist with the oversight of the website and regularly update its content
- In all communications within and outside the club, represent the club in a positive and professional manner
- Assist with a marketing plan to the local area to create more interest in the programs offered and to increase participation across all levels of ages and abilities growing club membership.

**Skills & Qualifications**

- Demonstrated ability to create a positive experience working with a dynamic group of part-time coaches, UVRF board members, volunteers, and community members
- Experience with and an understanding of effective use of social media to promote club goals
- Experience with excel, html, word press and Regatta Central software
- Demonstrated skills of volunteer engagement and management
- Exceptional planning, organizational, and communication skills
- Personal experience with and knowledge of successful competitive rowing programs.
- A personal passion for rowing.

For more information please contact uppervalleyrc@gmail.com