

US SAILING FOUNDATION
BOARD OF DIRECTORS MEETING
MINUTES

October 20, 2017

Attendees: President Dave Rosekrans, Vice President Bruce Burton, Treasurer Johnny Lovell (via phone), Secretary Lee Parks, CEO Jack Gierhart, Tom Hubbell, Gary Jobson, David Loring, Jim Muldoon, Tim Rutter

Observers: Martine Zurinskas, Tarasa Davis, Brian Keane, Cory Sertl

Staff: Georgia McDonald, Managing Director, US Sailing Foundation; Jim Campbell, Chief Business Officer, US Olympic Sailing Program; Donna Kane, CFO, US Sailing

1. President Dave Rosekrans brought the meeting to order at 9:00am ET, welcomed new Board member, Tim Rutter and guests, and thanked everyone for attending. Dave reviewed the foundation's history: no records were kept re the formation of the corporation in 1985. Under the new bylaws, USSF is now a supporting organization; US Sailing has total authority over the foundation. Jack Gierhart is the sole agent for the organization. The role of the USSF is advisory to the US Sailing Board and Staff regarding fund raising.
2. **Approval of Minutes** – A motion was made to approve all past USSF minutes and decision between meetings. Motion passed.
 - a. USSF meeting – November 5, 2015 (corrected to add slate)
 - b. USSF meeting – October 7, 2016
 - c. USSF Board of Directors meeting – August 9, 2017
 - d. USSF Grants Committee meeting – November 2, 2016
 - e. USSF decisions between meetings – see attached
3. **Financial Report** – Donna Kane reviewed the financial activity including the move from Quickbooks and combining statements with US Sailing (a requirement of the bylaws).

A3 funds totaling \$30K have been moved from USSF investments to US Sailing for the Pipeline Project by authorization from the donor, Bill Koch. There are two accounts which keep Olympic funds separate. The 2016 Nov-Dec audit will be combined USSF with US Sailing.

Motion: A motion was made to email quarterly financial reports to the USSF Board. Motion passed.

Motion: A motion was made to recommend to the US Sailing board that USSF follow US Sailing's Investment Committee recommended investment plan. Motion passed.

David Loring asked if there was a spending policy. There is no spending policy at present.

4. **Fundraising Presentations** - In keeping with the advisory role of the USSF, there were four presentations about fundraising today. Jon Denney, Chief Development Officer, USOF; David Loring, Blackbaud (board member); Tim Rutter, CEO, We Are Alexander (board member); and Fundraising Channels & Funding Needs, Jack Gierhart.

We agreed the role of the USSF was advisory and the meeting was an amazing demonstration of advice. The perspective from our speakers was invaluable. A summary is added to these minutes as an addendum. We had hoped for more discussion around creative use of the perspective but the time was running out.

5. **Grants** – Jim Muldoon asked if there was a plan to go after grants. Yes, in the future when there are more resources available. Current grants will continue as is.
6. **Areas of Responsibility** – Jack explained that we need the USSF board to support the plan. US Sailing determines the need/budget, devises strategy and whether it’s realistic. USSF is advisory but has some legal fiscal responsibility. USSF will continue to administer Sailors Grants.
Action: Bruce and Jack will create guidelines to include quarterly reporting, review strategy, feedback on strategy and volunteer help needed.
7. **Grants Committee**
 - a. Annual Olympic grant (\$20K) is done.
 - b. Project Pipeline – Donna Kane explained the transfer of funds.
 - c. Sailors Grants – Lee Parks review the grant requests for 2018.

Optimist Worlds (CPY, Aug-Sep 2018)	\$4,000
A Class Worlds (AUS, Nov 2018)	\$3,000
Techno 293 Europeans (ITA, Apr 2018)	\$2,000
Snipe Western Hemisphere Champs (ARG, Oct 2018)	\$2,000
Lightning Youth Worlds (GRE, Jul 2018)	\$3,000
TOTAL	\$14,000

Motion: To approve \$14K in grants to classes from the Schoonmaker Fund. Motion passed.

2018 Wilson Trophy (GBR, May 2018)	\$2,000
2017 Harken Intl Youth Match Racing Championship (AUS, Nov 2017)	\$1,000
2018 Harken Intl Youth Match Racing Championship (AUS, Nov 2018)	\$1,000
TOTAL	\$4,000

Motion: To approve \$4K in grants from the Walker Fund. Motion passed.

Motion: To approve \$5K in grants from the General/Unrestricted Fund for the Sailing Leadership Forum. Motion passed.

Post-meeting motion: To approve a \$3K grant from the General/Unrestricted Fund for the 2018 World Youth Match Racing Championship. Motion passed.

8. **Broaden Mission** – There was a discussion about broadening USSF’s mission.
Motion: To reject the grant request from the University of Wisconsin to purchase 6 C420s. Motion passed.
Motion: To adopt a policy for matching grants for community/public access sailing programs. Motion passed.

Meeting adjourned at 12:55pm.

Respectfully submitted,

Lee Parks, Secretary

Date

Distribution: USSF Board of Directors, US Sailing Board of Directors

Addendum 1: Presentation Summaries

Addendum 2: Actions/Decisions Between Meetings

ADDENDUM 1: Presentation Summaries

Creative Design Approach – Tim Rutter explained the design of USSF’s new marketing brochure and explained the marketing/fundraising process with additions from the discussion.

1. Invite – identify and determine how to contact
 - Must keep good records
2. Inform – has become visual and electronic, especially for millennials
 - Should have mission focus and shared interest
 - Must establish reputation, value recognition,
3. Engage - - trial offer is classic method, USOC used five ring spirit wear,
4. Follow-up
5. Ask – short term outlook, immediate reward
6. Confirm, recognize, measure
7. Repeat

Tim is graciously putting his corporation at the disposal of the Foundation.

Tim Rutter explained how major donors look at USSF – mission, value received, what percent to admin costs (no more than 15%), charitable navigator ranks charities.

1. **USOF** – John Denny reviewed the history and future plans of the US Olympic Foundation.
History: For two decades, marketing was done via direct mail; the approach was premium-driven (e.g., a gift for a donation).
2009-12: The Major Gift Program was institutionalized. Donors could join USOC at the Olympic Games via the Hospitality Program for donations greater than \$75K/year.
After 2012: USOF looked at an increase and diversification of revenue (NBC contract, domestic sponsors, etc.) The long-term upside was not significant.
2012-13: USOF hired a consultant and restructured USOF as a separate organization.
2014: USOF was launched with 14 staff and 6 major gift officers (MGOs). It was considered under resourced. They discovered that their MGOs were burdened by administrative and non-fundraising activity and they have rectified this pattern. On average, it can take 2-3 years for an MGO to develop a significant (six figure) gift from a new prospect and their average goal is \$1M annually.
2013-14: Total giving \$10-\$15M per year (building); \$25-\$30M now. Forecast: \$130M (from individual donors only) in current quad. How do big corporations fit in? Through marketing.
2. **Charitable Giving Report** – David Loring presented a charitable giving report which summarized the activities of 3,000 nonprofit organizations. Trends: direct marketing is out, online is the future. Websites and social media are critical. Focus on major giving first; takes 2+ years; donors want to know where their money is going; make donations closer to the experience - sell the journey (training), not just the end result (medals). Average 8-12 months between first ask and gift. MGOs must be jack of all trades. People of wealth are being pulled many ways, they want to ensure they are making an impact. David explained that the low-level donors are easy (direct marketing), mid-level is hard and high level requires a MGO.
3. Jack Gierhart reviewed donor channels and strategies: What are donations being used for?
 - a. Technology (2017-20)
 - b. Youth Development Model

11/13/2017

Lee Parks

c. Olympics 2020

Approximately \$4.5M needed annually – currently at \$2M/yr. There's a need to invest in a MGO, stewardship and additional staff.

ADDENDUM 2

1. USSF Board of Directors - Actions/Decisions Between Meetings

April 20, 2016

Motion: President Dave Rosekrans made a motion that the USSF appoint current Trustee Jack Gierhart as the agent for the USSF and as the Executive Director of the USSF and is delegated the authority to manage the day-to-day activities of the Foundation and to act on behalf of the Foundation in all business matters. Motion passes: Six of the seven Trustees of the USSF have voted in favor of the motion below and it is passed. Jack Gierhart recused himself.

October 23, 2016

Dave Rosekrans: The USSF Grants Committee will continue the function of the previous USSF in considering and awarding grants consistent with the previous mission. I have appointed, with their acceptance, the members of the USSF Grants Committee listed below. Jack Gierhart and Bruce Burton were on the previous USSF Board to represent US Sailing but this is not necessary for the Grants Committee. I have added John Lovell as he is treasurer of the new USSF and also he is active in the one-design classes and can give advice regarding the grants.

USSF Grants Committee

- David Rosekrans, Chair
- Tom Hubbell
- John Lovell
- James Muldoon
- Ding Schoonmaker
- Lee Parks, Secretary

August 3, 2017

Eight (8) directors voted [electronically] to recommend David Loring to the US Sailing Board of Directors as a member of the USSF Board of Directors.

August 9, 2017

Seven (7) directors voted in favor of approving the two-month (Nov-Dec 2016) Form 990.

2. USSF Grants Committee - Actions/Decisions Between Meetings

April 29, 2015

1. Thirteen (13) trustees voted [electronically] in favor of a total grant of \$4000 to support the 2015 Nations Cup. This is an added \$2000 over the original grant approved in Oct 2014.
2. Fourteen (14) trustees voted [electronically] in favor of transferring the grant of \$2000 from the Laser 4.7 to the 2015 Laser Men's Worlds.

March 23, 2016

Ten trustees voted [electronically] in favor of the grant requests for the I-420 and Yngling classes for 2016. Dave Rosekrans recused himself. The I-420 grant of \$3,000 to be taken from the Sailors Grant Fund and the grant of \$1000 to the Yngling class is from the General Fund.

May 20, 2016

A \$25,000 grant from the Schoonmaker Fund to Justin Callahan was approved by the trustees.

11/13/2017

Lee Parks