



NEWSLETTER SEPTEMBER 20, 2011

SF SCHOOL DISTRICT SAILS BEGIN (Thursdays)

1. SEPTEMBER 29, 2011.....(ADAM AND BEN captains)
 2. OCTOBER 6, 2011.....(ADAM AND PAUL M captains)
 3. OCTOBER 13, 2011.....(ADAM AND LES captains)
- On Golden Bear in San Francisco, contact Tim to participate.*

MARINA MIDDLE SCHOOL SAILING CLUB SAILS (Tuesdays)

Tuesdays on Bear, contact Catherine to participate.

GLEAMING OCEAN SIXTH CLASS (Weekends)

Begin this weekend with Lighthouse Charter School, Benjamin Walters. Try out sail was last weekend and went well. Contact Leigh to participate. Further, Out the Gate on Benjamin for two or three graduated Light House mentor-students for October or November.

COMMUNITY GROUP SAILS (Weekends)

Last one was with ex football player Michael Carter and went well. He wants more as do several other community groups and these will be on weekends usually. Police Officer Rivera also wants to schedule several. Contact Cory to participate.



EMERYVILLE SCHOOL DISTRICT SAILS BEGIN (Wednesdays)

Wednesday September 28 and every other Wednesday thereafter, on Aleta. Contact Ken to participate.

MONEY? Yes, about \$65,964.

BOAT CONDITION

1. **Bear:** Some winches are still frozen. Jim Rumer will be asked to repair.
2. **Aleta:** Bilge pump repaired; Ken will change oil; cleat on port side replaced. Jim will be asked to install smart plug and tune vessel. Keith Brown donated a new Main worth \$16,000!!!! THANKS TO KEITH!
3. **Benjamin Walters** Smart plug installed; starboard side cosmetic repair; all new halyards. All owner's expense.

NIGHT LIVE MAN IN THE WATER MOB TRAINING COMPLETED AND AGAIN WE LEARNED A GREAT DEAL. DAVID MISCHER DID A GREAT COURSE AND WE WILL PLAN ANOTHER FOR MIDWINTER. REQUIRED FOR GLEAMING OCEAN PEOPLE.

Day Live Person in the Water MOB now scheduled for October 29, 2011 on Bear, Adam and Lee teaching, 11:30, Golden Bear



LEIGH HUNT VOTED IN AS NEW FIRST CAPTAIN OF BENJAMIN WALTERS!!

NOVEMBER 6, 2011, ISLAND WAY THANK YOU SAIL on Benjamin Walters, 1030-300, contact Ben to participate.

STRUCTURAL REORGANIZATION ADOPTED: Upon second reading the reorganization plan attached to the end of these minutes was formally adopted. Please read those for full explanation. We now move to staff the various possible committees as follows:

THOSE WISHING TO JOIN A PARTICULAR COMMITTEE ARE TO E MAIL CORY AND LEE who will coordinate getting the committee members in contact with each other so they can arrange their own methodology. Those wishing to propose a new committee should send an e mail to Lee and Cory.

When communicating back, DO NOT HIT "REPLY ALL" but only send to Lee. He will forward as necessary and this avoids endless filling of mail boxes.

THE INITIAL PROPOSED COMMITTEES TO CONSIDER JOINING:

1. **BUDGET AND TREASURY**
2. **FUND RAISING**
3. **OUTREACH AND MEMBERSHIP**
4. **TRAINING AND SAFETY**
5. **BOSUNS**

6. CORP, TAX LEGAL AND INSURANCE
7. SF DISTRICT SAILS (THURSDAYS)
8. MARINA CLUB SAILS (TUESDAYS)
9. GLEAMING OCEAN (WEEKENDS)
10. ALETA PROGRAMS (WEDNESDAYS AND WEEKENDS)
11. COMMUNITY SAILS (WEEKENDS MOSTLY)
12. TECHNOLOGY AND COMMUNICATIONS (WEB, FACEBOOK, CALENDERINGS ON LINE, ETC.)

Recall, any other matters will be retained by Board as a whole and if a committee is not staffed, the Board retains. See adopted plan for details.

INTERESTED IN A COMMITTEE: e mail Lee at lstimmel@stimmel-law.com.

NEXT MEETING October 11, 2011 6pm to 8 pm...and ALWAYS OVER BY EIGHT, FOOD AND DRINK SERVED, 12TH FLOOR, 155 MONTGOMERY, SF, TWO BLOCKS FROM BART.

*More programs, more students, more cities covered and more boats...and...**more need**. WEEKENDS OR WEEK DAYS, WE HAVE A PROGRAM THAT NEEDS MORE PEOPLE.*

Join us!!



BLUE WATER SAIL 2006

REORGANIZATION FOR BLUE WATER FOUNDATION

Formally Adopted 9-20-11

Introduction:

HISTORICAL BASIS OF NEED FOR CHANGE:

While nearly 25 years old, the character of Blue Water has altered over the years with additional programs and vessels being added. What began as a program that was a field trip for many of the schools in the San Francisco School District on vessels owned privately has evolved into several programs ranging from the field trips for every school in the SFUSD, to multi month mentor oriented programs for selected High School Students. The Foundation now owns two large racers and has access to an offshore cruiser. At a minimum we now have the following programs:

1. Midweek sails for SFUSD. Every school.
2. Midweek sails for Emeryville School District. Ongoing program.
3. Occasional community sails for various community groups, usually on weekends and with unlimited demand. This may involve yacht club participation as well. .
4. Midweek sails for sailing clubs for middle school students, two schools, full training program.
5. Weekend Mentor Program with selected High School students over a two month program with full training program.
6. Additional programs including outside programs and joint ventures may also be considered in the future. It is possible that the high school students will become mentor crew on other sails and that we will implement an Out the Gate program for the High School students who wish it. Concepts of a racing team have also been considered.

Full certification and training of volunteers was also implemented seven years ago and MOB drill, both day and night, also implemented. All vessels are insured and the Board has errors and omissions insurance. CPR and First Aid are annual requirements. Coast guard and police are closely involved in various of our programs.

What began as a program involving perhaps a dozen non certified volunteers, loaned vessels and ten to fifteen sails a year now involves four dozen certified volunteers (or more,) two owned vessels, one or two loaned vessels, and a minimum of fifty sails a year.

It is a different animal.

Administration of our organization was pure volunteer with CEO, Secretary and Treasurer, and scheduling performed by other volunteers. Volunteer coordinators eventually also arose but no full program for outreach or administration was imposed until an embezzlement resulted in a formal program for handling all money, reports from the Treasurer, and formal volunteer coordinators then being created over ten years ago with all funds repaid by the embezzler.

A full certification requirement was debated and designed by one of our members and voted in. Checklists for skills were created and enforced. Insurance was obtained for all vessels for the type of sails we perform, bosun committees created for each vessel, and subcommittees created from time to time to handle particular problems.

The programs continue to expand. Meetings of the Board used to have half a dozen people attending. Now, the average is well over thirty. They still only last 1.5 hours at most due to concentrated efforts of the officers

to move the meetings along, but the sheer volume of matters to handle may make that increasingly difficult in the near future.

As can be expected in any growing organization, the more members, the less contact each member has with all the other members. As the programs required different commitments over different times from the various members, interaction was necessarily reduced between many of the members. When all involved themselves in the weekly SF school district sails, most would see each other on the sails or work on the one vessel. With three vessels and numerous programs, many members would only very occasionally see each other.

Community and friendship remained a central aspect of the Blue Water experience, with members becoming friends and colleagues in the program. The difference was that many members concentrated on particular programs necessarily forming less community with the rest.

Further, the "administrators" of the program, e.g. the officers, volunteer coordinators, etc. found their duties increasing as they sought to run a larger and larger program. This was not only difficult for them, but cut into the time they otherwise would have devoted to sailing and interacting with the children. It was also increasingly necessary as the size and complexity of the various programs increased.

An essential theme of our organization has been that it is all volunteer and avoiding the "raise money" preoccupation that is endemic in most non profits. However, we are rapidly approaching a time when the administration of the organization will have to be revamped since the load on the five to ten people administrating the organization is becoming significant.

This outline is to propose a different approach to administering the organization.

THEME OF APPROACH.

Its essential goal is simple:

WITHOUT LOSING THE COMMUNITY FEEL TO THE ORGANIZATION OR BECOMING ADMINISTRATIVE HEAVY, TO REORGANIZE HOW ADMINISTRATION AND THE VARIOUS PROGRAMS ARE HANDLED SO THAT SUBCOMMITTEES THAT REPORT TO THE BOARD FOR VARIOUS DECISIONS HANDLE MOST DAY TO DAY ACTIVITIES OF THE INDIVIDUAL PROGRAMS AND PROJECTS AND EACH SUBCOMMITTEE IS FREE TO FASHION ITS OPERATIONS AND "OWN" THE PARTICULAR PROGRAM SUBJECT TO OVERSIGHT AND APPROVAL OF THE BOARD ON SPECIFIED QUESTIONS.

METHODOLOGY.

1. THE ESSENTIAL METHOD IS THE SAME MONTHLY MEETINGS OCCUR BUT IT OCCURS AFTER EARLIER MEETINGS OF THE SUBCOMMITTEES IF THEY CHOSE TO MEET THEN, OR PERHAPS AFTERWARDS. THE SUBCOMMITTEES ARE CREATED TO HANDLE ONGOING PROGRAMS AND TO HANDLE SPECIFIC AREAS OF CONCERN. THE BOARD HANDLES MATTERS OF GENERAL INTEREST TO THE ORGANIZATION SPECIFIED BELOW, APPROVES SPECIFIED LIMITED AREAS FOR THE COMMITTEES, AND RESOLVES DISPUTES WITHIN SUBCOMMITTEES THAT CANNOT BE HANDLED INTERNALLY.
2. SUBCOMMITTEES WILL BE GIVEN WIDE LATTITUDE TO DESIGN AND IMPLEMENT THEIR OWN PROGRAMS AND MAY MEET AT SSS UPON PRIOR NOTICE. PERSONAL MEETINGS ARE RECOMMENDED BUT THEY MAY ELECT TO ENGAGE IN TELEPHONE OR ON LINE MEETINGS.
3. THE REGULAR BOARD MEETINGS WILL CONTINUE AS BEFORE WITH SUBCOMMITTEE REPORTS BEING PART OF THE PROCESS AND INCLUDED IN THE REGULAR BOARD MEETING. THE REPORTS WILL SIMPLY NOTIFY THE BOARD OF ACTIVITIES AND REQUEST APPROVAL OR INPUT ONLY FOR THOSE AREAS THAT THE BOARD MUST BE INVOLVED IN. ATTENDANCE AT THE BOARD IS REQUIRED BY AT LEAST ONE SUBCOMMITTEE MEMBER TO ANSWER ANY QUESTIONS.
4. THE REGULAR MINUTES OF THE ORGANIZATION WILL INCLUDE COMMITTEE UPDATES; THE COMMITTEE IS RESPONSIBLE FOR GETTING THE INFORMATION TO THE BOARD SECRETARY IN A TIMELY MANNER.
5. TECHNOLOGICAL METHODS OF COMMUNICATION WILL BE EXPLORED BOTH FOR SCHEDULING AND OUTREACH.

6. THE BOARD REMAINS THE CENTRAL COMMUNICATION CORE AND THE OVERALL DIRECTOR OF BLUE WATER: WITH THAT CAVEAT, THE SUBCOMMITTEES ARE EXPECTED TO "OWN" THEIR OWN ACTIVITIES AND IMPLEMENT SAME.
7. THE BOARD MEMBERS WILL OFTEN BE ON SUBCOMMITTEES AS WELL AND VISE VERSA.
8. AFTER ONE HOUR OF COMMITTEE MEETINGS (IF THE SUBCOMMITTEE SO DESIRES,) THEN THE BOARD WILL MEET. PRIOR TO THE GENERAL BOARD MEETING, ALTERNATIVELY, SUBCOMMITTEES CAN MEET AFTER THE BOARD MEETING ALTERNATIVELY, THEY CAN SET THEIR OWN MEETING SCHEDULE. EACH SUBCOMMITTEE WILL HAVE A SECRETARY WHO WILL COMMUNICATE TO THE BOARD SECRETARY WITH A FULL REPORT AS TO ALL ACTIVITIES.
9. ASIDE FROM AGREED UPON COMMON MATTERS DESCRIBED BELOW, THE SUBCOMMITTEES ARE FREE TO MAKE THEIR OWN DECISIONS, REPORTING SAME TO THE BOARD. ON CERTAIN ISSUES, WHICH THE BOARD MUST APPROVE AS THE LEGAL ENTITY IN CHARGE OF THE FOUNDATION. AS "EXPERTS" ON THEIR PARTICULAR PROGRAM, THE SUBCOMMITTEES ARE TO BE GIVEN WIDE LATTITUDE IN THEIR ADMINISTRATIVE ACTIONS SO LONG AS THE GOALS AND ETHOS OF BLUE WATER IS MAINTAINED. THE OVERALL PROGRAM, HOWEVER, MUST STILL BE APPROVED BY THE BOARD.
10. THE SUBCOMMITTEE SECRETARY SENDS AN E MAIL TO THE BOARD SECRETARY WITHIN THREE DAYS OF THE GENERAL BOARD MEETING SO THAT MINUTES CAN BE CONTINUED TO BE INCLUSIVE OF ALL ACTIVITES. THIS IS AN ABSOLUTE REQUIREMENT TO MAINTAIN COMMUNICATION WITHIN THE ORGANIZATION AS A WHOLE AND FAILURE TO DO THIS OR OBTAIN REQUISITE APPROVAL OF SPECIFIED AREAS CAN RESULT IN ENDING THE SUBCOMMITTEE'S ROLE.
11. ALL SUBCOMMITTEE MEMBERS ARE ENCOURAGED TO ATTEND THE MEETING OF THE ENTIRE BOARD. SINCE THE BOARD MEMBERS ARE ALSO LIKELY TO BE ON VARIOUS SUBCOMMITTEES, THE INTERACTION WILL BE CONTINUOUS. WE DO NOT WANT TO LOSE THE OVERALL CONNECTION, MERELY SUBDIVIDE ADMINISTRATIVE AND DAY TO DAY DECISIONS OF THE PROGRAMS AWAY FROM THE GENERAL BOARD.
12. THE OVERALL ACTING BOARD WILL NOT BE ALL MEMBERS (INFORMALLY OR FORMALLY,) BUT THOSE ELECTED WHO ARE WILLING TO UNDERTAKE THE GENERAL ADMINISTRATIVE DECISION MAKING FOR THE ENTIRE ORGANIZATION AND INTERACT WITH THE PUBLIC AND OTHER ORGANIZATIONS ON BEHALF OF THE ENTIRE ORGANIZATION. THERE WILL BE A LARGER BOARD THAT MEETS NO LESS THAN TWICE A YEAR COMPRISING ALL MEMBERS AND ALL SUBCOMMITTEE PEOPLE.
13. THE BOARD WILL STILL WELCOME ALL MEMBERS TO ATTEND BUT VOTING ON ISSUES, IF NO CONSENSUS, WILL BE BOARD MEMBERS ONLY. WITHIN THE PROGRAMS, EACH PROGRAM WILL HAVE ITS OWN COMMITTEE WHICH WILL VOTE ON MATTERS PERTAINING TO IT NOT REQUIRING OVERALL BOARD APPROVAL. SHOULD THERE BE A DEADLOCK WITHIN A SUBCOMMITTEE, THE OFFICERS MAY BE ASKED TO BREAK THE DEADLOCK.
14. TYPES OF GENERAL ADMINISTRATION AND DECISION MAKING REQUIRING THE FULL BOARD: IT WOULD BE REDUCED TO A FORMAL RESOLUTION BUT IT WOULD HAVE TO INCLUDE, AT LEAST IN SUPERVISION:
 - a. BUDGET MATTERS
 - b. FUND RAISING
 - c. INTERACTION WITH ANY THIRD PARTIES ON BEHALF OF BLUE WATER AS A WHOLE OR ON THE PART OF ANY SUBCOMMITTEE
 - d. ANY NEW PROGRAM

- e. ANY PROBLEM WITHIN A PROGRAM NOT HANDLED BY THE PROGRAM
 - f. PUBLICITY
 - g. CORPORATE AND TAX MATTERS
 - h. ETHICAL
 - i. MEMBERSHIP QUESTIONS
 - j. LEGAL MATTERS
 - k. INSURANCE ISSUES
 - l. TRAINING ISSUES
 - m. OVERALL MEMBERSHIP OUTREACH
 - n. WEB AND MEDIA FOR ORGANIZATION AS A WHOLE
 - o. BLUE WATER PARTIES AND OTHER SUCH EVENTS
 - p. BOAT CONDITION
 - q. SAFETY TRAINING
 - r. INSURANCE
 - s. REIMBURSEMENT TO MEMBERS FOR PARTICULAR EXPENSES
 - t. ELECTION OF OFFICERS AND DIRECTORS
 - u. TRAINING IN GROUP AND STUDENT INTERACTION
 - v. CREATION OF NEW SUBCOMMITTEES TO HANDLE SPECIFIC AREAS OF CONCERN
 - w. REVIEW OF ACTIVITIES GENERALLY OF SUBCOMMITTEES TO ASSURE COMPLIANCE WITH BLUE WATER OVERALL GOALS
15. THE PARTICULAR SUBCOMMITTEES RESPONSIBILITIES ARE REDUCED TO A RESOLUTION OF THE BOARD AND VARY DEPENDING ON THE RESPONSIBILITY AREA. SOME EXAMPLES:
- a. Sf School District sails
 - b. Gleaming Ocean
 - c. Middle Schools Sails
 - d. Community group sails
 - e. Training and Safety
 - f. Publicity
 - g. Emeryville School Sails
 - h. Outreach/Membership expansion

Etc. etc.

THE ACTUAL INITIAL SUBCOMMITTEES WILL BE FORMED AND DETERMINED UPON ONLY AFTER APPROVAL OF THE OVERALL PLAN.

A PERSON CAN BE A MEMBER OF SEVERAL SUBCOMMITTEES AND THE BOARD IF TIME PERMITS. EACH SUBCOMMITTEE WILL HAVE A CHAIRMAN AND SECRETARY. EACH WILL KEEP COMPLETE MINUTES OF ALL PROCEEDINGS. EACH WILL COOPERATE WITH THE BOARD AND WITH ALL OTHER SUBCOMMITTEES. THE BOARD MAY REQUIRE THE ENTIRE SUBCOMMITTEE TO ATTEND A BOARD MEETING TO DISCUSS VARIOUS AREAS OF CONCERN. NEVERTHELESS THE GOAL OF GIVING AUTONOMY AS MUCH AS PRACTICAL TO THE SUBCOMMITTEES AND RELIEVING THE OFFICERS OF MUCH OF THE DAY TO DAY ORGANIZATION IS TO BE KEPT FIRMLY IN MIND.

RATIONALE:

- 1. We are volunteers. All like to sail. Some like administration and outreach. No one likes so much of it that it takes over their lives. Our success is such that perhaps eight people are doing all the administration. That will only result in burn out. It is already beginning to happen.**
- 2. It also requires "hands on" experience to know what works best within a particular program. It makes sense to have those directly doing day to day work in a program handle the bulk of the administration and planning for a program. Pride in creating a viable and valuable program is a necessary and motivating factor in our volunteers and the subcommittees should allow that to exist.**
- 3. That said, both legally and morally, the Board must oversee the broad outlines of the program and the safety and efficacy of the program. That said, we want the program members to know that they are directly in charge of creating and running the programs or activity within general guidelines.**

NEXT STEPS:

- 1. Creation of a committee to make committees comprising the Board and any interested member. Subcommittees to be denominated then staffed over the following month based on interest expressed by membership.**
- 2. First meeting of committees. Election of officers within the committees to report to the Board.**
- 3. We try it and review and amend as necessary for the following six months. Perhaps a transition period of a few subcommittees to see how it works. We do not want unlimited numbers of subcommittees or we become ungainly.**