

CEO Update
February 25, 2018

It was great to see everyone in St Pete earlier this month. Thank you for taking the time to participate in the Board meeting and spend time with our members at the Sailing Leadership Forum. The atmosphere of the event and alignment between the presentations, discussions and overall message was inspiring: accept the challenges, embrace disruption and change, look beyond our own organizations, work together towards a broader goal, and focus on the “why”. The attendees, presenters, and sponsors have responded with resounding satisfaction.

We should continue to be impressed with our team – staff and volunteers – who continually raise the bar on these events. We also need to remember that the SLF came directly on the heels of World Cup Miami, which on its own is a significant production. This regatta continues to demand more each year, and the damage left by the fall hurricanes made it even more challenging. Despite the obstacles, our team delivered a world class event, working together across departments, to demonstrate World Cup Miami is the best place for the world's top Olympic sailors to compete. Well done everyone.

Our report is brief this month as the finance department has been focused on the audit and supporting the completion of the Olympic budget, and there is little new from the departments since our board meeting several weeks ago. We will provide January and February numbers in the March report. We continue to work on improving our monthly reporting with a more concise dashboard that we will present monthly with a more in-depth departmental report quarterly. Thanks to Russ Lucas for sharing some suggestions on the dashboard.

As we look ahead to the rest of 2018, our focus is to truly optimize our organization. We have gone through a considerable amount of change over the past several years; this year we need to fine tune all the work we have done. Our key objectives for this year, which we outlined in the budget narrative are to:

1. Revitalize our membership activities - acquisition and retention.
2. Dial in and proactively drive our core programs and services - youth, adult, competitive services - that deliver value to our customers and produce critical revenue.
3. Improve efficiencies - we have consolidated operations, processes and functions, and now we need to refine them, so they run even better.
4. Strengthen communications - continue to improve our messaging effectiveness, continuity and inclusiveness. Requires coordination, listening and teamwork.
5. Build on our progress in customer service. We have made significant strides in quality and responsiveness, but like communications, we must strive for continual improvement.

Progress against the above will be tracked in our dashboard and monthly updates.

While we will be focusing on running a tighter ship, we also have ground breaking work to do in youth development, introducing a new approach that will better prepare young sailors for a lifetime of engagement and success. Everyone will play a role in this endeavor, and like the World Cup Miami and SLF, it will take all of us to succeed. 2018 is a big year for the Olympic department with the first qualification for the 2020 Olympics later this summer in Aarhus, Denmark. The work we do in membership, communications, operations and customer service all support our Olympic goals. We will also be working on upgrading and moving to the next generation of SailorBase to overcome the

limitations and open up a multitude of new capabilities that will be instrumental in accomplishing the objectives outlined above. Finally, while what we focus on in 2018 supports the strategies we defined in 2017, we will detail a longer-term plan, address the areas that need attention and reallocate our resources and energies from those areas that are not aligned with our mission, objectives and strategies. This will lay the ground work for 2019 and beyond.

We turned the organization on its side last year with Customer Connect, and as might be expected, as things settle we discovered gaps and areas we did not fully consider. To address this, we will conduct a review of where things stand, what has worked, what needs improvement/change and what gaps exist.

The 2017 focus on internal optimization will now turn to evolving and adapting our volunteer organization to deliver on our strategic objectives and ensure a vibrant organization into the future. Some areas of US Sailing have made the shift, others are in the process and some have yet to start. There is a great deal of opportunity here to expand involvement, productivity and enjoyment of the volunteers. The staff and I are looking forward to working with the Board on this critical initiative.

With regards to SafeSport, thank you for taking the time to review and ask questions about the updated covered list and the SafeSport program. I believe we have done a reasonable job to date on implementing SafeSport protocols. However, we will be developing a more formal, structured approach to the next phase of implementation and education that will involve a formal staff lead and possibly a working/ advisory group of a board member and a few volunteers/stakeholders. This is top of mind for me.

One thought to close. For the 2018 Winter Olympics, the Norwegians dominated the medal count. You may have seen the NBC piece - *Norway's Attacking Vikings* (<http://www.nbcolympics.com/video/norways-attacking-vikings>) - which although a little hokey with the costumes, captures the team's culture of focus and teamwork. There is also an article in the NYT: <https://www.nytimes.com/2018/02/15/sports/olympics/norway-skiing-olympics.html?smid=pl-share>. I encourage you to watch the video and read the article.

The impact of this culture came into clear view last week as I watched one of the alpine races. For this specific competition, the skiers did not take a practice run. The early racers were basically skiing blind, not knowing what to expect. The first two skiers down the hill were Norwegians, and despite that they were competing for the gold medal against each other, the first thing they did at the end of their run was radio their fellow teammates who had yet to race and give them feedback on race course so they could avoid the obstacles. One of the Norwegians medaled. That's teamwork. "If you have teammates who consistently lift you up, then the environment will make you happy, you'll work harder and stay motivated." - Kjetil Jansrud, Silver Medal, Downhill.

As I have shared with Bruce and Cory, I am unable to join the call tomorrow night. Please let me know if you have any questions, and I look forward to connecting in March if not before. Thank you for all you contribute to US Sailing and the sport.

Cheers,
Jack