

US Sailing - Vision Statement & Strategic Plan Action items from Board meeting 5/1/2014

Mission:

Provide leadership, integrity and advancement for the sport of sailing

Vision:

Be the recognized leader in training and certification, in support for the racing sailor and in facilitating access to sailing.

Proposed Vision:

*We envision a future where everyone has an opportunity to sail and to enjoy a lifetime of success and rewarding experiences on the water*

<u>GOALS</u>	<u>STRATEGIES</u>	<u>ACTION ITEMS &amp; MEASURES {new items bold}</u>
<p>I. Promote Participation, Education and Safety</p>	<ol style="list-style-type: none"> <li>1. Develop and deliver innovative education offerings that are inclusive and accessible to all</li> <li>2. Provide first class support and service for sailing organizations</li> <li>3. Strengthen paths and program to retain sailors and encourage advancement</li> </ol>	<ol style="list-style-type: none"> <li>a) Implement 3-tier online strategy (testing, reporting, e-books; see online strategy brief)               <ol style="list-style-type: none"> <li>i. Online testing – ODRM, Club &amp; Advanced Judge; ARMS – Fall 2015</li> <li>ii. TF – January 2016; under development, pushed back for S@S. Foundation for RA, Safety and Training courses</li> <li>iii. Resource Library – up and running: <a href="http://www.ussailing.org/resource-center">http://www.ussailing.org/resource-center</a></li> <li>iv. ePubs - Yudu platform in place; challenges with online sales; LT goal: epub the norm, print available for extra cost.</li> <li>v. Student tests/POI – enhancements to system in place; developments continue</li> </ol> </li> <li>b) Continue development of Small Boat curriculum: level 3 &amp; 4 for coaching and program mgmt. Focus on safety and professional development.               <ul style="list-style-type: none"> <li>o L3 course expanded to 2 days in Dec 2014; 1<sup>st</sup> L3 head instructor course 6/15 – administrative track, book <i>Sailing Program Mgmt. for Head Instructors</i> undergoing final edits; Training and Olympics collaborating with Cory Sertl on advanced coaching/L4 program.</li> </ul> </li> <li>c) Expand powerboat training; strengthen existing channels (powerboat training centers) and develop new channels (yacht clubs, colleges, camps). Focus on sustainability and less reliance on USCG grants.               <ul style="list-style-type: none"> <li>o Awareness is growing; looking to implement more of the Keelboat model and enable LSO's to offer the courses. Looking for partner(s) to offer program to broader PB market.</li> </ul> </li> <li>d) Keelboat: develop performance Instructor Trainer program; expand marketing, leveraging online advertising, promotion and resources.</li> </ol>

		<ul style="list-style-type: none"> <li>○ Increase marketing activity – national and coop marketing; mixed results from coop (org driven by Commercial committee; continue to explore boat show options</li> <li>e) Reach: continue expansion of Reach via grants, educator workshops; launch fundraising and corporate sponsorship plan to secure resources for curriculum development, professional management and program expansion (see Reach Plan 2014-2016).             <ul style="list-style-type: none"> <li>○ Reach program progressing well. Expanding grants, educator workshops; working on PR. Pursuing fundraising and sponsorship opportunities. Key is continued funding sources for 2016+. Champion at 11 Hour has left organization. Successful mentoring event; presence at Volvo stopover.</li> </ul> </li> <li>f) Further develop partnerships and engage with boating safety organizations (govt and NGO), including USCG.             <ul style="list-style-type: none"> <li>● Cont. to build relationships – American camp, American Canoe, Tall Ships, NOAA. Attended IBWSS</li> </ul> </li> <li>g) Support LSO interest in adult learn to sail programs; leverage KB network.             <ul style="list-style-type: none"> <li>○ A “crew” course is under development; feeder course for Basic keelboat. Commercial Committee is concerned about helping clubs develop adult curriculum. Working on agreement with Fresh Air Educators who will develop an online student KB course – stand alone or tied to KB.</li> </ul> </li> <li>h) Develop strategy, framework, tools and products to connect with and engage new sailors (youth and adult) as they enter learn to sail programs.             <ul style="list-style-type: none"> <li>○ Grow Sailing initiative underway. See handout and materials in</li> </ul> </li> <li>i) Continuing education modules for advanced race official training and recertification.             <ul style="list-style-type: none"> <li>● Judges round table rolled out, cont. ed clinics in development; add'l safety topics added to Race management training; SOARS 2.0 planning is being considered.</li> </ul> </li> <li>j) Formal Race Official Instructor training standards and qualification process.             <ul style="list-style-type: none"> <li>● Limited progress. Resistance to publishing standards.</li> </ul> </li> <li>k) Focus on quality, process improvement and customer service quality across the organization (with specific attention to Race Admin, Safety at Sea and</li> </ul>
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		<p>Training) by standardizing practices including procurement, production, seminar scheduling, fulfillment, reporting.</p> <ul style="list-style-type: none"> <li>○ Each department is working on revising processes and improving customer service – training, offshore, membership, RA; working across depts. to standardize systems and processes that can be shared.</li> </ul> <p>l) Communications: Implement a constituent-focused communication plan. Launch new website targeting key membership groups; more direct and intuitive. Expand use of social media. Targeted electronic and print communications for sailors (big boat, small boat, competitive and recreational), instructors/coaches, race officials, organizations and new sailors. Align and coordinate outgoing communications. Provide reusable content for local sailing organizations. Expanded presence at local, regional and national events.</p> <ul style="list-style-type: none"> <li>○ Focusing on targeted, constituent based communications. New website (6/14). Expanding use of social media. Move to new communication platform – Prism. Membership initiated; others following; each department adding focus to their communications.</li> <li>○ Extensive JO communications program – parents, juniors, instructors, coaches – to raise visibility. Social media wall</li> </ul> <p>m) Develop further demographic information about members, their clubs/organizations.</p> <ul style="list-style-type: none"> <li>○ Club/class affiliation up and running in database; developing research on core sailor.</li> <li>○ Youth program has need for data on jr sailing programs – directors, instructors, coaches, boat types, etc.</li> </ul> <p>n) Build upon 2014 SLF, and maintain networking and educational programing. Plan 2016 event. Expand regional meetings, evolve NSPS and ODSS, establish new offshore/big boat symposium.</p> <ul style="list-style-type: none"> <li>○ Planning underway, request for speakers published. Sponsorship sales underway. See presentation matrix.</li> </ul> <p>o) Safety at Sea and other safety training offerings: expand coastal safety at sea seminars; support standard and ISAF seminars; launch small boat safety clinics program; publish safety at sea manual/seminar companion book.</p>
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		<ul style="list-style-type: none"><li>• 3 online sections complete, 2 more underdevelopment. Plan to use online elements to revamp live seminars and introduce certification/qualification for moderators. Opportunity to rethink entire product line. Marketing is engage with creating a plan to grow the number of seminars as well as participants.</li></ul> <p>p) <b>Create a new area representative model that serves) members &amp; represents US Sailing regionally.</b> *Work group: Bruce Burton Chair, George Hinman, Steve Benjamin to create a business model for Customer Service Representatives including job descriptions, compensation etc. Due by July 1.</p> <ul style="list-style-type: none"><li>○ No progress; funding is the issue. Currently revising roles in membership to develop a staff dedicated to organizations.</li></ul> <p>q) <b>Outline plan to promote sailing and build base. Partner with industry including NMMA, SAP, Summer Sailstice and others to drive sailors and potential sailors to local sailing organizations with the goal of strengthening local activity &amp; organizations.</b> *Owners: Jack Gierhart, Georgia McDonald, Amy Larkin, Patty Lawrence, Maureen McKinnon. Due date: Sept 1</p> <ul style="list-style-type: none"><li>○ Grow Sailing Initiative</li></ul>
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<p>II. Raise Standards and Expand Competitive Sailing in the U.S.</p>	<ol style="list-style-type: none"> <li>1. Strengthen and expand race management education, programs and support</li> <li>2. Promote participation and increase access to and support for all types of racing, etc.</li> <li>3. Evolve and enhance US sailing National championships.</li> </ol>	<ol style="list-style-type: none"> <li>a) Race Administration: proactive marketing of programs and services to LSO, RSA, AC's, etc. Expand product line: RC 101, ongoing education and instructor programs (see Goal I). Update publications and resources – traditional print and ebooks/online options.</li> <li>b) Plan production and release of 2017-2020 RRS.</li> <li>c) Redesign and launch updated Cleverpig youth sailing website. Appeal to broader base of youth sailors, support Olympic as well as other pathways.             <ul style="list-style-type: none"> <li>o Redesign complete. Currently assessing how to integrate with larger youth development strategy and plans; working on dedicated youth communications – Q2 2015</li> </ul> </li> <li>d) Evolve JO program. Pilot events with extended clinic and educational program; partner with youth classes and youth development coaches.             <ul style="list-style-type: none"> <li>o Skill builder clinics revamped, 3 on the schedule. Mentoring for coaches and skills for kids. Top level coaching. Sustainable funding model needed</li> </ul> </li> <li>e) <b>Establish Task force to review and develop broad youth development strategy to advance skills and experience of youth sailors, identify and promote multiple pathways (racing and non-racing), and develop collaboration between classes, LSO, industry and US Sailing.</b> <ul style="list-style-type: none"> <li>o Task force in place and working. C Sertl to update. Inshore &amp; marketing working with different departments on a visual display of the youth sailing pathways – competitive and noncompetitive – and resources/programs available.</li> </ul> </li> <li>f) <b>Develop metrics and collect data on competitive sailing in the US to provide measurement for increased participation. Partner with clubs, classes, online registration companies.</b> <ul style="list-style-type: none"> <li>o Yacht club and one design/event data template/benchmark complete. First reports available.</li> </ul> </li> <li>g) Implement championship task force plan. Marketing and promotion at the local and regional levels. New and distinct branding and position for adult and junior championships. Junior events (esp. Youth Champs) to support Olympic pipeline.             <ul style="list-style-type: none"> <li>o Progress. Local and regional marketing, working with rsa's to promote events, partnering with classes – laser, multihull, I420, 29er</li> </ul> </li> </ol>
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		<p>and VX One</p> <ul style="list-style-type: none"> <li>○ US Adult Championship Manhattan YC sailing in front of Statue of Liberty; RSA's involved in selection; targeting sailors under 30</li> <li>○ Unified match racing championships – men, women, youth</li> <li>○ Jr events supporting Olympic pipeline. Youth champs – despite change of equipment, only slight decrease in participants (178 vs 184 applications, 251 vs 276 participants); try it out clinics launched, consolidated event website up and running. More work to do.</li> </ul> <p>h) <b>Create offshore strategic plan and sustainable business model to grow big boat racing and support the big boat/offshore</b></p> <ul style="list-style-type: none"> <li>○ Discuss status during Offshore session             <ul style="list-style-type: none"> <li>i. Conduct study and draft plan – Sept 1. Jack G., Dan Nowlan, S. Benjamin Bill Lee</li> <li>ii. Complete UMS; promote to PHRF fleets; grow fleets using services to 6 (2014).                 <ul style="list-style-type: none"> <li>○ Currently supporting 2, in discussions with several others</li> </ul> </li> <li>iii. Host Offshore Symposia. Fall 2014, Winter 2015                 <ul style="list-style-type: none"> <li>*Owner: Steve Benjamin, Dan Nolan, Katie Ouellette</li> <li>○ Held measurers conference; no offshore event</li> </ul> </li> <li>iv. Review and work to implement other recommendations from the Offshore Working Committee.</li> </ul> </li> </ul>
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<p>III. Achieve Success at Highest Levels of International Competition</p>	<ol style="list-style-type: none"><li>1. Ensure a development path for athletes</li><li>2. Prepare elite athletes to achieve success in international and Olympic competition</li><li>3. Increase awareness for our athletes and Team throughout US Sailing and local organizations</li></ol>	<ol style="list-style-type: none"><li>a) Promote Olympic pathways</li><li>b) Lead USSTSTS 5 stage high performance plan</li><li>c) <b>Create an inspirational message to build a fan base for Olympics.</b> Team Tour under way.<ul style="list-style-type: none"><li>o Update during Olympic Session</li></ul></li></ol>
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<p>IV. Strengthen Governance and Organizational Efficiency</p>	<ol style="list-style-type: none"> <li>1. Evolve organizational structure and composition</li> <li>2. Adapt to the 21<sup>st</sup> Century volunteers; energize recruitment, offer rewarding opportunities and provide resources and support</li> <li>3. Reinvigorate local/field programs and support.</li> </ol>	<ol style="list-style-type: none"> <li>a) <b>Maintain a strong financial position to sustain our initiatives. This includes analyzing the cash reserves the organization should have on hand.</b> <ul style="list-style-type: none"> <li>○ Ongoing. Solid financials for 2015 YTD.</li> </ul> </li> <li>b) <b>Grow membership to 60K via the Membership Initiative. Robust membership numbers reflect program and service excellence. See Goal V, part a).</b> <ul style="list-style-type: none"> <li>○ See membership report and update</li> </ul> </li> <li>c) <b>Survey Division and committee chairs for feedback on the 2012 reorganization.</b> <p>*Owner: Brain Hawbolt with support from Katie Ouellette. Due July 1</p> <ul style="list-style-type: none"> <li>○ Have not seen any results of this survey.</li> </ul> </li> <li>d) <b>Explore redrawing Area boundaries. Work group in progress. Due Oct 1.</b> <ul style="list-style-type: none"> <li>○ No developments, understand that discussions are still ongoing.</li> </ul> </li> <li>e) <b>Write a Division Plan of Work for Management, Inshore and Venues similar to what Education and the other divisions have competed.</b> <p>*Owners: Sarah Alger/Dawn Riley, Brian Hawbolt/Dave Ullman, Jim Tichenor/Tom Hubbell, respectively. Due by August 1.</p> <ul style="list-style-type: none"> <li>• Not aware of any developments</li> </ul> </li> <li>f) <b>Revise the AGM meeting format to sustain the energy of the Sailing Leadership Forum, improve efficiency, promote collaboration between committees, and align committee work with the board’s objectives.</b> <ul style="list-style-type: none"> <li>○ 2016 National conference to be held in conjunction with SLF</li> </ul> </li> <li>g) <b>Develop a specifications sheet for the US Sailing office space requirements.</b> <ul style="list-style-type: none"> <li>○ Have basic requirements for office space. Currently renegotiating lease for current space. Still pursuing RWU; will begin looking into other options</li> </ul> </li> <li>h) <b>Create a new area representative model that serves) members &amp; represents US Sailing regionally.</b> <ul style="list-style-type: none"> <li>○ See I. p)</li> </ul> </li> </ol>
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<p>V. Grow Membership</p>	<ol style="list-style-type: none"> <li>1. Expand member base to advance current programs and promote participation, safety and opportunity</li> <li>2. Increase member value, benefits, resources and service</li> <li>3. Improve relevance; target/personalize communications and benefits</li> </ol>	<ol style="list-style-type: none"> <li>a) <b>Grow membership to 60K via the Membership Initiative. Robust membership numbers reflect program and service excellence.</b> <ul style="list-style-type: none"> <li>o Revisit Goal.</li> </ul> </li> <li>b) Executed targeted and proactive acquisition plan: MVP program to build membership via LSO's             <ol style="list-style-type: none"> <li>i. Yacht clubs, classes RSA's and PHRF</li> </ol> </li> <li>c) Improve retention via personalization, relevance, communications, targeted benefits</li> <li>d) Transition to more inclusive messaging and value proposition – US Sailing programs and services relevant and valuable to a broad range of sailors beyond racing sailors.             <ul style="list-style-type: none"> <li>o Active Sailor Research project</li> </ul> </li> <li>e) Target membership programs/products for new sailors and crews. See I. l), I. p) and I. q).</li> <li>f) <b>See Slides</b></li> </ol>
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