



Meeting of the Board of Directors

Sunday, October 20, 2002

Marina del Rey, California

8:00 a.m. Pacific Time

MINUTES

A meeting of the Board of Directors of the US Sailing Association, Inc., was held in Marina del Rey, California. President Dave Rosekrans presided, and Secretary Sarah Alger recorded the minutes.

1. **Roll Call.** All members of the Board of Directors were present except for James Appel, Glen Brandenburg, Dean Brenner, Brad Buell, Larry Bulman, Paul Callahan, Jim Capron, Charley Cook, Means Davis, Greg Fisher, Mark Hermann, Stephen Jeffries, Joni Palmer, Mark Reynolds, Jack Rudy, and Eric Wallischeck.
2. **Minutes**
 - **Motion:** a motion was made, seconded, and approved to approve the Saturday, October 19, 2002 Board of Director's minutes, as amended.
3. **Ratification of Executive Committee Actions.**
 - **Motion:** a motion was made, seconded, and approved to ratify the actions of the Executive Committee from Wednesday, October 16, 2002, as reflected in the minutes distributed to the Board of Directors.
4. **Roundtable.** Mike Schoettle noted that the response to the Roundtable discussions was very positive. A summary of the discussion was distributed. This document will help inform the Executive Committee's strategic planning session to be held on Thursday, March 13, 2003 (see Attachment).
5. **Committee and Council Reports.** Dave Rosekrans announced that a surplus existed from this year's Youth Championship and the San Diego Yacht Club has generously donated \$8,000 to begin a Youth Championship Designated Fund.
 - 5.a. *Budget.* For the Communications Committee, Hugh Elliot noted that a budget has been established for production of a US SAILING newsletter published three times a year.
 - **Motion:** a motion was made, seconded and approved to accept the budget for FY2003.
 - 5.b. *One-Design Class Council.* Patricia Lawrence reported that the ODCC discussed ISAF issues. Dick Rose requested that the committees and council provide the ISAF delegates with specific reasons why they oppose or support proposed ISAF submissions.
 - **Motion:** a motion was made, seconded, and approved that US SAILING opposes any move by ISAF to place any additional age limits on participation in World Championship events.
 - **Motion:** a motion was made, seconded, and approved that US SAILING is opposed to ISAF rules or regulations that disenfranchise class organizations and their members. ISAF classes should retain their autonomy and class management, including their class rules and the rule amendment procedures.
 - 5.c. *Youth Championships.* Dick Hanneman stated that as announced by Dave Rosekrans, San Diego Yacht Club has generously offered to contribute the surplus funds from this year's Youth Championships event to establish an endowment fund designated for Youth Championships.
 - **Motion:** a motion was made, seconded, and approved that US SAILING create a Youth Championship Designated Fund, whose earnings will be used to benefit the Youth Championships. The initial contribution to this fund is a generous grant from the San Diego Yacht Club.

- **Motion:** a motion was made, seconded, and approved to recognize the US SAILING Hoytt/Jolley Cup for Youth Multihull Sailors.
- 5.d. *Women's Sailing Committee.* Susan Epstein reported that a report was distributed at the Saturday, October 19 Board meeting. A proposal for revitalizing the Adam's Cup was enthusiastically endorsed. Rolex was thanked for its support of women's sailing and US SAILING.
- 5.e. *Interscholastic Sailing Association.* No report.
- 5.f. *Commercial Sailing Association/Industry Advisory Committee.* Greg Norwine stated that minutes and a list of accomplishments had been distributed. Seven more schools are now utilizing the Keelboat Certification program, which brought in more than 4,000 new members during FY2001-02. Member retention has increased from 21% in 1999 to 35% in 2002. Jim Muldoon recognized Greg Norwine for his efforts on behalf of the keelboat program and the creation of the cruising council.
- 5.g. *Community Sailing Council.* No report.
- 5.h. *Government Relations.* Jim Muldoon reported that a port terrorism dissemination network is being established, and he will be asking for people to participate. In addition, an information alert network is being created.
- 5.i. *Legal Committee.* Lawrence Bulman reported that the committee has been quite busy and would appreciate additional volunteers.
- 5.j. *Council of Sailing Associations.* John Ross discussed the organizational dues plan. The CSA changed two of its bylaws in order to allow a chair to serve as many as three-years and to allow present and past council members to be appointed to committees.
- 5.k. *Offshore Committee.* Bruce Eissner reported that Offshore serves approximately 25,000 boats, and some 100,000 people. Americap is growing significantly and is projected to exceed its budget revenue; a number of significant offshore races are adopting the system. IMS is continuing to review its system. Members pledged \$2,700 to begin development of a Windows-based handicap scoring system. He also reported that Hanson safety medals numbers 100 and 101 were presented at this AGM.
- **Motion:** a motion was made, seconded, and approved that the recommendations of the Safety Task Force be accepted and an organizational structure developed to support that effort.
 - **Motion:** a motion was made, seconded, and approved to expand the roles of the Safety and Seamanship, and Sports Medicine committees.
 - **Motion:** a motion was made, seconded, and approved motion to remove the words "fully assembled and" from ISAF special regulation 4.06.
- 5.l. *National Offshore Council.* Ken Morrison reported that minutes were distributed and that he is assuming the position of acting chairman for the rest of the year, since, regrettably, Bruce Campbell has resigned from his position as chairman. Ken Morrison reported that Larry Bulman was elected to fill the remainder of Bruce Campbell's un-expired term on the US SAILING Board of Directors. He said that the committee strongly supports the resolutions from the One-Design Class Council opposing ISAF actions to place any additional age limits on participation in World Championship events and opposing ISAF rules and regulations that disenfranchise class organizations and their members. He noted a correction in minutes: the Disney Company, not Roy Disney personally, donated funds to help support the U.S. Offshore Championships, and he thanked the Disney Company for its generosity.

- 5.m. *Inshore Committee*. Tom Hubbell reported that minutes were available. The committee is very excited about the communications and marketing efforts and the Safety and Seamanship initiative being planned.
- 5.n. *Championships Committee*.
- **Motion:** a motion was made, seconded, and approved to withdraw a sum of \$12,000 to support the clinics associated with the Sears/Bemis/Smyth events.
 - **Motion:** a motion was made, seconded and approved to transfer funds for the Youth Championships Committee.
- 5.o. *Olympic Sailing Committee*. Fred Hagedorn reported that notes of their meeting had been distributed. He publicly recognized staff leaders Jonathan Harley, Katie Richardson, Gary Bodie, and Olympic coaches Skip Wyte and Luther Carpenter for their efforts. He reported that the committee is developing an athlete agreement that describes the benefits and responsibilities associated with being a member of the US SAILING team. He recognized Bob Hobbs, chairman for the 2004 Olympic and Paralympic Trials, for his continuing dedication and efforts. The Miami US Sailing Center, an Olympic Training Site, will be opening soon, with an opening celebration to occur around the Rolex Miami OCR, and Fred Hagedorn extended thanks to Ding Schoonmaker and his friends for their moral and financial support of this project. He noted that Rolex continues to be a great supporter of US SAILING and expressed his appreciation that earlier this year, Rolex had agreed to be sponsor the Rolex Miami OCR for the next seven years. He also recognized the financial support of the AmericaOne Foundation.
- **Motion:** a motion was made, seconded, and approved to transfer \$150,000 to the Olympic Sailing budget from the General Endowment.
- 5.p. *Appeals*. No report.
- 5.q. *Racing Rules*. Dick Rose reported that the committee distributed three papers during the week and requested input from volunteers. They had more than 60 people at their forum on making the protest hearing process more positive, interesting and educational. Dick Rose also reported that the committee strongly opposes any ISAF actions for additional age limits on participation in World Championship events and or for ISAF rules and regulations that disenfranchise class organizations and their members.
- 5.r. *Race Administration*. No report.
- 5.s. *Multihull Council*. Art Stevens reported that since the US SAILING championship of committees race had been held in multihulls with great success, he expected to be welcoming new members to the Multihull Committee.
- 5.t. *Training Committee*. Jim Muldoon reported that retention of members joining through the keelboat is up for the third year in a row. The committee is revising its Windsurfing Level I program and seeking to develop Level 2. He announced that the Executive Committee voted to accept “Brendan in a Box,” a curriculum for teaching sailing to children with learning differences. The committee passed a motion to lower the age for sailing councilors from 15 to 14. He noted that funds had been approved to hire a grant writer. Finally, he noted that the first Timothea Larr Award had been given out to Susie Trotman for her unwavering dedication to training youth sailors.
6. **Announcements**. Dave Rosekrans applauded the staff for their efforts and they were given a standing ovation.

The meeting was adjourned at 9:50 a.m. The next meeting of the Board of Directors will be held in March 2003, in Cincinnati, Ohio.

Respectfully submitted,

Sarah Alger, Secretary
US SAILING

Attachment**Annual General Meeting 2002**

Marina Beach Marriott, Marina del Rey, California

Report to the Board**Roundtable Discussions**

Nine roundtable discussions were held on Friday, October 18, 2002. Each was led by a discussion leader and comments were recorded by a secretary. Overall, those who participated in the Roundtable Discussions expressed great enthusiasm for the sessions and for repeating them. The participants also appreciated the opportunity to talk with individuals from different disciplines and areas of the country.

Overall, comments from the discussions fell into eight areas of observations and recommendations. Marketing and Communications were of primary interest, followed by comments expressing a concern that US SAILING's needs to better define what it is about and how it is structured. In addition, there were comments and suggestions concerning Programs, Membership, Fundraising, and Procedures.

The many valuable comments received in these roundtables will be considered during the next Executive Committee strategic planning meeting.

Following are the comments from the Roundtables regarding US SAILING:

1. Marketing**US SAILING**

- Should reinvent the regatta visibility program at a much lower cost using trained volunteers. The materials for this program should include handouts, promotional videos, and volunteer training.
- Needs to get its message out more. Must reestablish visibility program, staffed by volunteers, get booths for free, at major events. Provide UPS package with banners, brochures, merchandise. Have volunteers organize staffing at booths, at Key West Race Week, sailing shows, NOODs, NSPS, JOs, etc.
- Should have t-shirts, hats, something to identify volunteers representing US SAILING at events
- Should create a US SAILING boating safety poster to make visible our leadership in this area
- Doesn't do enough cross-marketing within US SAILING itself. For example, race officers are asked to take small boat handling, but are not directed to where exactly they can get this training.
- Needs to be more consistent about marketing itself at its programs. For example, race management, Learn to Sail programs are excellent are putting US SAILING forward. Other programs, such as Safety at Sea, are not.
- Should develop US SAILING stick-on tattoos for kids, adults
- Need a brochure that explains, briefly, "what is US SAILING?" in addition to membership brochure
- Should keep the newsletter as a top priority – increase to 8 pages, mail separately, at least 6 times/year and feature non-time sensitive, theme-oriented information
- Continue on-going research focusing on the non-traditional markets including youth and cruising sailors and find ways to integrate young sailors into adult cruising and/or racing
- Design appropriate materials for instructional products. Package existing programs. Get new and available programs down to the grass roots
- Needs to better market the reason for belonging to US SAILING. Use the power of the website, for example each month have the benefit of the month on the home page. Need to impact those who see no benefit to membership.

- Needs to better understand demographics – who are we, who are those we want? Have events for older “baby boomers” i.e., “Laser Masters,” “Flying Scot Silver Pipers” (60 yrs and older)
- Should put its name in people’s faces – logos on marks, encourage clubs to use logo Race Committee flag, overhaul Golden Anchor program and keep program (automate via web to reduce admin. cost?)
- Focus on member benefits. BOAT US uses insurance as a hook. “Package needs to be developed.” When people complain, make them come and work.
- Many people, clubs and other sailing-related organizations still see US SAILING as a collection of aloof, out-of-touch, overbearing, blazer-clad people who create problems rather than add value. Examples cited included judges and race officers who appear at local, regional and national events with the wrong attitude. We recognized that today the perception likely is inaccurate in more cases than not, but perception is reality. We need to focus our efforts on overcoming the perception by our actions, communications, etc. These perceptions create fear and distrust of the organization. People at the local level (individuals, clubs, RSAs, etc.) need to believe that US SAILING supports them, not just that they are expected to support US SAILING.
- Create brand recognition of US SAILING through our educational programs.

2. Communications

US SAILING

- Should have more meetings like this at all US SAILING spring and AGM gatherings.
- Should do this again.
- Should continue having sessions like this.
- Should continue roundtables like this – they are healthy
- Must do more to communicate with sailors (not just members). We strongly support the creation of a printed newsletter
- Must produce a paper newsletter in some form
- Use newsletter to promote membership in US SAILING by distributing it locally across the country, to member clubs to post and at boat shows.
- Newsletter content should be designed to be of general interest highlighting the value of membership and breadth of programs.
- Would rather see newsletter funds spent on regatta visibility
- Needs to give positive communication to members – this is lacking and is a monumental problem. Complaints about taking actions by USSA with no explanations. We greatly underestimate the negative consequences of lack of communication! We have no history of good communication because of organizations rather than individuals. Have a product & service but very little communication individual e-mail better than E-US SAILING. No substance – we need to get new people here.
- Should distribute electronically articles from each US SAILING committee to clubs, RSAs, classes, or other newsletter editors on a regular basis, perhaps through expanded use of the Sailing Newsletter Article Exchange (SNAX)
- Typically does not respond to Scuttlebutt when criticism arises. Better would be to respond in a way that presents facts and is “warm and fuzzy,” rather than letting misconceptions fester
- Doesn’t communicate enough about the great things it is doing – like NSPS, etc.
- Should get elite athletes out talking to groups more. Bring together “top” and “bottom” of the sailing pyramid. For example, having past medallists talking to kids. Develop a “Speakers Bureau.”
- Needs to communicate with people more. For example, how often do keelboat people hear from US SAILING in their first year of membership? Do we send them a welcome letter to Keelboat

letter and a congratulations letter for completing your course, this is what US SAILING offers you now?

- Make the website easier to navigate. For example, the Multihull Jr. Championship is not on the junior championship page. Takes to many links to find information you need, and can only find what links to follow if thoroughly know US SAILING. Too organized by structure of organization rather than by users' needs.
- Educate the volunteers so they understand the roles within the organization. Otherwise, the "chain is broken."
- Expand communication to nonmembers – newsletter in West Marine, posters, flyers, etc. Reach out to the "wannabe" sailor
- Be more interdisciplinary. Stop compartmentalizing. Committees need to communicate and cooperate
- Needs to communicate about new insurance program before we go ahead: What are the changes, why change, what is lost/gained? Will there be judge, race officer, borrowed boat coverage?
- Must communicate what it is doing, improve flow of information. Make it clear, concise, easily understood, what US SAILING is doing from all corners. Newsletter will not do it alone.
- Need first to decide what our message is, which includes an understanding of whom we wish to serve, and then deliver that message – Consistently, Concisely, Frequently and repeatedly, Through as many means as possible¹
- How can we better answer the question, "What does (or can) US SAILING do for me?" We need a simple, concise, available statement or list of member benefits².
- Should highlight model programs when they occur so the entire organization knows the many great things that are being done
- Should replace "fun in" with "enjoyment of" in the vision statement.

3. **Identity** – who we are, what we do

US SAILING

- Is a great source of information but tries too hard to be everything for everyone and be the source of information, rather than referring people to other organizations that can answer their questions.
- Is perceived as elitist – needs to reach out more to other service organizations, such as Rotary, PAL (police community outreach, Kiwanis, others. For example, San Diego YC went to such organizations, offered to teach underprivileged kids in their programs if they sponsored them. Now have kids asking to return, service organizations are sponsoring more. Helps with community relations.
- Should require membership in the organization in order to participate in racing, but need to lower membership cost and make benefits clear
- Should revisit mandatory membership with a reduced fee. Reach first-time members, high school membership, camps, etc. "Raising cost reduces market."
- Should service the novice sailor. Offer training for the novice adult sailor, get them in sailing, keep them in sailing.
- Expand beyond the RSAs. An increasing number of ?/sailor have no connection to RSAs. "NWSA's Take the Helm program," Offshore/NWSA's "You Can Sail Escape Week"
- Eliminate intimidation in racing, for example: Establish mentor programs, Use main & jib (no spinnaker) programs to encourage racing, Offshore/NWSA's "You Can Sail Escape Week"
- Get yacht clubs to work more closely together and with non-yacht club types

¹ A quarterly, four-page newsletter is inadequate.

² Several participants noted that we have such materials (brochures, for example), but the fact that this issue was raised at all suggests that we are not *communicating* well with the volunteers, even those active enough to attend this meeting.

- Needs to focus on protecting the interests of Corinthian sailors as ISAF becomes more oriented towards professionals
- Reduce its emphasis on elite sailors (Olympic) and shift balance and focus more to grass roots – that is our market
- Should become an organization that represents all of sailing, instead of all the parts of sailing – we need to be greater than the sum of our parts
- Needs to get rid of acronyms, outreach is important. We are primarily a membership organization of individuals – need to better define who we need and want as new members. Go after plain old sailing supports, do not restrict members
- Should remove reference to “recreational” sailing in the mission statement under Item 3 of the Strategic Objectives

4. **Organizational Structure**

US SAILING

- Should centralize all marketing efforts in a single committee or as part of a newly created committee
- Should give members a vote. Not good, they don't think have input.
- Needs to be organized a different way. It is top heavy with committees. Board is too large, US SAILING should keep saying you need to be a member for services and member benefits.
- US SAILING needs to be restructured, slimmed down and be made more efficient with better lines of communications and responsibilities.
- The Board is too big and has little real responsibility. It “rubber-stamps” actions brought to it by the Executive Committee.
- Do the RSAs serve a purpose any longer? Do we have too many councils?
- We try to do too much for too many and, therefore, do many things poorly. We need a narrower focus and a less comprehensive list of goals.
- The Byzantine nature of the organization stifles effective communication.
- Members don't know to whom to turn among our bewildering array of officers, committees, councils, staff, departments, etc. with particular problems or concerns.
- Fix our organizational structure so people have a direct vote and knowledge of US SAILING. Engage a professional consulting firm to analyze our structure and recommend changes and don't allow this to become a political hot potato.
- Change our business model to rely less on volunteers to drive programs and more on staff with volunteers in fun roles.
- Consider developing US SAILING “chapters” around the country.

5. **Programs**

US SAILING

- Should embrace safety and seamanship and create the seminars to be a leader in boating safety for recreational, cruising and racing sailors
- Determine the organizational approach among current groups involved in safety at sea programs, to develop an overall safety program that will include products, materials and courses to be marketed to the public
- Conduct regional meetings to draw “grassroots” into US SAILING – meetings at boat shows, hub airports
- Should offer OUPV Licenses for our instructors. PB and Level? I and II to teach on water legally.
- Be a resource for education, news, research, insurance and reduction of participation fees.

- Create educational programs, not for certification, but for general education that can be given locally from materials we supply from the web or other sources. Charge a nominal fee for these programs.
- Create a speakers bureau of current interest programs that could be done across the country. (An evening with a Around the World Sailor, book tour information, America's Cup team member, Olympic athlete, cruising sailor)
- Should make US SAILING gear available for sale to regattas for awards

6. Membership

US SAILING

- Should encourage Junior instructors to promote membership in US SAILING
- Needs to recruit more people to help US SAILING. Too many good people do not attend US SAILING meetings. Do away with reference to “volunteers,” address us as principal members to add some stature. It may attract more interest and cause more to participate.
- Should become an organization that represents all of sailing, instead of all the parts of sailing – we need to be greater than the sum of our parts
- Should have enthusiastic volunteers bring information to new members in person – strength comes from recruitment of new members

7. Development/Fundraising/Grants

US SAILING

- Identify fundraising as a core function of the Olympic Committee Chairman, focusing on supporting the current team, with fundraising efforts conducted every year.
- Develop a set of fundraising guidelines to be distributed to sailing organizations to assist them in their fundraising efforts
- Develop a fundraising program through a “scholarship fund” to fund college tuition for sailors
- Support approaching the US Coast Guard for grants aimed at developing a line of safety products, materials and courses
- Support ongoing direct mail efforts in conjunction with market and research activities
- Support hiring a professional grant writer to secure grants and manage grant programs within US SAILING
- Investigate government programs/grants – “BIG” grants to build sailing infrastructure

8. Procedures/Standards

US SAILING

- Should create a standardized online registration form for regatta organizers that uses an on-file waiver form and captures e-mail addresses of entrants.
- Does not give the impression of being responsive – need to get back to people quickly with some response when questions are asked, even if it is to say we don't know but are looking into it.
- Make sure the right-hand knows what the left-hand is doing
- Charge the cruising council with research what new cruisers want from US SAILING
- Remember transitioning from “exclusivity to inclusivity” is like eating an elephant, do it “one bite at a time.”
- Should clear new program plans through the appropriate committee chair before publication
- Should state its objectives in measurable and quantifiable terms whenever possible
- Investigate inconsistencies in training program grading systems
- Ensure solutions are cost effective – use the volunteers