

Date: June 17, 2017
To: USS Board members
From: Bruce Burton, President
Subject: June 2017 President's Report Revision A

Dear USS Board members,

Thank you for all of your hard work on behalf of the sailors in the United States. This is my report to you on my activities since our last meeting, including comments and concerns.

Over the transom

Last month we were traveling as a Board to Atlanta to work strategy and then I traveled to Portsmouth to work with the Jack and the staff. This month is was about being in Detroit and working on our USS business here.

USS Meetings in Detroit

Jack Gierhart visited the Motor City May 30th on his way to Milwaukee and we had three meetings with important people/entities to US Sailing. Jack and I met with USS Past President Bill Martin to brief him on our office move, Olympics, Customer Connect, the Foundation and our challenges. Bill provided great input and advice. Jack may provide more on the meeting in his report.

We met with Mark Jurcak, President and Chris Clark of Futuramic in Warren, MI. Futuramic is an important partner to our Olympic effort, as they bring huge technology and manufacturing capability to our Team. Our goal is to use our relationship with them as a template to build other relationships with other partner companies. The outcome of these relationships has multiple benefits:

- Technology transfer to our program (developing competitive advantages).
- Career Path Employment for our athletes; much more important than “just covering the rent.”
- Visibility for the company through our Olympic Team.
- Satisfaction (also tax advantages) for the company by “giving back” to our country and athletes.



Jack and I presented Mark and Chris with a certificate of appreciation from USS for their generosity.

Jack and I met with the Sharon and Dr. Phil O’Niel who were co-chairs with Jane and me of the 2016 Bora/Chaffee Nacra campaign. Sharon is a superior program manager and I felt it important that she share with Jack how we organized the program and what the relationship is like for Olympic campaigns with USS. We had great discussions and left it that Sharon and Phil would be glad to provide guidance and advice from the athlete perspective when we solicit it. If we were ever to create “an Olympic Campaign in a Box” cookbook, Sharon would be an excellent co-author to help Stu Gilfillen and his team write it.

Hanson Medals Awarded in Detroit

USS Treasurer Steve Freitas presented the USS Safety at Sea Committee the Arthur B. Hanson Rescue Medals to a competing Lightning sailboat and two mark-set boats at the 2016 Ford Yacht Club Regatta for the rescue of two Lightning sailors, and the recovery and the attempted resuscitation of the third Lightning sailor. Thank you, Steve, for standing in for me when I was out of town, missing this ceremony at my home club, Bayview YC in Detroit.



OSC Meetings

We had our two OSC WebEx calls, which are on a bi-weekly schedule. The calls tend to be divided into two areas: Performance and Business. Malcolm leads the call on the performance side and Jim Campbell leads the call on the business side. We average 90 minutes per call and the attendance of the OSC members has been excellent. USS Board members Cory Sertl, Steve Freitas and JJ Fetter sit on the OSC, with JJ being the Chair of the Selection Committee. Her goal is to have the committee up and running by the end of the year.

On the business side, the major push is to create much more momentum on the revenue generation side of the Olympic effort. I would gladly share the strategy of our efforts with the Board in a future executive session.

Key areas that we are working on:

1. Business
 - a. Good planning for Revenue Generation
 - b. Capacity: Number of volunteers/clubs/companies to help with Revenue Generation
 - c. Urgency/Timing-we need to be moving faster
2. Performance
 - a. Athletes ramping up sooner with more training time (Malcolm is pushing on this).
 - b. Building the leadership team of coaches (Malcolm is making great progress).

A quick "shout out" to Georgia McDonald, Director of the USS Foundation. She is working hard on our planned giving strategy. Attached to this report is an example of our efforts for revenue generation in the Medalist Program, which supports our Olympic effort. Please review it and pass it along to anyone interested in supporting the US Sailing Team.

Over the Bow

Next month it will be back to USS to spend time with Jack and the staff on our initiatives!

Please contact me if you would like to discuss this report, or any other issues of concern.

Thank you for your continued support,

Handwritten signature of Bruce J. Burton

Bruce J. Burton,
President

A CASE FOR CHANGE

RESTORING U.S. DOMINANCE IN OLYMPIC SAILING





We are no longer the team we once were...or the team that we should be.

With **60 sailing medals won during 120 years of Olympic competition**,
the US Sailing Team has no historical equal. Nevertheless, with
just three medals secured during the past three Summer
Games, bold corrective action is now required.



THE GAME HAS CHANGED, AND SO MUST WE.

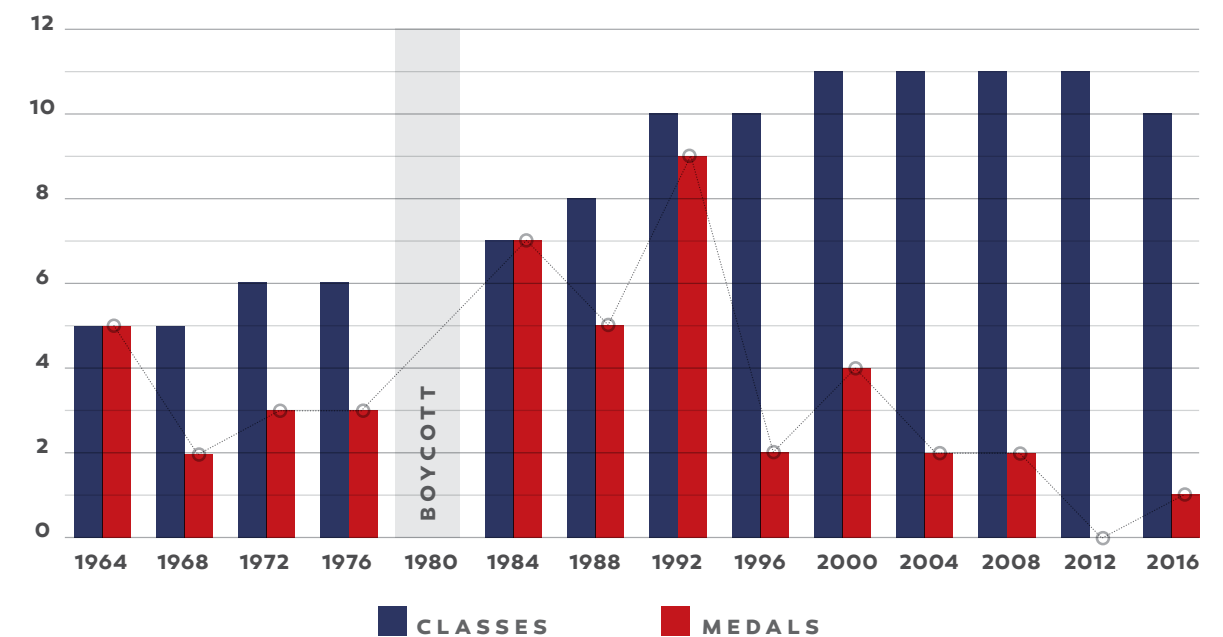
This is a transformative moment for US Olympic Sailing. The game changed in the 1990's, and our high-performance strategy did not keep pace. If the U.S. is to be dominant again, we must adopt a new model.

New Model. New Results.

In the past, we depended on driven, self-made American athletes to drive us to greatness. However, even with a pool

of talent as deep as ours, this is no longer enough. The professionalization of our sport has created a new competitive landscape, with new rules. To achieve consistent podium performances, our team must move away from an athlete-driven model towards a comprehensive national performance system that leverages coaching, technology, data, and accelerated learning.

HISTORICAL ANALYSIS OF MEDALS





THE GAME CHANGER.

Leading this change is the new Chief of Olympic Sailing, Malcolm Page. Three-time Olympian and two-time gold medalist, Malcolm was central to implementing the system that transformed Australian sailing. Malcolm has hired two of the world's most accomplished coaches to lead a world-class performance staff. Luther Carpenter has guided Americans to an unprecedented five sailing medals in four different Olympic classes. David "Sid" Howlett has personally led six teams to the podium while being an instrumental part of the successful transformation of the British Sailing Team

The Science of Winning.

A specialized team of sports scientists is working to develop an arsenal of innovative, winning technologies crucial to delivering the required edge. These will arrive in the form of proprietary tools, data and methods unique to our team and program.

Luther
Carpenter



"Sid"
Howlett





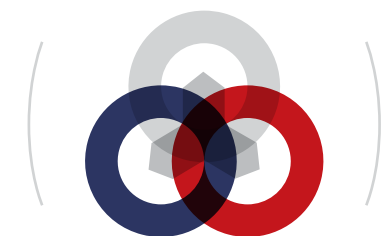
OUR CULTURE MUST EVOLVE AS THE GAME EVOLVES.

Our model for a renewed era of dominance will be forged not solely through technical innovation, but also through culture. The previous team model where sailors operated within individual silos with no sharing of ideas, equipment or technique is outdated and must be replaced. Instead, we will build a collaborative, resilient and financially strong team in which athletes have access to critical resources and expertise. When athletes recognize the performance gains enabled by the new system, they will buy into the crucial idea that while only one boat can ultimately compete at the Games, it takes a full team effort to compete for the podium.

PREVIOUS RESEARCH MODEL



CURRENT RESEARCH MODEL





WE NEED MORE THAN CHANGE.

To restore the US Sailing Team to podium dominance requires dramatic changes in how we do things. Those strategic changes are well under way. A transformation program also requires a significant increase in the financial resources of the US Team. Our funding is dramatically less than competing nations and we receive no government support.

We need your help. Today!

For more information or to schedule a meeting, call:

Olympic Sailing Program
 US Sailing Foundation
 401-683-0800, ext. 652

olympics@ussailingfoundation.org

2016 COMPETITIVE CONTEXT

PROGRAM COMPONENT	USA	GBR	AUS	NZL	NED
2012 MEDALS		●●●●	●●●●	●●	●●
2016 MEDALS	●	●●●●	●●●●	●●●●	●●
LONG-TERM PLANNING		■	■	■	■
FULL-TIME COACHING		■	■	■	■
FULL-TIME ATHLETES		■	■	■	■
TEAM-PROVIDED EQUIPMENT	■	■	■	■	■
NATIONAL TRAINING FACILITIES	■	■	■		■
WELL-DEFINED PROSPECT FUNNEL		■	■	■	■
SCOPE LIMITED TO COMP. CLASSES			■	■	■
GOVERNMENTAL SUPPORT		95%	90%	90%	■
QUAD FUNDING LEVEL	\$14 M	\$55 M	\$27 M	\$19.5 M	\$19.5 M

NOTE: GBR, AUS, NZL and NED are all supported significantly by their Governments



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