**Overfalls Board of Directors Meeting Minutes**  
**August 9, 2019**  
**Net House, Lewes, DE**

**In Attendance:** Bill Battista, Albert Didden, Bob Gibson, Bud Vai, Eric Van Guilder, Don Gansauer, Bob Garry, Tom Wrubel and Dave Beck. Guests: Dr. Ray Glick and Al Klineberger

**Secretary’s Report:** Motion made to accept the minutes as submitted for the July meeting. Motion passed.

**Treasurer’s Report:** Eric submitted this report before the meeting for board consideration. “In the month of July most of the revenue activity took the form of ship tours and store sales which were $2.4K and $1.2K respectively. Thankfully, the state of Delaware awarded us a grant of $5,000 which was a bit more than the 2018 award. Notable expenses in July were the $1,500 scholarship, $4,400 dirty hands costs and $747 of museum expenses. A $1,200 deposit to the painting contractor for the bulkhead was part of the Dirty hands expense.

As you know our year-to-date net income is well below 2018 even after eliminating restoration expenses in both years. 2019 revenue items that are below 2018 are $7,500 of individual donations, $2,400 membership dues and $7,000 opening party. Naming opportunities are up a bit. Expenses after restoration costs have increased in 2019 over 2018 by about $7,000 and are pretty modest but broad based.

Our liquid assets in the bank and investment accounts are $415,909 vs $446,875 this time in 2018.”

Additional comments: Albert Didden suggested we submit a letter to the Governor thanking him to the $5000 donation to the Overfalls Foundation. Letter to be signed by Bill Battista. Membership is down this year. A committee report is coming up on this problem.

**Committee Reports:**

**Curator:** Received the uniform and significant documents from the relatives of William Frank Taylor. He served on the original Overfalls lightship LV101 in the Delaware Bay.

**Dirty Hands Gang**  
This report was submitted by Don for the board’s consideration: “Since our last board meeting the DHG has completed the painting of the decks in the Crews Mess, Officers Mess, Shop, and Crews Quarters. Also, the painting of the Lifeboat has been completed and an initial coat of paint on the Navigation Marks. Our electricians completed the rewiring and new conduit to the O3 deck searchlight. They continue to solve the ongoing problems with the Liberty lights and US flag lighting timers.”
The contract with JGM Custom Painting for the prep and painting of the bulkhead has been signed along with a check for the initial payment of 1/3 the quoted fee. Weather permitting, they expect work to begin 8/13 and last for 3-4 days. I have asked them for a quote to prep and paint the bulkheads vertical surfaces.

Our next concern is the washout at our property line near the West end of the bulkhead. See photos. Please note, as of this time, the washout on our property is not tidal. I have placed three trash bags filled with gravel in the hole to temporarily halt the erosion. If it becomes tidal then DNREC and the Corps of Engineers may need to be involved.

This washout extends into the property of The Lewes Historical Society, where it tidal. Note the collapsing of their railing around the fish net spool in the third photo. Much of the erosion is hidden by the foliage.

It seems the resolution of this problem belongs jointly between the City of Lewes, the historical society, and us.” We can use Evelyn Murmeyer as a consultant for this problem.

**Education:** Kids program has been a great success. One more event on August 21.

**Events:** There will be a Sundowner on September 13. Investigating new opening party locations.

**Historian:** Al Klineberger is making a list of people who have worked on the restoration of the ship. This will be a book to compliment the *Big Lift*. Al is also working a presentation to attract new membership. Presentation is scheduled for August 28, at the Independence community. There will be an open-house September 4, to meet new potential members. Eric Davidson has a history of the last pull-out.

**Insurance:** Albert has a new form to complete for the Monomoy from Hall Insurance.

**Monomoy:** We are working on a new support structure for the boat cover over the winter. This will be a much more robust design that will hold the cover more securely in the heavy winds we occasionally experience. The boat will be displayed at Coast Day on October 6.

**Memorial Giving:** Who is intended to be in the Memorial Page of the Web Site? We need to get the word out to members when a member dies so we can have better attendance at services. Tom will investigate how to recognize and get info out to membership on funeral services. Need to set up a standard procedure. Bud, Albert, Bob Garry and Tom will work on this.

**Property:** Puzzle’s will buy back any unsold puzzles we have left. We owe them $250 for 24 towels to sell in the ships store. A report from
Duffield and Associates recommends cleaning and repainting of the bulkhead with a marine grade coal tar paint. The lifetime of the bulkhead structure could exceed 50 years if properly maintained. Don will get a quote on painting the rest of the bulkhead. A GO FUND ME page may be a way to raise money for painting. We need to revisit our policy on commemorative bricks a who qualifies for one. Albert will head a committee on bricks.

**Safety:** This is the safety report submitted by Mike Safina for board consideration.

**Ships store:** No report

**Hall of Fame:** No report

**Old Business:** This is a copy of the document generated from meeting discussions.

**5 Year Plan Committee -- Dr. Ray Glick**

**Overfalls Foundation**

**Strategic Planning Session**  July 25, 2019

Location: At Gilligan's Restaurant, Lewes, DE

Attendees:

Bill Battista, President
Tracy Mulvaney, Vice President
Bob Gibson, Secretary
Eric Van Gilder, Treasurer
Ray Glick, Historian (Primary Facilitator)
Mike Safina, Safety (Supporting Facilitator)

1. Over the past several months, the Board of Directors of the Overfalls Foundation has had discussions with regard to strategic direction and planning. It was ultimately agreed that the Executive Board would hold a strategic planning session to discuss a way forward with creating a strategic plan for the Overfalls Foundation. President Bill Battista set up a ½ day planning session with the Executive Board and invited Ray Glick and Mike Safina to serve as facilitators and membership representatives in general.

2. Ray Glick sent 3 questions to each of the participants in advance of the meeting as homework. He initiated the meeting by asking each of the attendees to discuss their thoughts on the homework.

<table>
<thead>
<tr>
<th>Bill</th>
<th>Bob</th>
<th>Eric</th>
<th>Tracy</th>
<th>Mike</th>
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<tbody>
<tr>
<td>3 Most important issues that need to be addressed by the Foundation immediately</td>
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<tr>
<td>Fabricate a plan to increase our membership. Try to</td>
<td>Significantly increase membership</td>
<td>Double membership in 3 years</td>
<td>Increase membership with younger focus</td>
<td>Increase Membership</td>
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<td>Favor younger members if possible.</td>
<td>Set a Strategy to get the current membership more involved</td>
<td>Significant increase in volunteers</td>
<td>Establish a group to identify available grants and write applications as a funding source. Seek $50K in grants per year within 3 years.</td>
<td>Develop a succession track for future leadership (with clear delineation of tasks and responsibilities)</td>
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<td>Need a better plan to have all committee chairs set before end of the current year</td>
<td>Increase public awareness (pride) (Children’s programs; cooperation with LHS; Summer parades)</td>
<td>Create a survey of membership and the community to get ideas on funding and new programs and ideas</td>
<td>Delineate new fundraising efforts or improve existing.</td>
<td>Need to have a strategic plan and a 10-year budget</td>
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**3 Critical Issues that should be addressed within the next 2 years.**

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<th>A fundraising program - use the current one or develop a new one. Focus on a program to attract younger members due to the aging of our current membership</th>
<th>Dehumidify/air condition the ship</th>
<th>Establish a pitch for tour guides and membership solicitation</th>
<th>Get an office location</th>
<th>Identify where paid positions would be advantageous</th>
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<td>Rebuild and expand the current storage shed</td>
<td>Commercial hauler to move the Monomoy for events</td>
<td>Examine and revise by-laws to better manage</td>
<td>Get a paid staff member</td>
<td>Improve local and wide area visibility</td>
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<td>Have the Foundation establish a formal</td>
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<td>Increase internet exposure</td>
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<td>Increase the number of visitors annually</td>
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office to be able to have a better place to conduct business.

the Foundation in the long term.

**List the 3 issues that you would consider as “It would be great if we could....”**

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<th>Develop a system to be able to inform our membership of what is going on and what is needed.</th>
<th>Put the lifeboat on the ship - structure only?</th>
<th>AC/Dehumidify the ship</th>
<th>Use Overfalls as educational/classroom backdrop</th>
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<td>Develop a program to be able to better work with other local organizations.</td>
<td>Add a picture display under the roof of the Monomoy shed about the Monomoy in use</td>
<td>Team up with other orgs like the LHS for an expanded maritime experience</td>
<td>Improve access for physically challenged individuals</td>
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<td>Search for any available grants and develop programs that will allow us to apply for grants with a higher rate of success.</td>
<td>Ship’s pennant</td>
<td>Have more outreach/experience for kids/families</td>
<td>Involve the schools in restoring pieces of the ship</td>
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3. Ray passed out a copy of the 2011 Five-Year Plan to review; the Overfalls Maritime Museum Foundation Strategic Plan 2006-2010; (These were scanned to share after the meeting.)

4. Over lunch we had general discussions about the items proposed above. Other ideas that came up were:
   - Make sure the docents are trained to encourage donations.
- Consider dropping the tour fee in favor of a request for donations. It encourages people to tour the ship who might not and would likely encourage more people to make donations as donations are tax deductible and tour fees are not.
- We discussed an initiative by Al Kleinberger to develop a presentation that can be used to inform the public about the ship. It would be used to go out into communities to talk about the Lightship and Foundation.

5. The remainder of the afternoon was spent discussing the priorities, sorting them and identifying the 3 most important ones. It was interesting to see how many of them were similar, yet no one had discussed them with one another in advance.

The Number 1 priority based upon our inputs above, is to increase our membership.
- We need to increase emphasis on recruiting new members
- We need to establish a lead/chair and a supporting committee
- Consider rolling this out during the annual meeting as part of soliciting members to join committees
- Need to talk to Dave and Nancy Beck of their level of interest in participating or running the effort.

The 2nd priority to address was based upon the need for an Executive Director or other paid positions.
- How do we resource and pay for paid employees?
- DANA runs workshops for non-profits and can help in this area.
- Where would a paid employee work? Telework? Establish an office?
- Need a committee and a lead to set this up
- Should be a strategic initiative
- Recommended we do an assessment of our leadership needs - Recommended we contact DANA (Mike took this as an action to contact DANA and investigate this).

The 3rd highest priority is Fundraising as it forms the basis for all the work that we propose to do and provides us the resources we need to hire assistance or get work accomplished the membership is not able to do.
- Will need a chairperson and committee for fundraising
- Consider looking for corporate sponsorships

6. We then began to bin and prioritize the items and to stand up committees to address the priorities. Due to time constraints, actions were only assigned to the top 3 priorities:
1. Membership & Volunteering Committee (Eric to lead standing it up)
   - Talk to Dave & Nancy Beck (as noted above)
   - Committee of no more than 5, 2 at least from the Board and 2 at least from the general membership
2. Strategic Leadership Committee (Executive Director, Marketing Manager, Communications Director??) (Mike to lead standing it up)
- Committee of 4-6 people, 2 at least from the Board and 2 at least from the general membership
3. Fundraising Committee (Tracy to lead standing it up)
- Committee of 6-8 people, 2 at least from the Board and 2 at least from the general membership
4. Public Outreach
- Ray to contact Al Kleinberger to discuss the outreach program product that Al is developing
5. Education
- TBD
6. Infrastructure Improvements
- TBD

Mike will provide a template for standing up the committees that is based upon Stephen Covey’s Win-Win Strategy from the “7 Habits of Highly Effective People”. Our objective is to get these committees set up no later than October 1.

Bill will invite Ray to the next Board meeting to make a presentation of the results of today’s meeting.

All issues were grouped and discussions about the issues created some new ideas. Some of these can be used as guidelines for investigation by committees:

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<th>Membership &amp; Volunteering</th>
<th>Strategic Leadership</th>
<th>Fundraising</th>
<th>Public Outreach</th>
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<td>Focus on a program to attract younger members due to the aging of our current membership</td>
<td>Develop a succession track for future leadership (with clear delineation of tasks and responsibilities)</td>
<td>Establish a group to identify available grants and write applications as a funding source. Seek $50K in grants per year within 3 years.</td>
<td>Team up with other orgs like the LHS for an expanded maritime experience</td>
<td>Create a summer education program</td>
<td>Get an office location</td>
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<td>Fabricate a plan to increase our Membership. Try to favor younger members if possible.</td>
<td>Hire an executive director and establish goals and performance objectives</td>
<td>Search for any available grants and develop programs that will allow us to apply for grants with a higher rate of success.</td>
<td>Increase public awareness (pride) (Children’s programs; cooperation with LHS &amp; LSS; Summer parades)</td>
<td>Use Overfalls as educational/classroom backdrop</td>
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<td>Set a Strategy to get the</td>
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<td>current membership more involved</td>
<td>positions would be advantageous</td>
<td>efforts or improve existing the Monomoy for events</td>
<td>restoring pieces of the ship</td>
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<td>Create a survey of membership and the community to get ideas on funding and new programs and ideas</td>
<td>Examine and revise by-laws to better manage the Foundation in the long term.</td>
<td>Drop membership dues and replace them with free membership with a donation. (Donations are tax deductible; membership fees are not)</td>
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<td>Improve local and wide area visibility</td>
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<td>Need a better plan to have all committee chairs set before end of the current year</td>
<td>Consider free and paid resources to evaluate the Foundation operational structure</td>
<td>Consider corporate sponsorships</td>
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<td>Increase number of active volunteers</td>
<td>Get a paid staff member</td>
<td>Make sure the docents are trained to encourage donations</td>
<td>Increase internet exposure</td>
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<td>Double membership in 3 years</td>
<td>Look towards DANA and other resources for assistance</td>
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<td>Have more outreach/experience for children &amp; families</td>
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Elements of a committee or team charter based upon the elements of an effective Win-Win Strategy

1. Desired Results
- What do you want to achieve and when?

Examples: double membership by 2025, Air Condition tourist areas of the ship by 2023, implement a strategic plan by 2021, host a Delaware maritime education class on the ship, etc.

2. Guidelines
- These are the parameters such as principles or policies that guide how to achieve the results.

Examples: Committee shall meet periodically and report back to the Board with status (in writing) on a monthly basis; If funds are required by the committee, they shall make a request to the Board.

3. Resources
- These specify the people, budget, technical resources and organizational support to help achieve the results.

Examples: Committee shall consist of 5 members, 2 of which shall be board members; the Committee shall be give $1000 to use the services of a contractor;

4. Accountability
- Accountability sets the time frame and the standards of performance to expect.

Examples: Committee shall complete these tasks within 1 calendar year; Committee shall provide interim reports to the Board on a quarterly basis; Committee shall provide a final report to the Board that shall include findings and recommendations.

5. Consequences
- Consequences are the good and bad things that happen or will happen as a result of the evaluation.

Examples: Without an increase in membership, the Foundation will eventually cease to exist; An increase in fundraising activities will yield financial resources that can be used to drydock the ship in 5 years; Increasing student involvement in ship preservation creates long term potential for membership; Increased public outreach will increase public awareness, improve use of the ship and encourage new memberships.

This is the overall report Ray submitted for the board’s consideration. ****
New Business:

Need to form a committee of 4-5 people to brainstorm ideas for 2020 fund raising event to report to the board in October. Bill, Mike, Bob Gary and Albert volunteered.

Children’s program: Program on 8/21 will need 6 volunteers for one shift. From 10:00 to 12:30.

Discuss setting up a committee on guidelines for items to be placed on our WEB page.

President’s Comments:
Net House has changed its access policy. Door code will change monthly and be issued only when a meeting has been scheduled.
Received a check from GFWC Zwaanendael Woman’s Club for $250. Thank you sent out on Face Book.

Schedule of Upcoming Events:
Next Board of Directors meeting: Friday September 13, 2019 at 10 AM in the Net House
Children’s education program Wednesday August 21, 10 – 12:30

Minutes respectfully submitted by;
Bob Gibson
Secretary
Overfalls Foundation