



Indianapolis Rowing Center Board Meeting Minutes
Date: December 15, 2025

Board Member	Office	Attended?
Amanda Coddens	President	N
Dave Carter	Vice President	Y
Denise Bain	Secretary	Y
J. Palumbo	Treasurer	N
Lisa Stickley	Director	Y
Susana Duarte De Suarez	Director	Y
Ryan Hurd	Director	Y
Matt Imes	Director	Y
James Betley	Director	Y(via phone)
Leslie Thompson	Booster President	Y
Chris Marr	Director of Operations	Y
Madison Sanchez	Director of Adult Programs	Y
Julio Sanchez	Director of Youth Programs	Y

Amanda Coddens absent. Dave Carter running meeting. Suzanne Stone in attendance.

Meeting called to order at 6:02

New Policy – A new policy was approved via evote between meetings. This policy will no longer allow complaints to be lodged anonymously as we are unable to properly investigate anonymous complaints. All voted yes

The policy reads:

Policy on Submission of Complaints and Due Process

Effective Date: November 19, 2025
Approved By: Indianapolis Rowing Center

1. Purpose

This policy establishes procedures that ensure all complaints related to inappropriate behavior at the Rowing Center are handled fairly, consistently, and with respect for the rights of all parties. Requiring written, non-anonymous complaints provides the documentation necessary to conduct an impartial review and to ensure due process for individuals named in a complaint.

2. Scope

This policy applies to all athletes, coaches, employees, contractors, volunteers, and visitors of the Rowing Center.

3. Policy Statement

1. **Complaints must be submitted in writing.**
 All complaints alleging inappropriate behavior, misconduct, or violations of Rowing Center rules must be submitted in a written format, such as a signed letter or email.



2. **Anonymous complaints will not be accepted or investigated.**
To ensure fairness and transparency, the Rowing Center does not accept or act upon complaints submitted anonymously. Complaints must include the complainant's full name and contact information.
3. **Due Process for the Accused.**
 - The individual named in a complaint will be notified of the nature of the allegation and provided an opportunity to respond.
 - No disciplinary action will be taken without an appropriate review of the written complaint and the response from the individual involved.
4. **Confidentiality.**
While complaints cannot be anonymous, all information will be kept as confidential as reasonably possible and shared only with those involved in the review or resolution process.

4. Complaint Submission Procedure

1. Complaints must be submitted to:
Indianapolis Rowing Center Board of Directors
via exec@indyrowing.org or mail to: 7840 W. 56th St, Indianapolis, IN 46254
2. The written complaint must include:
 - Name and contact information of complainant
 - Name(s) of individual(s) involved
 - Description of the incident(s), including dates, times, and location(s)
 - Any supporting documentation or evidence
3. The designated official will acknowledge receipt within 3 business days and initiate the review process.

5. Review and Resolution

- The Rowing Center will review the complaint promptly and fairly.
- The accused individual will have the opportunity to present their account and any relevant information.
- A determination will be made based on the evidence gathered, and both parties will be notified of the outcome.

6. Retaliation Prohibited

No person shall be retaliated against for submitting a good-faith complaint or participating in the review process.



Minutes – Dave motioned to approve minutes from last meeting; Ryan seconded. All approved, Nov meeting minutes have been approved.

Ops Report Questions/Discussions - Chris Marr

- SINCE LAST MEETING:

○ **Admin:**

Singed Janitor - 12 months, weekly cleaning. Off Season will be deep cleaning
Signed Geese Police
Updated Proposed '26 rack fees and entered into icrew. ~5% increase with long term plan to align with park's Beach rental fees

○ **Volunteers:**

Dave installed Paperwork Holders on Large Trailers - Registration and DOT paperwork
Sharron checked all safety gear in launches and repacked
Sharron re mounted and labeled all club shoes for LTR/camps
Dave replaced all trailer tires
Sharron cleaned out tower and attic and organized
Dave installing battery boxes on launches out of bilge to prevent corrosion and electrocution

○ **Equipment:**

Sliders purchased and set up
Ergs relabeled with year and clearly marked
All Trailers serviced and DOT inspection on site from Mobile mechanic
All engines serviced and maintained on site by mobile mechanic
New Launch batteries to keep within service life
Sold 5/12 ergs \$700+ 1 donated old erg for \$250. Replacing as I sell.
Still selling old oars
Sold 1994 worlds banner \$20
Sold IUPUI Trailer \$5000, 2 8s, 3 old sets of oars \$5000
Sold old boat trailer \$600
Found 2 Buyers for old bubble docks in spring totalling \$20,000+

○ **Venue/Facilities:**

Installed dock fenders for launches
Installed swim ladders for docks
Working with Deatons to price out dock projects. 1/5/10 year purchase plans attached.
Added missing light from boathouse
Tied in cage light and shop light to light switch. All lights on switch now
DPW fixed broken outlet in office - repairing wall now
Park office back under construction
Bubblers installed - power from gazebo
Tree trimmed for solar panel
Trees near trailer planned to cut down to prevent potential trailer collision



DPW ground 2 stumps. More to go

Signage quotes in work for 2 signs - Tower and Front entrance. Pending \$ approval from Board and approval by parks.

Hung 2 old signs from attic on tower.

○ **Regattas:**

All regatta in RC and timing system with schedule and registration set

Met with Parks and Rangers to plan 26 regattas

Confirming RC negotiated pricing was in place for 2026, saving us 2.5% on registration fees

Working with parks on pre-pay gate fees, should allow for a better experience for all and more profit for IRC

Ongoing meetings planning with BigTen, MACRA, and ISC

Volunteer structure in place

Volunteer coordinator and Assist Regatta Director selected.

Vendors all reserved for regattas, many at cheaper or equal rates to last year

-EMS

-Markeys and video board

-Golf Carts

-Food truck

-Merchandise - Print on site - IRC keeps 12% of gross revenue.

-Beer vendor

-Refs

-Hotels

-Scales

-Timing

○ **Help Needed:**

Deciding on cashflow on Dock purchase plan. Quotes are together for both the Main docks and the recovery docks. All detailed quotes attached.

Main Docks Project Description: 8 8s able to launch with better useability

- Extending Center from 90' to 120' of EZ dock

-Left dock - Replacing existing 70' bubble dock with 120' of EZ dock

-Eliminating the Right Dock - it is inconvenient to use

-anchoring docks per engineer's recommendation to maintain warranty, and as a bonus, will allow the docks to stay in place over winter

Recovery Dock:

Replacing 3 55-65' docks with 3 60' docks

Installing gangways to shore

-anchoring docks per engineer's recommendation to maintain warranty and as a bonus will allow the docks to stay in place over winter



1 Year Purchase Plan - Baseline - Not enough Cash on hand - \$250k total with \$37k discount
5 Year Purchase Plan - \$68k year 1, \$50k years 2-5. with \$18,500 discount
10 Year Purchase Plan - \$45k year 1, \$27k years 2-10. No discount

While there is no financing, there is a missed discount of about \$3700/year for longer term payments. Longer term payments would help level load cash flow out and spread large capital projects over the coming years, while providing the infrastructure necessary to command a premium price at our venue.

My recommendation: execute 10 year purchase plan for both projects, sell the majority of old bubble docks to cover 50% of the year 1 cost, Install in late February or early march

Board conversation regarding financing new EZ docks vs paying outright –

- Is it better to do 2 docks on a 5-year plan rather than 4 docks on a 10yr plan to give us more flexibility?
- In order to get and keep getting large events (B1Gs, USRowing Events, etc) we need better retrieval docks than the bubble docks.
- Current bubble docks have been sold for \$23,000
- 10yrs is a long time to pay on something, but it can be paid off early.
- We have a great relationship with EZdock
- Decided to plan on 10yr plan with the option to pay off early

Working on Next:

2026 Private Racks
More Regatta planning
Replacing light bulbs in tower
Completing IRA bid with ISC
Driving signage project - Estimated \$8000 for all
Printing large traffic pattern maps
Selling /buying ergs
selling old oars
Renew USRowing membership with Jags as sub org
Jags 2026 MOU
More tree trimming
DPW to remove concrete filled tires from beach
DPW to repair 2 external holes in Tower
Clearing out Park office

Youth Program Update – Julio Sanchez

1. Executive Summary

November was a month of transition and foundational development for the Youth Program. We concluded the fall season, launched Winter Training at CrossFit AFCO and Brebeuf, completed



onboarding for new training groups, finalized early components of the 2025–26 administrative transition, and sustained strong parent communication through multiple weather-related challenges.

Athletes have responded positively to the new training structure, attendance has been strong, and early technical and strength gains are evident. Major administrative progress was made, including iCrew onboarding and the preparation of winter staffing.

2. Program Operations & Training

2.1 Winter Training Launch

- Winter Training began at AFCO with a full program introduction, expectations meeting, and training plan presentation.
- Week 1 successfully implemented separate girls and boys training groups to improve logistical flow and individualized coaching.
- Athletes were introduced to the November–December training plan with emphasis on:
 - Technique development
 - Strength foundation
 - Conditioning load progression
 - Adaptation-phase workload structure

2.2 Weekly Training Progress

- Completed four weeks of structured winter training in November.
- Transitioned from adaptation phase to the beginning of aerobic development.
- Increased training volume through longer pieces at low rates.
- Athletes showed:
 - Improved lifting technique at Brebeuf
 - Better pacing, rhythm, and interval management on ergs at AFCO
 - High consistency across both squads

2.3 Weather, Safety & Practice Adjustments

- Snowfall-related schedule adjustments were communicated promptly.
- Reinforced the policy that practices during unsafe weather are optional, prioritizing family discretion and safety.
- Maintained flexibility with late arrivals through the 4–6 PM AFCO training window.

3. Administration & Communication

3.1 Parent Communication

Sent weekly updates to families covering:



- Training structure
- Weather adjustments
- Safety policies
- Practice locations and logistics
- Thanksgiving schedule
- Launch of winter training
- Taper phase completion (for late fall athletes)

Feedback from families has been positive, particularly regarding clarity and frequency of updates.

3.2 Transition to iCrew

Major progress in onboarding the youth program to iCrew:

- Released full step-by-step parent registration guide.
- Transition plan announced for 2026: TeamSnap will be phased out as the primary platform.
- Provided direct links, assistance, and troubleshooting for families encountering registration issues.
- Ongoing synchronization of attendance, rosters, schedules, and waivers.

3.3 TeamSnap & Waiver Management

- Updated all practices in TeamSnap during the transition period.
- Processed AFCO waivers for all winter participants.
- Ensured logbook and communication alignment across both platforms during the changeover.

4. Staffing & Recruitment

4.1 Coaching Recruitment

- Proposed hiring of Catherine McNutt for the Girls Winter Training Program.
 - Submitted full proposal including schedule, number of sessions, rate, and total compensation.

4.2 Volunteer Support

- Coordinated volunteer assistance from Kirstin Atzhorn for the girls' team at Brebeuf.
- Provided SafeSport expectations and guidance.

5. Middle School Program



5.1 Parent Communication

- Verified practice start details and location with families (Elias Karimbakas, Laila, and others).
- Provided ongoing updates on modified schedules as the winter season began.

5.2 Seasonal Planning

- Supported early structuring of Middle School winter training.
- Ensured parents had clarity on expectations and scheduling adjustments.

6. Financial & Administrative Tasks

- Continued updates to winter billing, rosters, and logistical materials.
- Shared registration links with families for:
 - Youth Team Winter Training (\$630)
 - Middle School Winter Training (\$230)

7. Culture, Athlete Conduct & Program Values

- Reinforced communication expectations and professionalism across the youth program.
- Maintained a positive, supportive relationship with both AFCO and Brebeuf training facilities.

8. Upcoming Priorities for December

- Continue aerobic base development phase.
- Finalize staff structure for the full winter period.
- Complete iCrew roster migration and attendance tracking transition.
- Strengthen lifting technique progression and movement quality in both groups.
- Prepare mid-winter training review and individual development check-ins.
- Ensure all AFCO and Brebeuf facility requirements are current and aligned.

9. Overall Program Assessment

November represented an effective transition month with strong athlete engagement, successful administrative modernization, smooth parent communication, and essential foundational training. The Youth Program enters December well-positioned for both winter development and long-term organizational improvement

Board Discussion –

- Number of rowers signed up for winter? “about 50” How many are currently coming? “unsure” – rowers report not many showing up. Weather related? Budgeting for upcoming seasons
- Making sure all volunteer and paid coaches are getting background checks and USRowing memberships.



Director of Adult Programs Report – Madison Waddle

1. Adult Program Direction for 2026 - This fall, I have been restructuring Adult Programming to better position IRC for our 2026 goals:

- Strengthening program consistency and quality
- Growing all adult tiers (First Strokes, Foundations, Performance, Competitive)
- Creating a more predictable revenue model
- Increasing overall member engagement with IRC

The redesign focuses on clarity, alignment, and sustainable structure so each program can grow in a balanced way.

2. Program & Schedule Redesign - The 2026 adult schedule has been fully redesigned with three priorities:

A. Improved alignment across programs

- Practices have been arranged to reduce overlap and create more intentional spacing throughout the week. This supports clearer equipment allocation, more coherent team flow, and easier coordination with Junior practices and multiple Masters team practices.

B. Greater accessibility for athletes

- Competitive practices will now be offered in both morning and evening, allowing adults with different work schedules to participate at a higher level. This change is expected to increase the size and depth of the Competitive team.

C. A refined development pipeline

- To reduce fragmentation and improve cohesion within the athlete pathway, Learn-to-Row is shifting away from monthly offerings toward:
 - One large First Strokes annually
 - One small spring Learn-to-Row
 - One small fall Learn-to-Row

This adjustment creates more stability and gives new athletes a stronger, more supported entry into IRC.

3. Membership Structure Updates for 2026 - To align membership with actual participation patterns and program goals, I have proposed the following adjustments:

- Eliminating monthly memberships in favor of:
 - Spring/Summer Season
 - Fall Season
 - Annual Membership



- Extending the adult on-water season through the week of Thanksgiving.
- Exploring a two-tier boathouse membership structure distinguishing between members using only personal equipment and those regularly using club equipment.

4. Winter Training Performance - Winter training has launched extremely well and is outperforming last year. Participation & Revenue:

- 47 paid registrations so far
- Revenue to date: \$16,232
- Last year (full winter): 31 registrations / \$11,626
- Already +16 athletes and +\$4,606 with 12 weeks remaining

Program Delivery:

I am coaching all adult winter sessions (7 per week) and continuing to integrate:

- Technical development
- Erg-based training
- Mobility and strength components

Theme practices and community touches (Friendsgiving, holiday activities, etc.) have kept enthusiasm high and attendance consistent.

5. Compliance & Communication Updates

I have updated SafeSport-related language on the website, replacing IRC's former SafeSport policy reference with the new IRC Submission of Complaints Policy, and directing athletes and families to USRowing and the U.S. Center for SafeSport for official procedures regarding sexual misconduct allegations.

Additionally, I created an IRC Community WhatsApp group to replace the chat features we will lose with TeamSnap. It includes:

- Dedicated channels for specific groups
- Administrator moderation
- Integration with iCrew teams

This supports smooth communication during and after the transition to iCrew.

6. Recruitment & Organizational Support

- Thank you to Lisa for her continued work with First Strokes in supporting IRC's overall growth. I have also proposed leveraging the First Strokes 'kickback' program to strengthen recruitment efforts for both the Middle School and High School programs.
- Preparing for a January meeting of the Fundraising & Grant Development Working Group to develop a 2026 fundraising calendar and outline several internal and external campaigns.



7. Guidance Needed From the Board - To confirm 2026 programming and begin spring planning, I am seeking Board input on:

1. Membership structure (seasonal/annual only)
2. Boathouse membership tiers (private vs. general)
3. Extension of adult on-water season through Thanksgiving
4. Approval of the 2026 adult program fees

Board Discussion –

- Keeping Masters on-water season going until Thanksgiving - Operationally this would mean that the athletes would have clear expectations that they would be helping close the boathouse
- Be ready with the answer of why the adults season extends beyond the youth season
- Raising Equipment Fee significantly, but giving people more practice opportunities.
- Offering per season pricing
- What if we did 3 options? Seasonal/annual/3 or 5 practices a week. – administratively how does this work in keeping track of the number of practices people attend.
- How does that affect line-ups on the comp team? - everyone is at the same practice on Sat and all are taught the same stroke.
- Raising prices minimally for private members and also having a general membership fee.
-

Finance Report - J Palumbo not in attendance, no financial reports received. Lisa gave a high level overview and will send out financial report tomorrow.

- Morgan Stanley funds not moved and why – money would have been depleted due to Hooch invoices not having gone out. They've gone out now and those invoices have begun being paid. Funds will be moved out of that account soon.
- Moving Morgan Stanley to different company– Morgan Stanley does not feel we are a large enough account for them. We are considering moving to Wise Financial. Our interest rate would be better. It would be a money market account. It would mean the money would be more accessible to us.

Governance Committee Update – Dave Carter

- Term Updates – reviewed where everyone is on their board terms and plans to continue on as well as possible additional members
- VP candidate - stagger terms
 - Denise Motioned to make Lisa a second Vice President, Matt Seconded. All voted yes. Lisa will be a second VP
- Seeking masters rep – Suzanne Stone has agreed to be the Master's Team representative
- Denise's Secretary term ends Dec 31. She will stay on for another 2yr term as Secretary if there are no objections. No objections were made.



Old Business

- First Strokes Update (Lisa) – referral program for getting other clubs to take meetings with First Strokes to talk about hosting the program there. Would like to get at least 6 clubs to take calls
- Accounting Firm (Lisa) – Watson CPA will be taking on our bookkeeping and accounting starting 1/1. They already started the transition. They will take over everything as it is and then once they have a good idea of how we operate they will recommend better processes for us.

Program Update Questions/Discussion

- Assistant Coach Proposal – Having a fulltime assistant coach means that we would have someone there all the time that can run any practice and can handle several boats at a time and help with more boathouse operations. We can make sure we have a high caliber of coaching and be able to hold coaching to a high standard and produce a high-quality product. Having fewer contract coaches and not having to find new ones season after season will make things run smoother as well.

New Business

- Annual Report – Dave will work on completing info for Annual Report and Denise will make it look nice. Should have ready by March

Executive Session

- Staff dismissed
- Board Discussion on staffing and hiring assistant coach

Denise motioned to adjourn at 8:30, Susana seconded.

Upcoming Board Meetings

January 31, 2025 - Board Strategic Planning 9am – 12pm

Feb 9, 2026 - 6pm

Mar 9, 2026 - 6pm

Apr 13, 2026 - 6pm

May 11, 2026 - 6pm

Jun 8, 2026 - 6pm