

Outrigger Santa Cruz

Board of Directors Meeting Minutes

September 22, 2024 Meeting time: 5pm – 7pm

Board members present in person or by Zoom:

Tai Boutell, Theresa Mulder, Jean Bathke, Sabine Dukes, Phil Crowley, Kim Chamlin, Pam Myers, Kay Miyamoto, Eddy O'Connor, Amy miyakusu, Carter Jones, Doug Evers, Jenny Scala, Mike Glosny

Not in attendance: Allison Marino

A quorum was present

Meeting called to Order

Kudos

Kudos and appreciation were offered to: Rec for a good huli practice, Phil for election materials, Kim for covering for Secretary at the previous meeting, to the outgoing Secretary, to our Coaches, to Elias for food donation, to Tai for towing, to our Coaches for managing Catalina craziness, to club leadership for growing the club, to those who are helping Rec and supporting Phil while he is out with an injury, to Rita and all who are helping the Aloha Festival, to Eddy for his work managing our equipment, to Phil for helping with small boat racks, to Yoko and Cheryl G. for supporting Treasurer with Quickbooks and Bookkeeping matters, to all who have been attending the hearings, to Amy F. for coordinating the hearings, to our three new steerspeople who are newly accredited.

Review Agenda

Approve July Minutes

Eddy moves to Approve July Minutes, Jenny seconds

13 in favor, 1 abstained due to absence.

Minutes approved

Old Business

2024 Dues

The Current Dues structure was noted, please refer to provided reference materials. The Board approached an overall concept to simplify the current dues structure, possibly combine categories, address discounts, etc.. A discussion followed.

-Carter makes a motion to increase Recreational Program fees to \$240 annually and Race Program fees to \$300 annually, effective January 1, 2025.

Jean and Eddy Second

10 vote in favor, 4 Oppose

Motion Passed

-Amy makes a motion to establish Under 19 fees at \$85 annually

Eddy seconds

All approve

Motion passes

-Amy M makes a motion to set Senior Rec fees at \$200 annually and Senior Race fees at \$250 annually. Supporting Membership fees are additional \$100 annually.

Carter seconds the motion.

All vote in favor

Motion passes

-Carter moves that Paddle Class participants (only) can pay 2025 dues early, and join in the club in October, rather than wait until January.

Eddy seconds the motion.

A Discussion followed. This motion was not voted on.

Canoe usage

Phil reports; please refer to his email and document sent to Board prior to the meeting as reference. Generally, canoe usage has increased as membership has increased. A discussion followed including the impact on dues, canoe maintenance, and increase in accidents and damage, including unreported damage. Doug and Tai will draft messaging to put out to the club.

Standing Business

Treasurer's Report

Theresa provides a Treasurer's Report and reviews all content; please refer to Treasurer's Report for details. Note that a few Racing items are still pending.

-Doug Evers makes a motion to approve the Treasurer's Reports

Eddy seconds

All approve

Treasurer's Report is approved

Discussion: Theresa notes to the Board circumstances regarding club taxes which have not yet been filed, due to miscommunication with the current CPA who is new to us and had not automatically filed for an extension as expected.. Penalties have been extended, we have asked to have the penalties withdrawn or waived. This is In-Process and being managed.

Rec update

Phil offers a Rec Report; he's been out due to injury, others have been helping fill in for him. There are no more drop-ins, there are a few new steerspeople.

Other: Tai will run Fitness Paddle, to begin November 11/16. Leslie will run a Paddle out 11/9 in Maka Nui for founding member.

Equipment update

Eddy offers a detailed maintenance report, including work that has been completed and work still needed. Please refer to document Eddy provided to the BOD for details. Proposal is a 5-year plan for maintenance vs repair, for each canoe on a rotating basis. Each canoe gets a rehab every 5 years for \$5,000 each, with a \$20,000 annual cost. Current budget is \$18,000 annually and was increased to \$28,000 just for this year.

A discussion followed regarding needed repairs, use of Eddy's plan as a proposal and consideration for the 2025 Budget. Consider we might rehab four canoes per year instead of three.

-Amy makes a motion to consider \$20,000 to \$30,000 canoe maintenance for the 2025 Budget

Kay and Jenny S Second

All in favor

New Business

Newsletter: Amy M will be scaling back to two newsletters per year. Asks for content by October 31. Looking for help and support and content. Will put an email out to the club

Term limits TABLED

Carter moves to table the discussion of term limits, due to time constraint.

Eddy seconds the motion

All in favor, discussion of term limits is tabled for now

OC1 racks

Phil reports regarding rack wait list, and empty spaces that are rented but vacant, and use of rack space by non-club members.

-Amy M moves to support Phil's proposed memo to OC 1 Rack renters regarding rack use, vacancies, required club membership.

Jeannie seconds

All in favor

Discussion notes: Pam will forward an example of another club's annual rack agreement document. Sale of Mr Poni will be on next agenda

Elections

Phil sent a draft letter to the BOD and will send to the club this week regarding the election process, candidates, returning Board members, and nominations. An online elections site will be used. Once we seat the BOD we can set the Officers.

Party planning

Michelle and Michelle present party details: Elks Lodge will provide an in-house caterer, saves \$500, BBQ style. We bring linen. The bar is \$7/ bottles. \$9 wine 10-12 Cocktails. Full PA, stage area for skits and awards. Need donations for prizes for a game they are setting up. We have 5 hours, 5 till 9 officially

Next meeting

Nov 3, 2024

End of year BOD Meeting/ Party

Dec 15, 2024 (Location pending) Incoming and Outgoing BOD Only

-Several move to adjourn the meeting

Several second

All approve, the meeting is adjourned

Outrigger Santa Cruz
Board of Directors Meeting
AGENDA
September 22, 2024
Meeting time: 5pm – 7pm

Kudos

Review Agenda

Approve July Minutes

Old Business

- 2024 Dues
- Canoe usage

Standing Business

- Treasurer's report
- Rec update
- Equipment update

New Business

- Newsletter
- Term limits
- OC1 racks
- Elections
- Party planning

Outrigger Santa Cruz Balance Sheet As of September 22, 2024

| | Sep 22, 24 |
|--|-------------------|
| ASSETS | |
| Current Assets | |
| Checking/Savings | |
| Checking | 65,997.90 |
| Savings Account | 10,083.78 |
| Total Checking/Savings | 76,081.68 |
| Accounts Receivable | |
| Accounts Receivable | -1,465.38 |
| Total Accounts Receivable | -1,465.38 |
| Other Current Assets | |
| Inventory Asset | 2,536.24 |
| Undeposited Funds | 50.00 |
| Total Other Current Assets | 2,586.24 |
| Total Current Assets | 77,202.54 |
| Fixed Assets | |
| Club Equipment | |
| Bruddah Nappy | 5,000.00 |
| Canoe Hauling Trailer | 9,500.00 |
| Ho'omaikai | 5,000.00 |
| Hurricane OC1 | 2,000.00 |
| Kaholo | 18,000.00 |
| Kai Malama Keiki | 14,630.00 |
| Kamakaokalani | 24,172.50 |
| Kanimauloa | 8,000.00 |
| Kane Dave Dyc | 20,900.00 |
| Kikaha | 25,251.50 |
| Kumulipo (OC1) | 2,500.00 |
| Lapa Uila | 15,000.00 |
| Maka Nui | 4,000.00 |
| Makani Akua | 7,000.00 |
| Mr. Poni | 1,000.00 |
| Nate's OC1 - need name | 1,000.00 |
| OC2 | 2,000.00 |
| Sweet Okole | 7,000.00 |
| Total Club Equipment | 171,954.00 |
| Depreciation and Amortization | -88,315.00 |
| Total Fixed Assets | 83,639.00 |
| TOTAL ASSETS | 160,841.54 |
| LIABILITIES & EQUITY | |
| Liabilities | |
| Current Liabilities | |
| Other Current Liabilities | |
| Sales Tax Payable | 1,011.10 |
| Use Tax Payable | 0.11 |
| Total Other Current Liabilities | 1,011.21 |
| Total Current Liabilities | 1,011.21 |
| Total Liabilities | 1,011.21 |

Outrigger Santa Cruz
Balance Sheet
As of September 22, 2024

| | <u>Sep 22, 24</u> |
|---------------------------------------|-------------------|
| Equity | |
| Opening Balance Equity | 97,698.94 |
| Unrestricted Net Assets | 32,305.67 |
| Net Income | 29,825.72 |
| | <hr/> |
| Total Equity | 159,830.33 |
| | <hr/> |
| TOTAL LIABILITIES & EQUITY | 160,841.54 |
| | <hr/> <hr/> |

Outrigger Santa Cruz

Profit & Loss

09/22/24

January 1 through September 22, 2024

Cash Basis

| | Jan 1 - Sep 22, 24 | Jan 1 - Sep 22, 23 | % Change |
|---------------------------------------|--------------------|--------------------|----------|
| Ordinary Income/Expense | | | |
| Income | | | |
| ATTENDED RACE INCOME | 13,976.00 | 11,422.00 | 22.4% |
| CONTRIBUTIONS, GIFTS & GRANTS | | | |
| Amazon | 0.00 | 34.96 | -100.0% |
| Donations from loan of canoe | 98.00 | 170.00 | -42.4% |
| Donations in Memory of Alyx | 8,550.00 | 0.00 | 100.0% |
| MemberTax Deductible | 410.00 | 820.00 | -50.0% |
| New Equipment Drive | 16,600.00 | 0.00 | 100.0% |
| CONTRIBUTIONS, GIFTS & GRANTS - Other | 445.00 | 0.00 | 100.0% |
| Total CONTRIBUTIONS, GIFTS & GRANTS | 26,103.00 | 1,024.96 | 2,446.7% |
| MEMBERSHIP DUES & ASSESSMENTS | | | |
| Club Store Income | 10,949.00 | 12,994.18 | -15.7% |
| Membership-Race Dues | 25,770.40 | 22,980.00 | 12.1% |
| Membership-Rec. Paddler Dues | 10,460.00 | 11,055.00 | -5.4% |
| Membership-Youth Dues | 2,040.00 | 680.00 | 200.0% |
| Pig Run Income | 3,100.00 | 3,555.00 | -12.8% |
| Raffle Income | | | |
| Parking Permit Raffle | 820.00 | 1,100.00 | -25.5% |
| Total Raffle Income | 820.00 | 1,100.00 | -25.5% |
| Total MEMBERSHIP DUES & ASSESSMENTS | 53,139.40 | 52,364.18 | 1.5% |
| OC1 Rack Income | 4,527.00 | 3,911.00 | 15.8% |
| PUBLIC CLASSES & FESTIVALS | | | |
| Aloha Festival Community Races | 750.00 | 0.00 | 100.0% |
| Drop-In Paddle Fee | 1,170.00 | 800.00 | 46.3% |
| Paddle Class Fees | 4,250.00 | 2,200.00 | 93.2% |
| Team Building Workshops | 0.00 | 600.00 | -100.0% |
| Total PUBLIC CLASSES & FESTIVALS | 6,170.00 | 3,600.00 | 71.4% |
| Total Income | 103,915.40 | 72,322.14 | 43.7% |
| Cost of Goods Sold | | | |
| Cost of Goods Sold | 7,628.82 | 10,471.32 | -27.2% |
| Total COGS | 7,628.82 | 10,471.32 | -27.2% |
| Gross Profit | 96,286.58 | 61,850.82 | 55.7% |
| Expense | | | |
| ADMINISTRATION EXPENSE | 3,935.15 | 2,348.87 | 67.5% |
| ATTENDED RACE EXPENSES | 13,657.15 | 16,245.02 | -15.9% |
| CANOE AND TRAILER MAINTENANCE | | | |
| Canoe Dolly Expenses | 2.41 | 2,361.96 | -99.9% |
| OC1 / OC2 Expenses | 364.00 | 570.29 | -36.2% |
| OC6 Repair/Maintenance | 18,358.82 | 6,421.03 | 185.9% |
| Trailer Expense | 3,883.68 | 692.13 | 461.1% |
| CANOE AND TRAILER MAINTENANCE - Other | 0.00 | 48.51 | -100.0% |
| Total CANOE AND TRAILER MAINTENANCE | 22,608.91 | 10,093.92 | 124.0% |
| Club Store Expense | 100.00 | 91.61 | 9.2% |
| Contract Services | | | |
| Accounting Fees | 1,020.00 | 0.00 | 100.0% |
| Contract Services - Other | 0.00 | 675.00 | -100.0% |
| Total Contract Services | 1,020.00 | 675.00 | 51.1% |

Outrigger Santa Cruz
Profit & Loss
 January 1 through September 22, 2024

| | Jan 1 - Sep 22, 24 | Jan 1 - Sep 22, 23 | % Change |
|--|--------------------|--------------------|---------------|
| HARBOR RENT | | | |
| Rent for Subleased OC1 Racks | 4,057.20 | 3,914.61 | 3.6% |
| HARBOR RENT - Other | 8,938.49 | 7,893.05 | 13.3% |
| Total HARBOR RENT | 12,995.69 | 11,807.66 | 10.1% |
| INSURANCE EXPENSE | | | |
| Liability insurance - D & O | 886.00 | 886.00 | 0.0% |
| Liability Insurance - NCOCA | 320.00 | 300.00 | 6.7% |
| Property Insurance | 356.00 | 621.00 | -42.7% |
| Total INSURANCE EXPENSE | 1,562.00 | 1,807.00 | -13.6% |
| MEMBER EXPENSES | | | |
| Club Events Expenses | | | |
| BBQ Expenses | 173.08 | 0.00 | 100.0% |
| Canoe Blessing Expenses | 300.91 | 0.00 | 100.0% |
| Club Events Expenses - Other | 107.76 | 72.00 | 49.7% |
| Total Club Events Expenses | 581.75 | 72.00 | 708.0% |
| Coaches Awards | 30.00 | 0.00 | 100.0% |
| Fundraising Expense | 372.79 | 0.00 | 100.0% |
| Junior Race Team Expenses | 119.94 | 16.10 | 645.0% |
| Misc. Entertainment Expenses | 45.16 | 0.00 | 100.0% |
| Pig Run Expenses | 3,265.90 | 2,552.23 | 28.0% |
| Raffle Expenses | 150.00 | 150.00 | 0.0% |
| Total MEMBER EXPENSES | 4,565.54 | 2,790.33 | 63.6% |
| NCOCA DUES | 300.00 | 300.00 | 0.0% |
| New Equipment Purchases | 500.00 | 0.00 | 100.0% |
| PRINTING, POSTAGE & SHIPPING | 6.80 | 182.00 | -96.3% |
| Site Improvements | 683.32 | 0.00 | 100.0% |
| SMALL EQUIPMENT PURCHASES | | | |
| Safety Equipment / Radios | 845.03 | 2,098.75 | -59.7% |
| SMALL EQUIPMENT PURCHASES - Other | 1,078.34 | 199.51 | 440.5% |
| Total SMALL EQUIPMENT PURCHASES | 1,923.37 | 2,298.26 | -16.3% |
| Travel and Meetings | | | |
| Annual Safety Meeting | 0.00 | 189.00 | -100.0% |
| NCOCA Race Clinic | 0.00 | 60.00 | -100.0% |
| Travel and Meetings - Other | 130.40 | 0.00 | 100.0% |
| Total Travel and Meetings | 130.40 | 249.00 | -47.6% |
| Total Expense | 63,988.33 | 48,888.67 | 30.9% |
| Net Ordinary Income | 32,298.25 | 12,962.15 | 149.2% |
| Other Income/Expense | | | |
| Other Income | | | |
| Savings Account Interest Income | 1.00 | 2.67 | -62.6% |
| Total Other Income | 1.00 | 2.67 | -62.6% |
| Other Expense | | | |
| Ask My Accountant | 2,473.53 | 385.91 | 541.0% |
| Total Other Expense | 2,473.53 | 385.91 | 541.0% |
| Net Other Income | -2,472.53 | -383.24 | -545.2% |
| Net Income | 29,825.72 | 12,578.91 | 137.1% |

**Recap / Notes for OSC Checking Account Activity
September 2024**

INCOME ACCOUNTS & ASSOCIATED EXPENSES

| Category | 2024 Budget | | | 2024 Actual | | | Differential | Notes |
|-----------------------|------------------|-----------------|-----------------|------------------|-----------------|-----------------|----------------|---|
| | Gross Income | Expenses | Net Income | Gross Income | Expenses | Net Income | | |
| Membership Dues | \$38,000 | \$0 | \$38,000 | \$36,230 | \$0 | \$36,230 | -\$1,770 | |
| Rec. Drop-In Fees | \$1,200 | \$0 | \$1,200 | \$1,170 | \$0 | \$1,170 | -\$30 | |
| Aloha Festival | \$1,000 | \$500 | \$500 | \$750 | \$0 | \$750 | \$250 | From 2022 & 2023 |
| MBX Income | \$1,000 | \$1,000 | \$0 | \$0 | \$0 | \$0 | \$0 | |
| Keiki Camp | \$2,250 | \$500 | \$1,750 | \$0 | \$0 | \$0 | -\$1,750 | |
| Paddle Class | \$3,600 | \$0 | \$3,600 | \$4,250 | \$0 | \$4,250 | \$650 | |
| Donations/Fundraising | \$21,000 | \$0 | \$21,000 | \$26,923 | \$523 | \$26,400 | \$5,400 | \$820 raffle, \$16,600 canoe drive |
| End of Season Party | \$4,500 | \$4,500 | \$0 | \$0 | \$0 | \$0 | \$0 | |
| Club Store | \$5,000 | \$2,500 | \$2,500 | \$10,949 | \$8,989 | \$1,960 | -\$540 | Budget increased to \$12.5k in 2/24 mtg |
| Race Income | \$15,000 | \$15,000 | \$0 | \$13,976 | \$13,657 | \$319 | \$319 | |
| Race Clinics | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | |
| Pig Run | \$3,500 | \$3,000 | \$500 | \$3,100 | \$3,266 | -\$166 | -\$666 | |
| Hosted Regatta | N/A | N/A | N/A | N/A | N/A | N/A | N/A | |
| Junior Race Program | \$1,500 | \$1,500 | \$0 | \$2,040 | \$120 | \$1,920 | \$1,920 | |
| Subleased OC1 racks | \$5,800 | \$5,500 | \$300 | \$4,527 | \$4,057 | \$470 | \$170 | |
| Total Income | \$103,350 | \$34,000 | \$69,350 | \$103,915 | \$30,612 | \$73,304 | \$2,530 | |

EXPENSES NOT ASSOCIATED WITH INCOME ACCOUNTS

| Category | 2024 Budget | 2024 Actual | Differential | Notes |
|-----------------------------|------------------|-----------------|------------------|--|
| Harbor Rent | \$12,000 | \$8,938 | -\$3,062 | |
| Equipment Insurance | \$8,000 | \$356 | -\$7,644 | |
| NCOCA Dues & Insurance | \$600 | \$620 | \$20 | |
| D&O Insurance | \$900 | \$886 | -\$14 | |
| OC6 Repairs & Maint. | \$8,000 | \$9,437 | \$1,437 | Budget increased to \$18k in 7/24 meeting |
| Small Boat Repair & Maint. | \$2,000 | \$364 | -\$1,636 | |
| Trailer & Dolly Repair & M. | \$2,000 | \$3,886 | \$1,886 | Budget increased to \$6k per 6/12/24 email vote |
| Canoe Painting & Re-Hab | \$10,000 | \$10,000 | \$0 | ~\$5k for Lapa, \$6.5k in deposits paid for Strikers |
| Safety Equipment / Radios | \$2,000 | \$845 | -\$1,155 | |
| New Equipment Purchases | \$30,000 | \$24,673 | -\$5,328 | |
| Admin Costs/ Officer Fund | \$4,000 | \$4,569 | \$569 | Nearly \$2k in PayPal fees |
| Coaches Awards | \$800 | \$30 | -\$770 | |
| Lighted Boat Parade | \$100 | \$0 | -\$100 | |
| Community Outreach | \$250 | \$0 | -\$250 | |
| Marketing | \$200 | \$0 | -\$200 | |
| Travel / Meetings | \$1,000 | \$130 | -\$870 | |
| Site Improvements | \$500 | \$683 | \$183 | |
| Contract Services | \$3,000 | \$1,020 | -\$1,980 | |
| Exp. from income accts. | \$34,000 | \$30,612 | -\$3,388 | |
| Total Expenses | \$119,350 | \$97,050 | -\$22,300 | |

Aloha OSC Members,

The purpose of this email is to solicit nominations for the Board positions up for this election year. Every year, our club chooses members for our Board who serve on the board for 2 years. As stated in our by-laws the board's role is to manage the property and affairs of the club.

Before nominating a fellow club member please be aware of the following expectations of board members.

- You will need to regularly attend meetings, 6-8 per year approximately
- You are expected to engage, communicate and be an active participant on the board and with fellow board members
- You are expected to take on roles and responsibilities to help the club
- As a board member you will be in a leadership role and your conduct needs to reflect the trust others have put in you
- As a board member you take on a fiduciary responsibility for the club

To nominate one of your fellow club members to the Board please:

1. Talk to the person you want to nominate to be sure that the person, if elected will serve on the Board. It is very important that the board member regularly attends the Board Meetings as according to our club by-laws the Board needs a quorum at a Board Meetings before it can make decisions affecting the club.
2. Send an email to me at philcrow34@gmail.com or speak with the other board members as to who you would like to nominate and they will forward your nomination on to me and I will compile a list for elections. Everyone has until **Friday, October 11th** to nominate a fellow club member as candidates for the Board.

The following Board Members will be serving the second half of their 2 year term next year so you **DON'T** need to nominate:

- Kim Chamlin – Vice President
- Michael Glosny
- Jean Bathke
- Phil Crowley
- Jenny Scala
- Carter Jones
- Doug Evers

Board terms are up for the following members:

- Tai Boutell (President)
- Theresa Mulder (Treasurer, Woman's Coach)
- Eddy O'Connor (Equipment Manager)

- Pam Myers
- Kay Miyamoto (Keiki Program Chair)
- Sabine Dukes – Head Coach
- Allison Marino
- Amy Miyakusu

Also note you **DON'T** need to nominate Officers (such as President, Treasurer, etc.). Per our club by-laws the Board chooses the officers.

Here, in summary is the rest of the process we'll follow to complete the Board elections by November.

1. Club members nominate Board candidates by **October 11th**.
2. If we receive more nominations than open Board positions, Club members will be sent ballots listing all Board candidates by **October 15th**. Our By-laws state that we can have up to 15 board members.
3. Every club member votes for the specified number of board member openings by **October 31st**.
4. The top vote getters will fill the openings on the Board.
5. The Board members will meet and elect officers for the open offices from the newly elected Board at the Board meeting in November.

Thank you in advance for your participation and if you have any questions please feel free to contact me either by email or at 408-209-1430.

Mahalo

Phil Crowley



OSC report on use of resources.

We looked at utilization but found some issues accessing data from Team Snap. Since this information could be helpful in determining a new dues structure, I thought it would be useful to look at all the programs and who has access to them.

1. Incoming funnel. This is new potential members, rec, race, Jrs. and how many convert to membership. I have tracked the last 20 months. In 2023 there were 193 inquiries, 73 new members and 233 paid members. 2024 was on track to exceed these numbers until we had to suspend the drop-in program.
2. Membership. There is a tracking tab on Team Snap that shows how many paid members and gives some data on previous years which indicates the attrition rate of members that do not return. We should expect that we need to add 20-30% new members each year to keep the numbers where they are.

Membership breakdown

Rec only 30%
Race 60%
Jrs 8%
Others 2%

The total growth of membership between 2021 and 2024 (Est) is around 46%.

Membership as of July 30, 2024 was at 222. In 2023 we did not reach that number until November. Between August and December 2023, we added 31 members of which 10 came from the learn to paddle class. Maximum capacity is not just the number of paid memberships but how active club members are.

3. Use and activity.

I do not see any reports in Team Snap. I see an export function and that does not work at all. If we could export the data from the availability tab of each Team, we would have the use by who signed up. We also have the club calendar on our website where all the extracurricular canoe paddles are listed. Comparing the July 2023 calendar month to the July 2024 calendar, and there were 9 OC-6 reservations in 2023, versus 45 OC-6 reservations in 2024.

We have 4 separate teams on Team Snap.

OSC- This encompasses all non-race programs including Sunday Rec, Pirates, Fitness Paddle and Holiday and Special paddles. These are all co-ed programs and Sunday Rec and Pirates run all year long. There is participation by race members in all these programs. I manually looked at the sign-ups for Sunday Rec for each month starting in 2022. The compound growth rate is around 20% per year. Sunday rec runs only once a week less cancelations so 48-50 paddle opportunities a year. With an average of 134 paddlers per month participating.



Pirates runs only once a week less cancelations so 48-50 paddle opportunities a year. With an average of 42 paddlers per month participating.

Holiday paddles had 164 sign ups in the last year. Fitness paddles were 17 Saturdays with an average of 34 paddlers, so 578 paddlers total over 4 months.

Also, I should mention that Mom's are not listed here as they do not use Team Snap but I do want to recognize that they consistently use 1 canoe per week, so 48 participants per month roughly.

Women's Race- March to September, 3 times a week, so approximately 75 opportunities to paddle. It would be great to have access to the data but I expect the number to be around 490 paddlers per month not including races.

Men's Race- March to September, 3 times a week, so approximately 75 opportunities to paddle. I looked at several months manually and averaged out the numbers which came to around 150 paddlers per month not including races.

Juniors – This is a very short program. April through July. Once a week paddle and the participation are not really that impactful to overall usage. It is, however, a great program for the kids.

Combine all that with how many active steers we have (30) and look at the numbers compared to the program size gives us the impression that more steers are needed. There are currently 15 men and 15 women steers.

While we can keep looking and digging for more data it's seems clear to us that we need to manage our resources carefully and consider how to welcome new paddlers while striking a balance with our most important resource which is our volunteers who make the club function.