

Bainbridge Island Rowing

Board of Directors Meeting Minutes

02/24/21, 7:00 PM



Location: Video Conference

Board Members

Present: Jennifer Ames-Karreman, Jill Bamburg, Celia Clark, Julia Czesla, Tim Dore, Grant Dull, Sue Entress, John Foy, Kurt Frost, Rob Hershberg, Kris Kutchera, Kayla Musser, Anthony Oddo, Sommer Vincent, Faith Watson, Beth Wheeler

Quorum: Yes (16/16)

Others present: Bruce Beall, Rob Bloom, Lynn Chun, Melanie Edenholm, Brandon Fleet, Brittany Kirk, Tracy Sublett, Tim Verharen, Luke Watson

Proceedings

Meeting was called to order at 7:01 PM PST by President, Kris Kutchera

Welcome and Introductions - Prospective board members, Development Committee members and fundraising consultant

Agenda

- **MOTION** by Sue Entress to approve February 24, 2021 Agenda. Seconded by John Foy, all approved.

Minutes

- **MOTION** by Grant Dull to approve the January 27, 2021 Board Meeting Minutes, with minor corrections noted by John Foy. Seconded by Faith Watson, all approved.

Development

- Fundraising consultant Brittany Kirk presented her Development Assessment Findings. Funded by BIR and with a grant from Bainbridge Community Foundation, she began her assessment with the Development Committee on November 20, 2020. Her scope was a holistic approach to all aspects of BIR fundraising -- including both operations and capital -- and informed by a fresh perspective on what she perceives as achievable by BIR; her assessment is a first step within a larger conversation about BIR fundraising.
- Her recommendations include:
 - A shift in fundraising focus from expense-driven (meeting specific projected expenses) to one of developing revenue sources (formulating goals for expanding each source of fundraising). Existing BIR donor base is significant in size and in average donation; recommends cultivating that base further. Retention is easier than identifying new donors. Develop relationships with

existing donors; adopt “structured moves” for major donors (ongoing and sustained contact, communicating BIR needs). Prioritize donor retention and reengagement; measure those efforts.

- Ensure BIR conveys a concise case for support -- why, what; “building community” is more effective for fundraising than completing a building.
- Encourages BIR to consider further collaborative efforts, such as with the Senior Center.
- Consider multi-modal campaigns: time-constricted campaigns with specific goals; energize campaigns with promise of matching funds; email and social media campaigns. May result in smaller donations, but increases donor base and can re-engage lapsed donors.
- Noted that every donor should be asked 3-4x a year rather than the current average of 1-2x a year. Those who choose to disengage are outweighed by an increased number of donors and the total dollar value of donations.
- Sue Entress thanked Brittany for the thoroughness of her report; noted the need to focus and prioritize given limited manpower and resources. Jennifer reiterated that for this type of donor retention and cultivation to be effective, further discussion was critical. Lynn Chun noted that staffing of this effort should be the critical next focus -- board members? staff?
- Brittany suggested one possibility would be to designate one person as an overall coordinator -- task assignments, make donor assignments, provide timeline for completion and accountability.
- Anthony Oddo asked if, by asking for capital campaign donations, BIR is effectively cannibalizing donations for operations. Brittany stated that she does not see that as a great risk, but all the more incentive to ask for unrestricted gifts.
- Tim Dore inquired if there were recommended dollar amounts for naming rights to the multi-purpose room and conference room. Brittany had not examined that topic; suggested many donors are not motivated by naming rights. Jennifer noted the Development Committee had identified additional naming possibilities.

Juniors update

- Kayla Musser submitted her written report; tech problems prevented her from speaking.

Director of Rowing update

- Bruce Beall conveyed that coaching staff and rowers are excited to be in Phase 2 and the move to 4s/4xs.
- Currently have 22 girls; 27 boys enrolled as experienced rowers.
- BIR is one of the three larger programs in the NW currently due to Covid restrictions.
- Erging indoors, with BIR Covid protocols, started this week. Each week presents logistical challenges, but the staff and rowers are showing resilience and determination. Indoor use of ergs also means less exposure to weather; potentially less maintenance.
- Four eights have been moved out of the boathouse to the Vincent Street Transfer Station to provide space for greater access to 4s/4xs.
- Novices will start in mid-March and run to mid-May.
- Greater emphasis on a competitive summer program to improve enrollment.

Masters Rowing update

- Celia Clark noted that Masters Rowers are ready for the spring season to start March 1. Erging sessions were extended a week for additional season prep. Coaches are Nicolai and Julia Batson.
- Tracy Sublett will be emailing Masters Rowers to express interest in the program this week.

Financials

- Kurt Frost was relieved to see 49 experienced Junior Rowers were enrolled (50 was budgeted). Also noted 14 more Masters had paid dues than was budgeted.

Operations & Safety

- John Foy outlined initial efforts to track volunteer hours in a modest, phased approach by self-recording in iCrew of volunteer time spent launch driving, coxing, committee meeting attendance, and work party participation. Intent is to develop the habit among members; important for fund raising efforts as a measure of member support and participation.
- Scrimmage proposal was discussed. Conforming with WA State COVID-19 Phase 2 Reopening and existing BIR COVID-19 policies and procedures, BIR scrimmages would involve no more than four organizations and a maximum of 200 attendees (including rowers, coaches, spectators); discourage carpooling; offer no food service beyond brown bag lunches.
- Bruce Beall noted coaches in the NW region have regular conference calls and remain very cautious about following state guidelines, protecting their rowers and continued safe operations; more concern directed at spectators also following protocols.
- Grant Dull expressed concern that policy guidelines could impede coaches' ability to respond to a very fluid public health environment. Discussion of the varied responses among collegiate rowing from canceling seasons to proceeding within guidelines; BIR goal is to provide guardrails to support coaches' decision-making.
- Importance of maintaining the Covid protocols of the boathouse during scrimmages by limiting access. Minimize potential Covid exposure; ease of contact tracing if needed.
- **MOTION** by Kris Kutchera to not allow rowing center tours during scrimmage events. Participants may only enter the rowing center to get and stow equipment and boats under the supervision of a coach. Seconded by John Foy, all approved.
- **MOTION** by Kris Kutchera to table Scrimmage Proposal for further discussion by Safety Committee to include Grant Dull. Seconded by John Foy, all approved.

Questions about the Consolidated Report

- Grant Dull questioned the inclement weather policy as potentially restrictive of private boat owners. Also questioned the exclusion of pollution levels. Prefers decision-making be left to coaches. John Foy clarified that the guidelines do not apply to private boat owners and the guidelines represent existing policy. Provides coaches with specific criteria for decision-making; aides in risk management; provides Junior parents with indication of concern for safety. Bruce noted that wind chill is measured at the launch dock using a Kestrel wind meter, and coaches receive Kitsap Public Health "no contact"

advisories for Puget Sound. **ACTION:** Safety Committee to review Inclement Weather Policy for possible revision; include Grant Dull in discussion.

New Board Member Orientation

- Beth Wheeler outlined a board member packet that will be sent to board members after the Annual Meeting. Packet will include a Conflict of Interest disclosure (to be completed annually by each board member), By Laws, Articles of Incorporation, the Ground Lease Abstract; contents of Donor Packets and a concise fundraising pitch.

Thanks, and a toast, to outgoing Board members Tim Dore, Rob Bloom, Sommer Vincent and Kayla Musser. Many thanks to Julia Czesla for providing the thank you gift bags!

MOTION by Jennifer Ames-Karreman to Adjourn. Seconded by Sommer Vincent, all approved. Meeting Adjourned at 9:15 pm PST

Annual Meeting: March 3

Next Meeting: March 24 - Scrimmage Safety

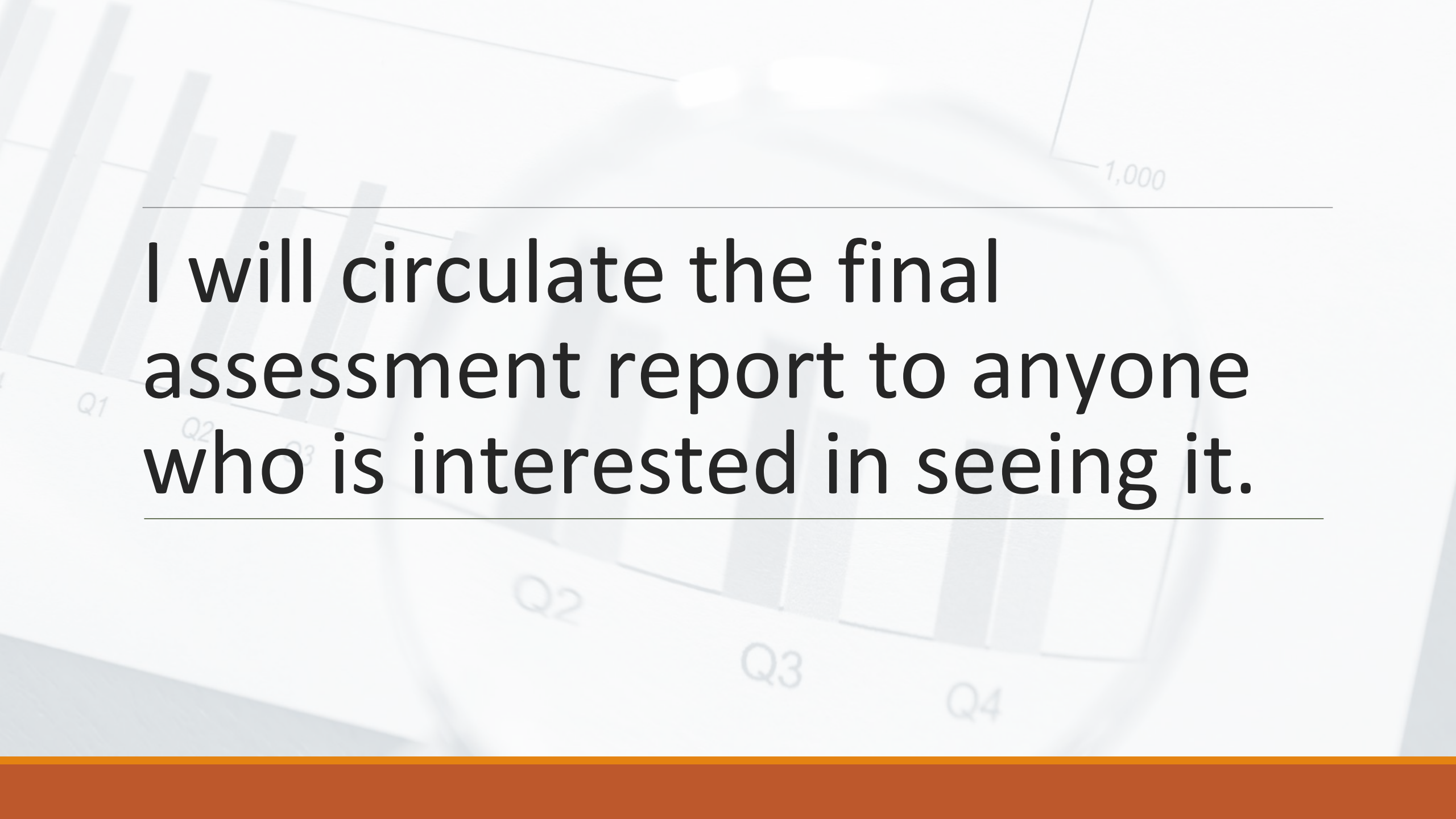
Minutes submitted by Secretary, Beth Wheeler



BRITTANY KIRK
nonprofit consulting

Bainbridge Island Rowing

Board Meeting 02.24.21



The background features a light gray bar chart on the left with four bars of increasing height, labeled Q1, Q2, Q3, and Q4. On the right, there is a circular gauge with a needle pointing towards the top, labeled with '1,000'. The text is centered over these graphics, framed by two horizontal lines.

I will circulate the final
assessment report to anyone
who is interested in seeing it.



**WHAT DID WE SET OUT
TO DO TOGETHER?**



THE PROCESS



**MY
RECOMMENDATIONS**

Agenda



What did we set out to do together?

Goals:

1. Conduct an assessment of BIR's existing fundraising Plans, Processes, and People
2. Provide coaching, support, tools, and resources

Timeline:

Dec 2020 to Feb 2021



What did we set out to do together?

Final products:

1. Written set of recommendations on how to move forward with fundraising
2. At least 2-3 tools, resources, frameworks, or templates to use as you move forward
3. A better understanding of fundraising basics, including the major donor cycle, different types of contributed revenue streams, the components of a well-balanced fund development plan, and more
4. Greater confidence in your ability to raise funds and meet fundraising targets as an all-volunteer board



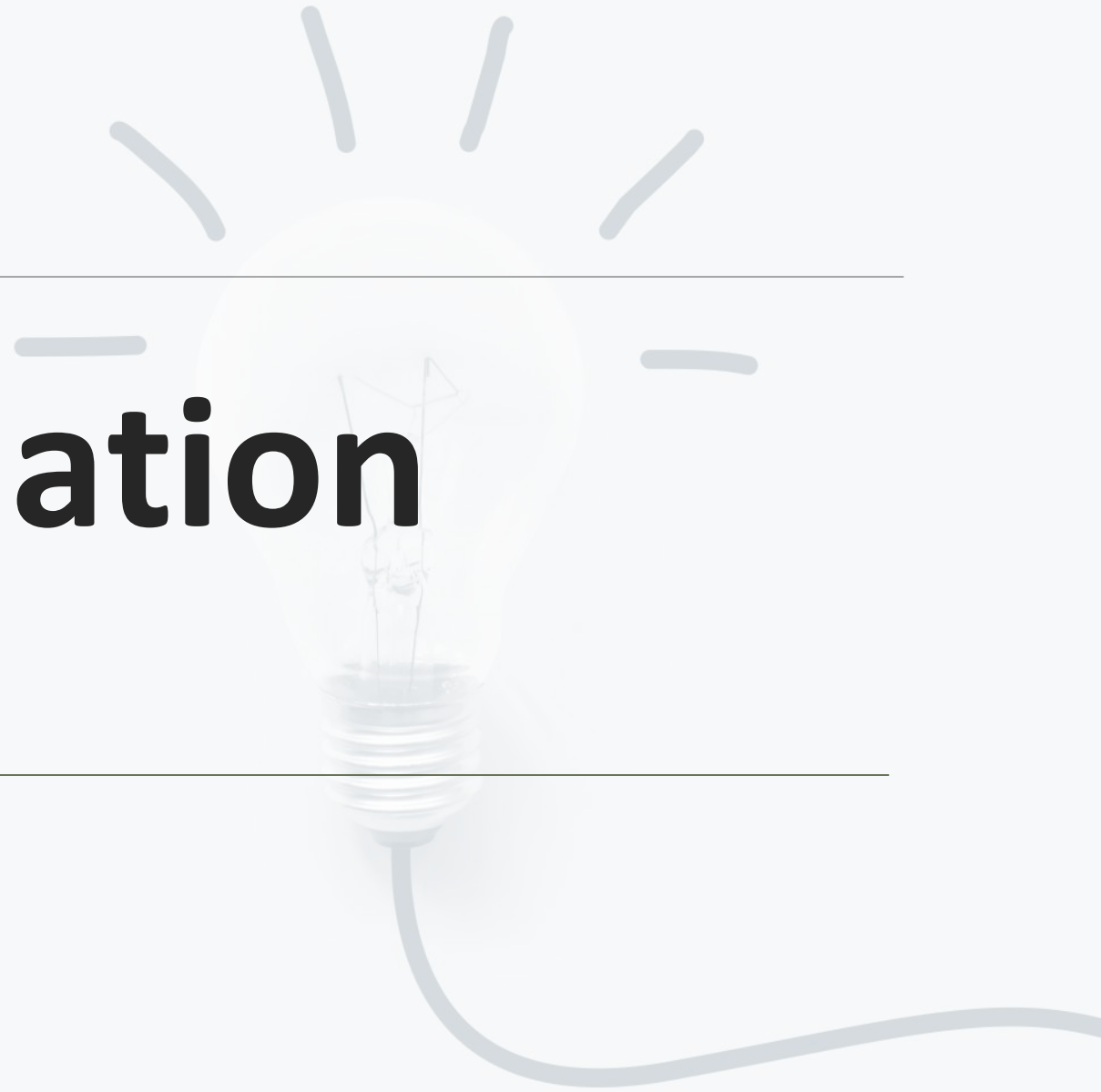
The Process

- Read documents
- Met with Jennifer and Julia
- Built a planning template/tool
- Met with Kris and Sue
- Attended 1 Dev Co meetings
- Facilitated 2 Dev Co meetings
- Conducted board survey
- Examined donor data
- Examined grant prospect list
- Wrote up observations and recommendations
- Attending this board meeting

BIR's Fundraising Building Blocks



Recommendation Highlights



#8. Shift your development plan to be sorted by fundraising strategy

ORIENTED AROUND EXPENSES

\$300K to pay off bridge
financing
\$10K to cover operating
expenses
etc.
= \$310K

ORIENTED AROUND FUNDRAISING METHODS

\$100 from events
\$75K from individual donors
\$75 from grants
\$60K from corporate sponsors
Etc.
= \$310K

#13. Adopt a highly structured moves management process for major donors.

- ❑ Decide on a major gift threshold (proposed: donors who have given a \$5K gift or cumulative of \$5K in gifts)
- ❑ Document that includes target gift, portfolio owner, and next 2-3 moves
- ❑ Identify a “keeper of the list”
- ❑ Host very structured portfolio review meetings
- ❑ Create a Moves Menu

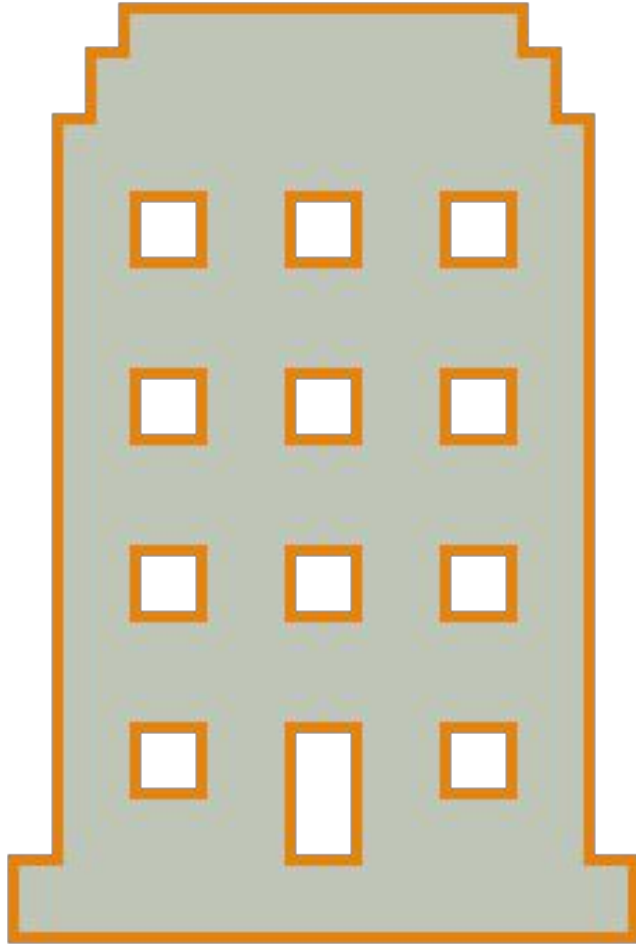


#15. Make sure everyone knows a concise case for support.

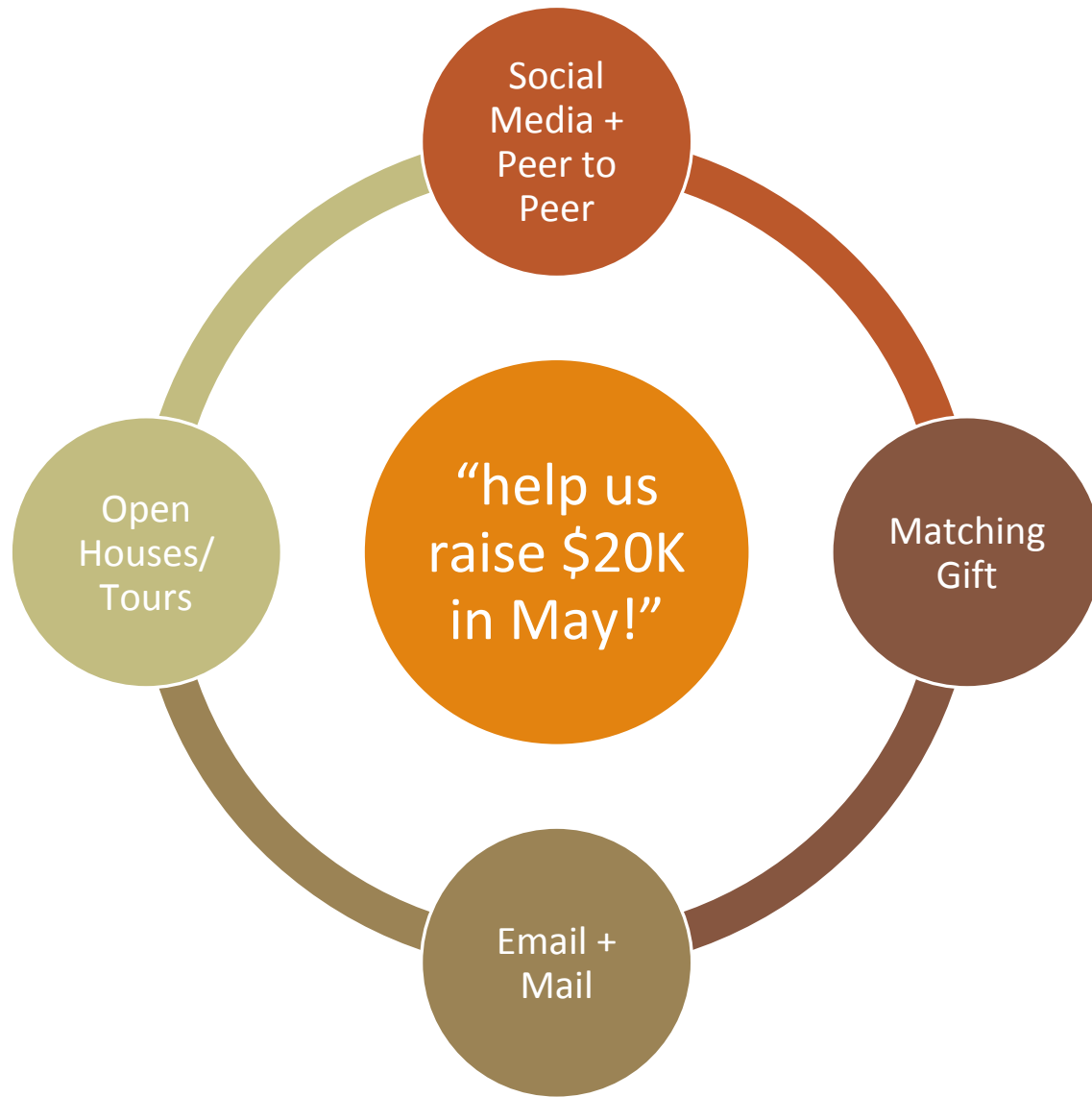


Six Elements of a Strong Case





Remember
no one gives
to a building.



#18. Create multi-modal appeals

#19. Explore collaborative fundraising.



**Bainbridge Island
Senior Center™**

#20. Prioritize donor retention and reengagement.

500+ donors in system

25% annual retention or reengagement rate

\$1,000 average gift

=\$125,000

500+ donors in system

50% annual retention or reengagement rate

\$1,250 average gift

=\$312,500

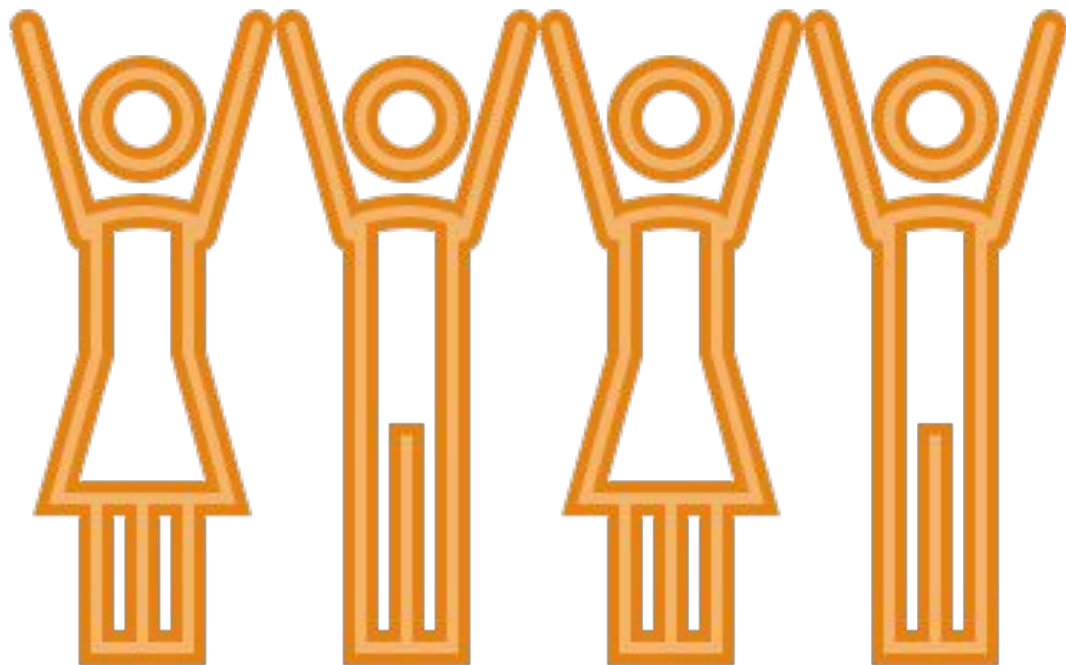
#21. Simply ask more.

“Every one of our clients who asked their donors for support more often in 2020 (compared to 2019) raised more net revenue than they did the year before.

And there were almost zero negative consequences. To be more specific, there was a complaint or two, a worry from a board member, and some unsubscribes from their email lists.

But those negatives were completely overwhelmed by the additional donors that were engaged and extra money that was raised. In short, donors wanted to help.”

- The Better Fundraising Co. blog post, *Don't Be Afraid to Ask*, January 2021



#23-27. Leverage roles you already have

- Coordinators ? BIR Ambassadors?
- Rowers ? Youth Advisory Council?
- Alum ? Formal Alumni Circle?
- Past Board Members ? Formal Liaison Role?



Questions

Bainbridge Island Rowing
Executive Committee Meeting Minutes
02/23/21, 11:00 AM



Location: Video Conference

EC Attendees: Sue Entress, John Foy, Kurt Frost, Jennifer Ames-Karreman, Kris Kutchera, Beth Wheeler

Others present: none

Purpose: Discuss the documentation of member volunteer hours, development of board member packet.

Discussion:

- Importance of documenting volunteer hours. Establishes support of the membership base for BIR in terms of grant applications and fundraising; also risk management aspect.
- Need for an introductory packet to new board members including foundational documents for board decision-making. Documents to include By-Laws, Articles of Incorporation, Ground Lease Abstract; fundraising documents such as Donor Packets and Jennifer's "elevator pitch." Request new Board members to read packet by March meeting. Beth will assemble these documents and email to all board members after the Annual Meeting.

Adjourn 11:50 am

Minutes submitted by Secretary, Beth Wheeler