

**BIAC BOD Retreat Minutes**  
**Date:** September 30, 2012  
**Location:** Pat Worthington's Home

**Attending:** Pat Worthington, Cynthia Neuwalder, Chuck Bonnici, Mike Martinez, John Young, Susan Rowinski, Susan Lucas-Conwell

1) Retreat Goals

- Susan Rowinski (SR) opened by reviewing the agenda and discussing the retreat goals, which were to:
  - Understand BIAC's obligations and timing for the [Cosco Busan Grant](#) and how it will influence our current and future programs and relationship with RWC.
  - To review and further define the goals, budget and operations for current Programs, including:
    - 1 Kayak and Stand Up Paddling Rental
    - 2 Accompanied Activities
    - 3 Middle and High School Classes
    - 4 A "Learn to Paddle" Program
  - Determine staffing needs to support RWC Programs and BIAC

2) BIAC Values

- The Board reviewed the BIAC Mission Statement and Values defined during the April & May 2011 BOD Retreats, including a document from last year that mapped organization projects against those values.
- SR noted that we need to understand where BIAC is going with a number of initiatives that are occurring in the near future.

3) Current status of BIAC finances

- Cynthia Neuwalder (CN) reviewed the current state of BIAC Finances, including a rough budget for 9/2012 to 8/2013:
  - Total income is estimated to be \$140K including no change in slip, membership, or equipment income, but projecting a doubling of donations to \$22K
  - Total expenses are \$120K, including an estimated 50% increase in Admin, Utilities, and Equipment costs, primarily due to the new lot, with rent remaining unchanged, and maintenance increasing by \$5K.
  - We have \$200K in credit union account, with an estimate that the South Lot work – trailers, foundations, fencing, power line will cost \$80K
- Cynthia Neuwalder (CN) noted we are doing well. There was discussion about the sources of income, with the note from SR that many years ago we used to charge Norcal for rack usage, but that we do not charge team/group rack fees now (certainly not in the last 4 years). The Board was reminded that we are renting both lots and that the South lot is a [temporary Use Permit](#) from the City; the City hasn't yet decided on what to do with the 1402 Maple lot when construction of the County Jail is completed. The proposal to partner with the city to create a public access dock includes an estimated \$40K expense covered by the city, with BIAC covering about \$50K for the rebuilding. Note: some of cost is in-kind; cash estimates are \$25 K from RWC and \$39K from BIAC (if we set up and operate the rental program ourselves - less for BIAC if we contract it out).

#### 4) Cosco Buson Grant/ Define scope of RWC programs

- Pat Worthington (PW) discussed the history of the Grant request. If the grant proposal is accepted, we will have an obligation to develop the dock and set up programs with certain benchmark goals by the end of 2013. These include:
  - Setting up public Kayak and Stand Up Paddling (SUP) rentals, with 200 to 250 rental-hours per month during the first summer
  - Serving 100 individuals with guided/accompanied watercraft activities
  - Providing over 400 Student-days of youth Kayaking/ Outrigger activities/classes. It was noted that our current middle school and SAFE classes (20 youths) are currently enrolled in a 7 week class. April's class has already been published in RWC's After School Sports brochure.
  - Have at least 30 people participate BIAAC training programs, such as "learn-to-paddle"
- There was discussion regarding concerns that the timing on dock restoration (no earlier than May 2013) might not give us enough time in the first year to meet all of our goals.
- PW broke down some potential grouping of participants to reassure the Board that the numbers weren't as difficult as it might seem:
  - 100 participants would mean 16 groups of 6 people – there are 16 weekend days in just two months
  - 400 Student-days would mean 3 sessions of 17 students for 8 days
  - 30 people participating in Learn to Paddle programs is small compared to our large number of participants in this year's Learn to Row programs, so should be achievable.
- It was noted that in the end, the grant is actually RWC's, in partnership with BIAAC, so they have the greater responsibility.
- Mike Martinez (MM) brought up a concern that public access users might push to be able to store boats at BIAAC without a fee, or that the city might push us to do so. It was felt that this wouldn't be an issue, since we are short on space at the South Lot, so the City is unlikely to ask for public storage space. But boats can be stored, for a fee, if one becomes a member and we could offer to do so for a fee that essentially equals the cost of membership and our regular storage fees.
- Traffic congestion and issues regarding loading/unloading personal craft were brought up. The Board agreed to review possible reconfiguration of the parking area.

**\*\*\*BREAK\*\*\***

#### 5) Operations Model for Programs

- Susan Rowinski initiated a discussion regarding the operations model, resources (staffing, equipment) for each program. Pat reviewed our current D&O (Director and Officer) insurance from US Rowing.
- Pat indicated she understood that the current D&O insurance covers D&O for paddling and rowing issues, despite being from US Rowing only. This is different from USRowing membership insurance, which covers injuries etc. during regular practices. There was, however, a strong feeling that the insurance needed to be re-reviewed with the addition of public access. It was noted that getting waivers from all users would be critical for the club's safety.
- There was recognition that we don't know enough details about the US Rowing D&O insurance and SR suggested we get a copy and have someone who is an insurance specialist review.
- It was suggested that we contact other, similar facilities to see what they do for insurance, particularly where there is public access.

## 6) BIAC staffing needs for FY 2012-2013

- The focus was on staffing the rental facility and did not include coaches, admin and volunteers as originally planned
- For the first year, it was determined that the rental area would only be open for weekends. In further defining the timing, it was felt that April (pending the dock in the first year) through October would be optimal.
- The group agreed that the most likely days would be limited to the weekends. MM suggested that 8 AM to 2 PM would be adequate for both Saturday and Sunday.
- There was discussion about getting benchmarks on hours, pay, processes, etc. Cynthia Neuwalder suggested discussion with Aquan. MM said he would prefer to talk to providers that seem to give back more to the water community as a better model, for example, California Canoe and Kayak (CCK), which runs several area programs, or Mike Ng, which would keep it more closely tied to BIAC.
- There was agreement to talk to Billy Whitford at Newport Aquatic Center (NAC). Mike suggested that Billy would be very happy to share his Executive Director experiences with the club.
- The question was raised whether BIAC would hire someone to staff the rental center. Mike and others indicated that they had a preference that it be managed by a contractor, who would provide the equipment (instead of BIAC purchasing), share the revenue, with a sharing agreement that some of the equipment also be made available to BIAC members.
- Mike noted that CCK provides accompanied excursions at other locales, so would have the experience to do this, meaning the accompanied activities could also be contracted out.
- It was agreed that BIAC would run the Learn-to-Paddle classes and the youth programs.
- Based on the discussion, there was a consensus from the Board that we would likely contract out the rentals and accompanied activities.

## 7) Next steps

- The group agreed that there would need to be a follow-up meeting to discuss additional issues.
- We anticipate hearing back about the grant mid-November, so it may make sense to re-convene after that.
- Cynthia Neuwalder volunteered to talk to Shoreline, Lake Merritt and Jack London Aquatic Center regarding their operations
- Mike Martinez volunteered to talk to potential contractors, such as CCK.
- Pat Worthington has talked to RWC Parks and Rec and has confirmed we can contract out the rentals.
- Mike Martinez volunteered to talk with Billy Whitford at NAC.