

## 2017 Objectives - November 2017

*Financial Metrics Based on October 2017 Financial Statements and Membership Report*

Goal	YTD/Status
<b>Financial Metrics – by 12/31/17</b>	
2017 Surplus: \$25,519 without Olympics \$1,332,765 deficit with Olympics	2017 YTD Surplus: \$672,429 without Olympics \$12,11 surplus with Olympics
Membership: 47,000	45,679 (10/31/16) vs. 45,112 (10/31/17) -1.2% decrease
<b>Development (budget): \$2,466,500 – Foundation and ancillary contributions to US Sailing</b>	
US Sailing General - \$690,000	USSA & USSF - Cash & Pledges = \$1,047,875
Olympic Program - \$1,766,500	Olympic Program - Cash & Pledges - \$1,142,144
<b>Strategic Programs - Status</b>	
<b>Youth</b>	
Design & Launch Sailor Development Framework	The youth development model now has a diagram and skill matrix for guiding learning and instruction from a youth's introduction to the sport through the transition to adulthood. Level 1 Student materials are in development, with a 2018 rollout of lesson plans and cue cards. More robust Level 1 & 2 resources are budgeted for development in 2018 for rollout in 2019. The model will be reviewed for feedback at National Coaching Symposium and Sailing Leadership Forum.
Develop Recreational Pathway	The youth development model explicitly promotes lifelong sailing in non-racing disciplines, including coastal, offshore, and inshore recreation. More resources will be added to those disciplines after the foundational Levels 1-2 are completed.
<b>Adult</b>	
Promote USS Education brand and implement proactive marketing to grow core programs	Strong marketing push for Keelboat programs was done in 2017; a limited marketing push on SAS was done in late 2017. Data collection for US Powerboat is ongoing through Instructor

	survey being conducted to determine best methods of marketing USPB for 2018 season.
Launch and Grow Safety at Sea 2.0	Safety at Sea Offshore Online has gone to FAE for upload. Should be ready for in-house testing/review by Dec 1. Full roll out to public on January 1, 2018. Working with CCA, Storm Trysail, and Navy on solving longstanding and existing issues on implementation and policy.
First Sail Growth and Promotion	First Sail keeps plodding along. A promotion of First Sail through Scuttlebutt ads has generated addition of programs week by week. Highlights of First Sail successes will be held in a breakout session at Leadership Forum in February.
<b>Competitive Services and Support</b>	
Complete UCS (Universal Certificate System)	Development of the UCS continues for the IRC rule and is on target for use for all three rating rules, IRC, ORC and ORR for 2018. The yearly adaptations for the rule changes for 2018 are already underway for implementation on January 1st
Develop and Launch New RM Education Offerings	Significant progress by Race Admin National Faculty working group in planning a formal Race Admin Instructor training program and in continued development of RC 201 course. Continuing development of Race Admin resources and policies in support of our strategic plan goals.
<b>Olympics</b>	
Initiate a transformation of our Olympic Program	
<b>Marketing &amp; Communications</b>	
Improve member satisfaction – 20% increase in value, satisfaction and understanding	Final two 2017 episodes of “This is What We Do” in production. Communications Summary sent to Committees and Volunteer stakeholders.
Implement Effective Communication Capability – broaden distribution, increase awareness	Facebook Live with expert commentary at Champion of Champions, Hinman and Ribbon Cutting. Total re-design of “E-US Sailing” and “The Quarterdeck” electronic newsletters in Adobe Spark. Website Redesign in progress.

**Administration**

Complete move to RWU	Completed 9/15/17
Improve processes and efficiencies	New online store launched in WooCommerce on Wordpress on October 30th. Fulfillment Department has been fully realized with Race Administration support transitioned from Pat to Rachel as of November 4th.

---

## Association Report – November 2017

CEO Summary – Jack Gierhart

---

*This month, due to the extensive report and Board meeting several weeks ago, and the budgeting process, the Association report will include my report and an updated Objectives Summary; we will not include department updates/summaries in this month's report.* It's hard to believe Thanksgiving is right around the corner, and the holiday season is upon us. It has been a busy year, with a lot of change, but also a great deal of progress and success. We are settling into the new office space, and the new environment is proving to be a great fit for the organization and staff. On October 19, we held our official ribbon cutting, and welcomed approximately 125 guests from far and wide. Paul Cayard MC'd the evening, with Roger Williams University President Donald Farish, US Sailing President Bruce Burton and Gary Jobson all sharing great thoughts, memories and insights. Past US Sailing President Jim Muldoon was on hand for the official opening of the James P. Muldoon Boardroom, and US Sailing Foundation Board member Tim Rutter joined us as well to christen the Innovation and Collaboration Center, where a floor to ceiling line drawing of his newly restored NYYC 40 Class, *Marilee*, decorates the space. It was a great evening to welcome our friends and members and introduce the entire staff and our new partners at Roger Williams.



The following day, the board of relaunched US Sailing Foundation met for the first time. President David Rosekrans lead an active discussion that touched on YTD performance, messaging, strategy and objectives, and the plans for 2018. You all should have received a copy of the recent newsletter from the foundation, but in case you did not, I have attached a pdf for your review. We have made significant progress with the Foundation in terms of messaging and marketing materials. We are putting in place the mechanisms to begin building and endowment and also offer donors planned giving opportunities. The Annual Appeal - *Smarter, Faster, Safer, Stronger* - is in production and the first pieces should be hitting mailboxes right after Thanksgiving. We are also working hard on leveraging a \$1.0 million match/challenge that has been developed for the Medalist program. Please let us know if you have any thoughts on potential contributors. Finally, the new building campaign has already generated \$150,000 in contributions to support the new office, and we are excited about the additional interest that exists and we have just begun to promote it. For more information on the building campaign, please [click here](#).

Our organizational membership renewals are in the mail and clubs should be receiving them shortly. We have reconfigured our organizational membership categories, adding significant additional benefits to each level, including discounts to conferences, customized access to subject matter experts, and onsite support.

Our two biggest events are right around the corner: 2018 World Cup Series Miami (<http://miami.ussailing.org/>) and the Sailing Leadership Forum (<http://sailingleadership.org/>). The World Cup Series will feature the US Sailing Team and athletes from across the globe as they prepare for the 2020 Games in Tokyo. The SLF schedule is posted and it is looking to be another engaging and valuable event. We are again expecting over 600 leaders from across the sailing community. Please visit the website to see the great line up of speakers and register for this one of a kind event.

Dan Egan from Degan Media has been working with us as a Sponsorship consultant over the several months. Working closely with Dan Cooney, Martha Fortin and lead volunteers, Dan has developed a sponsor strategy, created sponsor packages and drafted a standard term sheet. Importantly, the team has initial conversations in process with Goslings, Yanmar, BMW, Bermuda Tourism, Rockport and Accenture. We are also working with the USOC and will be introduced to select partners of theirs in the weeks ahead.

National faculty met again in St Petersburg during the end of October, with approximately 50 volunteers and staff. All branches of US Sailing were there participating, developing education products for our members – small boat, keelboat, powerboat, Reach, Race Admin and Safety at Sea. In addition to Chuck Hawley sharing the online Safety at Sea course that will be complete

in January, 2018, John Pearce and Grant Spanake reviewed the work they have been doing on a youth development/education framework. Congratulations to Stu, Jessica and the staff for organizing this productive gathering, and a huge thanks to the volunteers who are taking time away from their families and work to share their expertise that enable US Sailing to deliver world class education programs.

I just returned from the World Sailing conference in Puerto Vallarta, Mexico where 20+ US delegates engaged with the international sailing community to advance the sport across the globe. It is a great opportunity to see what other countries are doing to promote sailing and learn from one another. During the conference, our colleagues from around the world expressed to our delegation how impressed they were with news coming out of the U.S. about US Sailing, our programs, and the progress we are making, including our new home. The US is very well regarded and respected in the global sailing community, and this is a direct reflection of the excellent work of our first class delegation and staff. Thank you.

On the way back from Mexico, Cory Sertl and I stopped in Colorado Springs for an Olympic Sailing Committee meeting and a gathering with the sailing team that was training at the Olympic Training Center. The OSC had a day of valuable presentations from USOC management around best practices, high performance and fundraising. Later that day we met with the athletes to listen and understand how we could better support their endeavors, and then ended with a great dinner that provided an opportunity to get to know the athletes better.

We have completed work on our strategic planning project, and are now compiling the final information and data. Throughout the process, more than 100 individuals have been involved in providing input, and these contributors came from across the sailing community, both inside and outside the US Sailing. We have used the basic strategies to frame our 2018 plan and budget. As we complete the budget and 2018 plan in the next month, we will begin developing a presentation of the strategic plan for our members and the public, which we plan to share at the Sailing Leadership Forum.

The holidays are just around the corner. This has been a hectic, but productive year, and I know all of us are looking forward to slowing down a bit. A big thanks to our incredible staff and to all of you - Board, volunteers, members, partners - for your dedication and hard work. It has been an incredible year, and we should be extremely proud of what we have all accomplished. Have a safe and enjoyable Thanksgiving with friends and family. Thank you all for your contributions to US Sailing and our great sport.

Cheers,

Jack and the US Sailing Staff