Minutes of the Meeting of the Board of Directors
Hudson River Sloop Clearwater, Inc.
Wednesday, January 20, 2016; 6:30 PM - 9:30 PM

Board Members Present:
1. Bill Cox
2. Seth Davis
3. Mitzi Elkes
4. Bill Flank
5. Ross Gould
6. Allen Gutkin
7. Jim Hanson
8. Dave Lebson
9. Rachel Marco-Havens
10. Anne Osborn
11. Don Raskopf
12. Sharon Rowe
13. Stephen Smith
14. Donna Stein
15. James Malchow
16. Robi Schlaff
17. Dale Conover
18. Roger D’Aquino
19. Samantha Epstein
20. Manna Jo Green
21. Peter Gross
22. Shameika Hanson
23. Kelley Howard
25. Isaac Santner
26. Eli Schloss
27. Annika Savio

Staff Members Present:
1. Amy Bonder
2. Erin Macchiarioli
3. Debbie Cohen
4. Hal Cohen
5. Dave Conover
6. Roger D’Aquino
7. Samantha Epstein
8. Manna Jo Green
9. Peter Gross
10. Shameika Hanson
11. Kelley Howard
12. Ann Mellor
13. Isaac Santner
14. Eli Schloss
15. Annika Savio

Board Members Absent:
1. James Malchow
2. Robi Schlaff

Guests: See Attached

The Board meeting was called to order at 6:30 pm by President Anne Osborn. A quorum was determined to be present. Stephen Smith led the Board and members in the traditional mission song, this time a rendition of Pete Seeger’s “God’s Counting on you, God’s counting on me.”

Annie welcomed the membership and introduced Bill Flank as parliamentarian to share one of Clearwater’s governance policies regarding rules of discipline for its meetings.

Annie pointed out that the number of people who signed up to speak require that we extend our allotted time by 30 minutes. The Board approved amending the agenda by lengthening the time for membership comment.

Dave Lebson called for a MOTION to approve the previously circulated Minutes of the 11/14/15 Board Meeting. A MOTION to approve the Minutes as corrected was MOVED by Don Raskopf and seconded by Jim Hanson. MOTION PASSED UNANIMOUSLY.

Treasurer’s Report – Stephen Smith:
- Most months there is a negative gap between our expenses and our steady sources of income (membership dues, ticket sales, and program fees), which we make up by grants, intermittent large donations, etc.
- Right now without a Festival planned, we are in a precarious financial situation.
• Steve pointed out that if we doubled our membership, we would have income above expenses in almost every month.

Finance Director’s Report – Roger D’Aquino:
• On average, the Festival has generated an average of about 130K per year in the last 6 years.
• The first six weeks of this year (our fiscal year starts December 1st) shows that we are down about 60K from last year.
• We recently refinanced our debt to reduce interest, and got a new line of credit. We aren’t making money on festival ticket sales, so we need to borrow to keep going.
• The Dyson Foundation is loaning us 50K “despite our current situation” because they believe in us.
• The staff and Board are planning smaller events monthly to tide us over. That can keep the office expenses (payroll, etc.) going, but it won’t cover the sloop restoration.

Sloop Report – Annika Savio:
• The sloop is docked at the homeport in Kingston. “It is a wonderful object that brings people together and we need it to keep bringing people together.”
• In terms of expenses, Annika and Head Shipwright Jim Kricker recently went over the proposed budget vis-a-vis current expectations. The budget was 790K, but it appears at this point that the project will probably cost slightly more than that; an estimated 15K more. Annika is doing everything possible to reduce that increase.
• In terms of scheduling, it is currently expected that the sloop will be back in the water at the end of May as planned.

Executive Director’s Report – Peter Gross:
• Peter began by reporting that Board and Staff recognized weeks ago that for various reasons it would be impossible to do a festival in Croton this year. He noted that while the decision to forego a festival in 2016 is partially financial (our efforts have to go into funding the sloop restoration), it is also is because we don’t want to offer our supporters a less-than excellent event.
• Peter expressed a hope that out of this evening we can come together and come out as a strong organization, strong not merely in spite of our differing points of view, but BECAUSE of our differing points of view.
• A member asked that Peter clarify, “Will we be having an event in 2016 called Revival?” Peter responded that we will not do so.
• A member questioned, “Is there a clear, unequivocal intention to have a revival in 2017?” Peter answered, “Yes, it is our desire and intention to do so, presuming we can afford it.”
• Peter then noted that to achieve our objective of becoming a sustainable organization, there must be a willingness to change. He noted that all organizations want to be better, but few want to change. Peter then shared a plan or what he called a “roadmap” to achieve both mission success and increased revenue. His points included:
  o The sum of all of us sitting in this room is stronger than any one group or perspective.
  o We must let the Board fulfill its legal responsibilities.
We need to work to increase programs in the “off seasons” for the boat (winter when the boat is out of the water, and summer when school are out). We should pursue grant money to support our innovative programs.

Clearwater was founded to protect and preserve the Hudson River. In order to be an organization that has a clear mission and vision, and to be attractive to donors, we need to frame all of our EA issues on how they affect the river. We are fighting IP because of how it affects the river. If we are to take on the Algonquin pipeline, we need to do so because of how it will affect the river.

We are a Hudson River organization, and we have an effective and strong presence on the river, but it will be to our advantage to expand more into New York City – there is both interest in our causes and wealth in New York City. As a part of the Pier 26 Re-development we will gain that greater presence in the city.

We need to tell our story with more narratives and human faces. Talk about how we are changing lives on a daily basis through the sailing season, and on a HUGE yearly basis at the Festival.

We need to recognize the value of being a nimble and innovative organization. We need to run CW as a good business would be run, and explore relationships with businesses whose practices are consistent with Clearwater's mission.

We need to be open to having “big donors” on the Board, and we can’t be “afraid” of wealthy people, as long as they share our values.

If we want to attract and keep great people on staff we need to be able to pay them equitably in comparison with non-profits in the area.

I think I need to improve my intra-staff relations and take full responsibility for not having done my part fully in addressing the staff morale issues.

Regarding PowerPoint slide that appeared to set a goal of 300 new members next year a member asked, “How does that compare with previous years?”

Staff member Debbie Cohen answered, “We’ve struggled to have membership drives in the past. Membership has dropped from year to year. We used to do direct mail drives, but that doesn’t work anymore. We need to attract younger members.”

Board member Steve Smith observed, “Regarding membership, there are a number of untapped resources out there for us. Our membership is aging, but the college students who aren’t joining are a resource – we should have a Clearwater Chapter at each college along the river.”

President Anne Osborn then called for open comments from the Board regarding the Executive Director’s report. Comments (direct quotes are approximate) included:

- Rachel Marco-Havens shared, “If we’re looking at membership, there are a lot of pieces of the puzzle. One thing about reaching out to younger people is that younger people are thinking globally. If we “transform” into an organization that focuses narrowly on the EA of the river, we are actually going backwards. We need to bounce from global to local and back again. When young people hear that a pipeline was blown up in a river in Arkansas, they will look back to the Hudson and want to take action.”

- Donna Stein noted, “I am an environmental activist, and that is what drew me to Clearwater. It is important to protect the river, because the river affects the people. The river IS the people. Global warming will affect the people. At a recent community Board meeting (a generally very conservative organization) they were
invested in raising docks in the post-Hurricane Sandy era. They knew that global warming will affect the river, and therefore the people.”

- Sharon Rowe observed, “We are in exciting times. The boat is under restoration and our primary obligation is to fix it. But that doesn’t mean that the other parts of Clearwater should fall away.”

- Rachel Marco-Havens spoke directly to the membership, asking that, “After reading numerous letters that were truly heartbreaking, [would] anyone with any solution-oriented ideas please share them.”

At 8:15 the floor was opened to the membership for comments. Clearwater members are not identified by name (with one exception), but when their affiliation with the organization was known to the Secretary, or identified by them in some way, then their titles are acknowledged. [The secretary apologizes in advance for any titles or identifiers that are unintentionally left out, as well as for misconstruing anyone’s words or intentions. These are my best attempt to record the information shared by each speaker.]

Member Comments included the following:

- (Clearwater Member) – I’m a boater and I keep a boat at a yacht club. I am the only member at the club who is a member of Clearwater. I gave a presentation recently, and raised $100. We should contact the yacht clubs up and down the river for both outreach and support.

- (Clearwater Member) – The strength of CW is its people. The festival, which everyone is sad to lose, is a money-maker, but also a community building event. Everyone here needs to look in the mirror and ask what we can do to help this organization. Publicly, we are reorganizing. Privately, we should ask, “What would Pete do?” Answer: he would, “Make stone soup.” Everyone here should call 5 people and ask for donations. Let’s get the organization out of this hole.

- (Clearwater Member) – Our festival volunteers are our youth – we need to roll them in. On another note, this is the largest attendance of members at a Board meeting that I am aware of. That pisses me off. This situation might not have happened if more people took responsibility in a membership organization to participate. We can’t wait for things to fall apart before we act. The board is receptive. Nervous and quirky perhaps, but receptive. I challenge members to use their power for the good of the organization.

- (Former RPC Chair) – I agree with Peter that we need to find ways for different factions of the organization to communicate and speak. Back in the fall, when we had concerns, we chose to have a semi-private conversation, and recommendations for going forward. We had a small meeting with some Board and some staff. Shared concerns not really feeling like the concerns were heard or respected. Felt that we needed to go further, which we have. I’m glad that we’re having these conversations now.

- (Former RPC Chair) – I am delighted to be here, want to affirm our position over past weeks and months. The organization needs to work towards financial stability, without relying on the festival to “float the organization.” Smaller events in Beacon or elsewhere are important, but shouldn’t be called “Revival.” Let’s move forward and make this happen.

- (Clearwater Member) – Tonight we heard some good things, that are making me feel better (a little). But if we keep doing what we’re doing, we’ll get what we’ve got, which is an organization that is scarilly close to failure.
• (Former Staff Member) – Lead us in a provocative song written to the tune of “Which side are you on now, which side are you on?”

• (Clearwater Member and Beacon Sloop Club Member) – The speaker self-identified as a “relatively new member.” She reported that she has observed from the background that there are a lot of egos in the organization that can get in the way. What I’ve been witness to over the past weeks make me sad and ashamed. The incendiary emails have been terribly divisive and destructive and serve to fuel our failure not our success. All of us have a responsibility at all times – we owe it to Pete and Toshi to conduct ourselves with mutual respect and kindness, and to move beyond our personal feelings and proceed with intellect and rational thinking to harness our collective power to move, “one grain of sand at a time” (Pete Seeger). How can we take care of our river if we cannot take care of each other?

• (Clearwater Member) – I have been working against the Algonquin pipeline since 2013. The river is at huge risk from the pipeline and from IP, and to put the pipeline right next to Indian Point is madness. In the United States last year there were 119 pipeline accidents – about one every 3 days. GE could not hope to do as much damage to the river as a pipeline could do.

• (RPC Member and Site Crew Coordinator) – I am looking forward to Revival 2017, and would like to ask that the Board issue a statement of intent to return to Croton in 2017. That would go a long way towards restoring trust, and sending a positive narrative that we need to put forth to the public. Wording was suggested such as: “We the Board together with the RPC support producing Clearwater’s Great Hudson River Revival in 2017 in Croton Point Park.” There was general support for this goal, but it was noted that we want to negotiate with Croton for a lower fee and we want to do so from a position of strength. Making an official statement like this might undermine us, although perhaps not if it was specifically worded as a “desire to return” to Croton.

• (Former Clearwater Captain) - Clearwater is not alone in organizations that struggle to support big boats. The Spirit of Massachusetts, the state’s official tall ship, is about to be sold and will become a floating restaurant. Speaking on behalf of the staff who have to go into work every day, [working in such a negative environment] is such a herculean task that I can’t even say it. Everyone should thank a staff member. And if you’re mad [at the actions of the Board or the organization], don’t take it out on the person who answers the phone.

• (Former Board member) – There is a lot of love here and it is our responsibility to shepherd that. What we are seeing here is more than one festival or one boat restoration. Transformation is necessary, but it starts with the love up and down this valley. How do we accomplish our lofty goals of expanding the membership, and bringing in new younger members? Go up and down the river with fundraising concerts, but also make it a listening tour.

• (Former RPC Chair) – It is necessary that the Board show support for the revival in 2017. RPC wants to cooperate, but we also want to see the bills paid. We offered to conduct fundraisers to help Clearwater meet its goals. We are still willing. When I hear all of this “transition” language, all I need to do is look at the Executive Director job description – everything he outlined tonight are things in the job description that he hasn’t done all along.

• (Long-time Festival Volunteer and Site Crew Member) – I will spare you the feel-good rhetoric, please do the same to me. Mr. Gross, you said that we need to embrace change. We are all here for change. What we need to know is specifically what change(s) are being proposed.
• (Clearwater Member) – It appears that the things we agree on are that we want to return to a Festival in Croton, we love Clearwater, but if we are going to get to 2017 we need to get through 2016. We the membership, NOT the staff and Board, need to do SOMETHING to help raise money for this organization. No matter how good our Board and staff are, they can always use help. When we have strong feelings, we need to get together and talk them through in good faith.

• (Clearwater Member) – Clearwater is in my will just like all of the other members of my family. The [Executive] Director’s presentation just now felt surreal to me. You talk about these things that have come up over and over again. Why haven’t some of them been done? Why does the Board operate in a “cone of silence?” Why haven’t the membership been informed of the depth of the crisis? We need to have more conversations.

• (Walkabout Clearwater Chorus Member) – I appreciate the fact that that minutes [of Board Meetings] are published after meetings, and I would like to suggest that agendas be published before Board meetings. It is good to ask the Board to raise more, especially if we are open to having people contribute in other ways. But if we are talking about changing the structure of the Board [in an effort to attract large donors], it smacks of selling seats on the Board to people who have money.

• (Recent RPC Member and “Zero Waste” Coordinator) – Just for context, I would like to share that I have been pushing for a zero waste Festival for many years, and I have frustrated some. I can’t force others to change, so there was back and forth and we moved forward with small changes. I am not confident that respect for that kind of back and forth and forward motion is on display here. Secondly, it is clear that we can’t have a Festival this year, but we need to ask what we will do that weekend that is so special to so many of us. Do we have a small festival in Pete and Toshi Park? Or lots of small festivals/picnics in our own small water areas, and send donations to Clearwater? We can all do something, and we should.

• (Former Artistic Director at Revival) – I am offering to do fundraising concerts at Proctor in Schenectady. I have done a lot of writing about the Clearwater philosophy over the years. The best way to describe how the organization was meant to be structured was a 3-legged stool: advocacy, education and celebration. They all hold up the organization. I do not understand how we have let Revival go away – it is the glue that holds many of us to the organization. Pumpkin sale also did that in the past...we should bring it back.

• (Clearwater Member) – I have heard heard several references to “young people” here tonight. I would like to speak as a fairly “young person.” I’m also a high school teacher as a suggestion for connecting to young people I would like to share that the work in training certification and alternate high school programs is undergoing lots of change – that may be a way to get connections to older students. But what I really want to say is that I’ve heard that we need to do new things to raise money. This has always been a creative organization that has gotten people excited. But we can’t just leap without looking, we need to have a plan going forward.

• (Current Staff Member) – I have been [on staff] for 8 years and have seen and tolerated a lot of “not nice” stuff [around the office]. I would like to share a report done by our current Executive Director almost a year ago, that outlines goals. In that report, the goals outlined don’t seem so different from what was said that we need to do now. We didn’t make them then and I don’t think we’ll make them now.
  • Executive Director Peter Gross responded to this direct comment first by crediting this staff member with, “managing some very difficult situations recently.” Peter went on by stating, “Regarding goals, a lot of people thing
that goals sound like platitudes. They are not. I wanted to do those things, but I found that I couldn’t make them all happen. There needs to be more support and cooperation. I’ve been frustrated at times by what seemed like an organizational culture that seems resistant to change. We need some transformation to meet our goals.

- (Founding Clearwater Member) – Thank you Board and Peter for having this meeting, and for beginning a conversation. Only good can come from it. I want to reinforce what Rachel said about [one of] the message[s] of Toshi and Pete – act locally and think globally. This idea needs to be repeated and reinforced, especially in our vision. Global warming is no longer global warming, it is global crisis. I see the Clearwater Green Cities Program as a part of that. I would also like to share a quick caveat on corporate sponsorship. I’m sure [all Board members are] sensitive to making good choices that support our mission. Lastly, I’ve seen lots of youth outpouring around Bernie Sanders…those people need to put their energy somewhere after the election – we should send them to Clearwater! Finally, the sloop clubs need to step up.
  o In a follow-up comment, Board member Donna Stein noted, “Everyone should be a member of your local sloop club! Join and tell your friends!”
- (RPC Member) – I was born the same year as the Clearwater. I have been a volunteer and, I love the boat and the whole community. I remember feeling what a shame it was that I can’t swim in the river, and now I do. Can we combine water and swimming with our picnic idea for Father’s Day Weekend? I want to remind everyone that the Clearwater Festival is nationally known. We absolutely want to support Clearwater fundraising this year.
- (Clearwater Member) – Some of the people here are speaking really kindly about bringing young people in, and some are speaking disrespectfully. I can help and want to help, but we seem to be asking only for money. I have felt brushed off. If you are looking for young people you need to talk with us, not at us.
- (Sloop Club President) – I am seeing tremendous sadness and anger here tonight. When there is tremendous anger there must be some reason for that. We heard the song “which side are you on” but it seems so tragic to have to choose a side. I don’t know which side I’m on, because I don’t think there are sides – we are all in this together. If there are two sides, I feel that both sides have been doing things wrong and right. We need to work with people who have “done us wrong” because we want Pete’s legacy to go on. I don’t want to have to choose sides.
- (Former Board Member) – I recently rotated off the Board, and right now I’m really glad I’m “here and not there” [indicating on the Board]. I understand how things work from both sides of the table. I think there is no one in this room that wouldn’t do anything possible to make sure this organization doesn’t die. It does seem like the RPC and the lack of a festival is being blamed for the potential demise of this organization. I don’t appreciate that. We are in a dangerously deep hole and everyone needs to stop shoveling! The Board needs to look honestly and deeply at what is causing this hole. You have to be willing to fix it. We will do our part, you need to also. We will all work together, but the Board needs to examine why this hole exists. It is not just the cost of the boat and the lack of a festival. The Board needs to find out what is causing the hole.
- (Former Staff Member) – Back in the day, working together brought us all together. Pumpkin festival did that. We have this wonderful model that worked in the past...can’t we bring that back in the summer with farmers markets during the day and concerts at night? That is all I have to say.
(Clearwater Member) – I’ve been on this boat a long time. In 1970 I was invited by Pete to join the crew. I helped build the “working waterfront” at Festival. If the suggestions we’ve heard already tonight come through, I am confident that the people on the RPC and the other parts of the organization will find ways to pitch in. I’m prepared to think about what I might be able to help with, once we can get together with the Board, and not have this as a contest of some sort. I think in 2016 we can put together some fundraising projects.

(Current Staff Member) – I’d like to ask that everyone remember that after this meeting, everyone except the staff will be going home. The staff may be very worried about all these ideas that are floating around. For example, at a staff meeting the staff asked that the Board and the staff sit down and make a strategic plan. We were told strategic plans don’t work. I want to work for someone who understands and loves this organization as it is, and doesn’t think we need to change it to raise money. If my job is at stake so be it.

Tinya Seeger – I wasn’t planning to speak, but I feel that there is an elephant in the room that needs to be acknowledged. I don’t understand what the Board is planning to do in this year. I don’t need us to say that we have to do everything that Pete wanted, but he did use to tell me that there is there is nothing bad about feeling angry. I am angry. My mother always told me to be nice. So I am nice and angry. There are a lot of people in this room who are wondering if our current Executive Director can do the job we’ve asked him to do. I like you very much Peter, actually. But I wonder if you aren’t the right person to do this job. There are people who aren’t speaking who are thinking this but not saying it because they are being nice. My point is, can Peter do this job, and what is the plan for this year.

At this point, Don Raskopf MOVED that we go into executive session and was seconded by Rachel Marco-Havens. In discussion on the motion the following points were raised by Board members:

- I honor Tinya’s question. It has to be answered by the Board as a whole, and we are by-laws required to meet in executive session before we can decide. We should have a discussion with the staff regarding this point. Anyone in this room can call me for further conversation – I do care.
- This issue deserves more time and thought than we can give it now.
- I think that we need to have the conversation that [the most recent staff member who spoke] asked for. It is long overdue.
- I wish to table the motion until that conversation can be accomplished. I also think that it is very important that everyone here know that some Board members have asked for a review of the Executive Director.
- As a Board we need to take responsibility for the fact that that has not happened, and has led us to this state.
- The personnel committee fully intends to do their job.

The MOTION to move into executive session was not called to a vote and was tabled at this time.

At this point it was universally agreed that the hour was late. Comments from the membership and the Board continued, in somewhat rapid fire, with a general focus on setting a next meeting date:

(Clearwater Member) – I have a different opinion. The way we have run the organization for decades doesn’t work. We’ve pulled it off for years, but we’ve
always had Pete (and mostly Toshi), and we never had to do a major sloop restoration. If I can see this, people closer to the organization can see this. I’m hearing that we’ve made it to the last year of the restoration, and if we can just “make it” through this year we can go back to “business as usual.” That is a problem. Is it any wonder that our previous Executive Director left in an uncomfortable situation, and then someone else was there for a few months [then Board President Frank Landsberger] who told me that he thought the organization was going under. If we get rid of Peter, who the hell would want to take over! Rather than looking for another scapegoat, we need to change the model!

- (Former RPC Chair) – The RPC’s main agenda is to talk about financial issues. After that we can work on raising money.
- (Current Board Member) – We need to talk about how can we get on the same page about how money is raised and spent.
- (Clearwater Member) – Let’s get a date for a next meeting.
- (Current Board Member) – Can we meet on February 9th and find out what we can agree on?
- (Former RPC Chair) – I will, but I can’t speak for the full RPC.
- (Current Board Member) – I would hope that everyone would be willing to come to a meeting as a Clearwater Member first, and not only as a representative of whatever sub-committee we represent.
- (Clearwater Member) – I want to ask everyone in the room if the priority for this year is to fix the boat. If we can agree on that, then great. Secondly, I want point out that the RPC has zero representation on the Board. If there were, then RPC would have had an inside perspective all along.
- (Current Board Member) – If anyone is uncomfortable with how donations will be handled, you can donate with restricted giving.
- (Current Staff Member) – On behalf of the staff, can we have 5 minutes in executive session at the end of this meeting?
- (Founding Clearwater Member and Current Staff Member) – There are two issues here. One is about the Festival and the continuing role of the RPC. We can resolve that by setting a date for a next meeting. The other is about ongoing Clearwater leadership. That needs to be dealt with by the Board in Executive session – very soon if not tonight.
- (Former Board Member) – Can the Board please make a commitment to pay attention to what is happening in the office and address that.

Based on the content of several comments (above) regarding personnel issues, Steve Smith offered a MOTION that the Board move into executive session to continue the discussion. He was seconded by Sharon Rowe. MOTION PASSED UNANIMOUSLY.

- At approximately 11:20 pm the membership and Executive Director were excused and the Board members met privately with other members of the staff.
- At approximately 12:20 pm Dave Lebson offered a MOTION that we exit executive session and was seconded by Jim Hanson. MOTION PASSED UNANIMOUSLY.

The meeting was adjourned by common consent, 12:24 am

Respectfully Submitted,

David H. Lebson, Secretary
See Below for the names of all attendees at this meeting, including Board members, Clearwater staff and Clearwater members:

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DAVSON
Rick Brodsky
BOB MIGLINO
Joanna Volante
Julian Berliner
Edie Kantrowitz
Barry M. Havens
Phil Bates
Paul Wise
X. Marion Green
Nancy Jane Blake
Bill Chestin
Bette Hansin
Kellen Howard
Stan Pickstein
Scott Berwick
Mary Ellen Schwartz
Susan Bohr
Nancy Vann
Joyce Hanrahan
Betsy Gorter
Marta Rad
Eric Marshman
Vince Ferri
Rob Marshmand
Nieto Roccio
Leslie Thomas
Alan Thomas
James Finney
Marilyn Clark
Don Embled
Judy Prysock
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| 64 | Mikki Shaw     |
| 65 | Billiard R.    |
| 66 | Jerry          |
| 67 | Wally Kamin     |
| 68 | Jack           |
| 69 | Danny Rose     |
| 70 | Jeff Rumpf     |