



Minutes of the Meeting of the Board of Directors  
Hudson River Sloop Clearwater, Inc.  
**Virtual Meeting via Zoom**  
**Thursday, May 08, 2025 at 7:00pm**

**Board Members**

Sarah Armour  
Adenike Bamgboye  
Peter Capek  
~~Joshua Clyburn~~  
Stuart Findlay  
Joan Gaylord, Executive Comm. At Large  
Peter Gregory  
Neil Gordon, Executive Comm. At Large  
Samantha Hicks, President  
Gareth Hougham  
Arthur Jones, Vice-President  
Aaron Mair

Jillian Maresco  
~~Jennifer McMillan~~  
Tom Murphy, Treasurer  
Liam Purvis  
Jeremy Rainer  
~~Dan Riesel~~  
Larry Rothbart  
Gabrielle Spielberg  
~~Steve Stanne~~, Executive Comm. At Large  
Rosemary Thomas, Secretary  
Sarah Underhill  
Julia Wilson  
(~~strike through~~ indicates absence)

**Staff Members**

Jacob Benoist  
Jen Benson  
Rory Kane  
Erin Macchiaroli

Emily Marcet  
Meg Mayo  
Mariabella Rivera-Todaro  
David Toman, Executive Director

**Members**

Bill Braine  
Peg Brandon  
Dean Lentz

Helen Pashley  
Alan Thomas

The meeting was called to order at 7:00 pm.  
Mission Song sung by Sarah A, "Precious Friends"

**Approval of Minutes**

The 03/06/25 Board meeting minutes were approved by a show of hands. .

## **Executive Director's Report**

### **Operations**

David began with administrative updates. Erin has transitioned Clearwater to a new payroll system. Volunteers are needed for trademark work, with the application submission required by 6/30. Fiscal year 2024 audit field work is underway, with the audit & 990 targeted by 8/30. Both the financial contractor, Capital CFO, and the grants contractor, Choice Words, are currently behind schedule and this is being addressed.

The main focus of this meeting was the 5-year plan for financial sustainability, titled Making AllSail: Comprehensive Plan, distributed to board members for review on 5/2. The plan is the output of the Business Model Planning group and fulfills the May 2024 promise to supporters that the organization would build a better business model, while maintaining the Strategic Plan of 2021. David reviewed top revenue growth opportunities, including higher sloop occupancy via creative new programs and charters, grants, business support, music & celebration programming, high donor cultivation, active legacy program, and NYC support. Next, staff directors covered Projects of Change, detailing specific projects / programs / tasks implemented to achieve the growth components of the plan. Emily Marcet, Director of Education, addressed sloop, onshore, and public programming as well as a number of community partners. Jen Benson, Director of Advocacy & Communications, reviewed projects of change in the advocacy and communications spheres. Meg, Director of Development & Marketing, highlighted projects in those arenas. Erin, Director of Operations, covered additional projects.

### **Development**

Meg showed budget vs actual revenue (Dec-Apr), which is 16% below projections, partly explained by the spring appeal launching late and an overdue government grant. Annual membership is up. Gala ran 10% over projections.

The peer to peer fundraiser, Paddle for Our Hudson, running Memorial Day through Labor Day, has 16 registrants to date and a goal of 100. The Paddle can be supported by registering, donating to a paddler's fundraiser, and sharing the event. Hosting meet ups for group paddling was discussed. Julia commented that the fun part is really doing it with other people.

Meg covered projects of change including grants, stewarding education programs, stewarding boat passengers, and moving the online donor experience to GiveCloud with an improved and simplified user experience, many useful features, and an improved Ambassador pages for peer to peer fundraising. Arthur has already set up an Ambassador page in the new system and offered to help others if needed.

## **BMP Comprehensive Plan**

Bill Braine presented the executive summary of Making All Sail: Comprehensive Plan. The goal is a model that would result in financial stability. Overall, the plan includes specific new actions to take, new audiences to approach, actionable strategies and tactics, new hires and adjusted job descriptions, and measurements to recalibrate. There are new financial targets, with shifts in the revenue mix, adjusted roles, rigorous measurement, annual planning and periodic reviews. 2025 is the first year of the plan and actions are already underway. Dean Lentz is continuing to work with staff to build new dashboards and platforms that can support those metrics.

Sam opened the floor to questions and a long discussion ensued, with many board members and BMP members contributing. The key points were: 1) concerns regarding the plan's risks need to be balanced against the need for a big picture, bold plan capable of bringing more than incremental change, 2) the plan itself is not a budget, but rather a starting point for future budgeting and periodic adjustments, and 3) approving a comprehensive plan will fulfill a promise made to donors one year ago. It was noted there has been a change in the culture where revenue is getting more attention and staff are focused on the bottom line, which has not happened in the past.

Discussion completed, Tom made a MOTION to approve the plan. Neil seconded. The plan was APPROVED unanimously.

The meeting was adjourned at 9:45 pm.

Respectfully Submitted,  
Rosemary Thomas, Secretary