

## 2019 Objectives

### Financial Metrics Based on July 2019 Financial Statements and Membership Report

Goal	Comments	Status
<b>Financial Metrics</b>		
Cash Flow: \$118,000	\$ 1,963,322 vs. budget of \$828,439	<b>Green</b>
Membership: 46,000 Retention: 68%	44,361 (7/19) vs. 45,825 (7/18) Retention – 63.4%	<b>Red/Yellow</b>
Fundraising: \$1,420,000 cash Olympics - \$833,000 USS - \$587,000	\$ 1,044,322 vs. \$ 750,524 budget OLY - \$ 713,240 vs. \$ 487,333 budget USS - \$ 331,310 vs. \$ 263,191 budget	<b>Green</b>
New Sponsorship: \$400,000	\$142,106 across 6 partnerships; \$600K Olympics 6+ and royalties. 4 new partner proposals are being reviewed by potential partners.	<b>Green</b>
<b>1. Create Opportunities for life-long participation</b>		
Implement Skill Up: launch app; adopted by 20 LSO's	Skill Up mobile app has strong use among Early Adopters. Currently evaluating feedback from pilot programs and prioritizing next development phase.	<b>Green</b>
Launch Siebel Sailors: 2 centers activated; 3 others selected	24 RS Fevas have been delivered to San Francisco in preparation for Siebel Network launch this fall. Chicago and Baltimore Networks will launch simultaneously. Three Siebel Coaches have been hired to start in September. Planning launch event in SF in October	<b>Green</b>
<b>2. Provide a broad spectrum of activities</b>		
Product Development: S@S; Teaching and Coaching Fundamentals Online (TCFO); Race Management; Measurers	First video shoot for S@S online modules 11-15 have been completed. TCFO launched. RC Fundamentals is in beta. <i>Sailing Drills Made Easy</i> is at printer. <i>Bareboat Cruising</i> is printed and in the store. <i>Passage Making</i> is in development. Mentoring program and Women's Coaching Initiative being framed out in conjunction with the Siebel Coaching Education Program. Updating support/admin documents for all programs.	<b>Green</b>
National Handicap; Portsmouth YS	RFP for national rule drafted; working with Offshore Committee for feedback.	<b>Yellow</b>

<b>3. Regionalize</b>		
<b>8 Regional Symposiums; SLF Plan</b>	Five complete, 200+ attendees; two already planned for the fall. SLF planning proceeding with presentation agenda drafted	<b>Green</b>
<b>Est. USST/ODP Regional Training Centers and Partners</b>	Successful Oakcliff/ODP2 clinic June and presentation at Texas Youth Race Week in July. ODP Clinics are scheduled for Miami, Long Beach and SF. Working on improving presentation of data/progress and pathway.	<b>Green/Yellow</b>
<b>4. Volunteering – easy, rewarding, beneficial</b>		
<b>Volunteer Connect</b>	Add athletes prior to SAC election; terms of reference updates; new Sailor Athlete Board nominee; US Sailing bylaw/regs changes; SAC bylaws update.	<b>Yellow</b>
<b>Enhance Race Admin:</b> uniformity, quality, participation	Phase 1 working group delivered report outlining needs; Phase 2 small working groups to be defined, assigned deliverables and timelines, and populated with suitable volunteers. Race Admin Committee Chair to manage this process. Sail Canada SOARS-sharing project accomplished.	<b>Yellow</b>
<b>SafeSport and Background Check Implementation</b>	2019 SafeSport policy approved and implemented. Background check for org policy coming Sept 2019. MarCom working on messaging. Justin attending NGB SafeSport meeting August 29 in Denver.	<b>Yellow</b>
<b>5. American Success</b>		
<b>ODP and USST Performance:</b> <b>ODP</b> - 1 medal, 4 top 10, top 5 Nations <b>USST</b> - 1 medal, 2 top 5 @ key events	Seven Medals in Paracas at Pan Am Games; 2 gold, 3 silver, 2 bronze. qualified for Tokyo in two more events – N17 and FX.	<b>Green</b>
<b>Communications:</b> Executing comm plan and increasing exposure	<i>Sail with US</i> campaign released seven videos with a reach of 135,757 ICSA Social Campaign –189 posts, 830K impressions, 500% increase in engagement, 416 new followers. Continuing to refine Weekly Lift. Adult, Safety and Offshore communications planned for September. Released individual Safety videos on inflatable PFD maintenance – actively viewed. More to come.	<b>Yellow/Green</b>

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## *CEO Summary – Jack Gierhart*

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Summer is winding down and we are beginning to sign off on another productive season. This summer I had the opportunity of attending a good number of events and spend time with members and leaders from across the sailing community. It was a great to meet new constituents and catch up with longtime supporters. I would like to thank all our volunteers, host organizations and staff for their incredible commitment to delivering these events and encouraging participation, safety and innovation within the sport.

From a performance standpoint, we are on track against most of our objectives. Financially we are ahead of budget; as normal, some programs are strong and a head, others are slightly off. Coming out of last year, the staff have done a good job managing expenses and focusing on program growth. Membership, while on track revenue-wise, continues to be a challenge that we are focusing on. New initiatives that will drive long term growth in participation and membership including Skill Up, the Siebel Program, online Safety at Sea are going well, and our efforts on improving workflow process and efficiencies continue to advance. Communications remains top of mind for the entire staff and while there is always room for improvement, with the developments in our communications platform, each department is developing more targeted approaches to connecting with their audiences.

A big event for the US Sailing Team this summer were the Pan American Games, and they certainly delivered, not only in the medal count, but also in terms of collaboration and support from the athletes and staff who came together as a team. Again, congratulations to the athletes, coaches and staff from everyone at US Sailing! The Olympic Test event in Japan closed early this week with a number of top 10 performances, and the Final of the World Cup begins next week. We are finalizing the plans for 2020 that will best prepare the athletes for success at the Games. We are also looking ahead to ensure we continue the momentum coming out of the 2020 games for the next 2 quads and keep the athletes in the pipeline supported and engaged.

We have begun the 2020 budget process with preliminary meetings with Directors to outline key objectives for 2020 and review progress against our strategic plan. We plan on sharing these proposed objectives with the Board during the September call. Each department is working on its respected budgets and evaluating their programs against the filter. Our goal is to have the first draft of the department budgets by mid-October, with the Budget Committee to review shortly afterward. This will allow for going review and refinement, and a presentation of a draft of the full budget to the Board at the end of November.

A few other updates:

- At the end of July, I traveled to California to visit San Francisco, Long Beach/LA, and San Diego. It was a great opportunity to meet with key supporters and partners. While in San Francisco, Malcolm and I met with Stan Honey to discuss the offshore sailing event that will be a new Olympic event at the 2028 games. We also met with Bruce Burton to begin discussing Olympic priorities for next year and hear about the progress of the IR&D projects. Additionally, while in SF, Malcolm and I had a chance to meet with the leadership of St Francis Yacht Club and key kites in the area to talk about the kiting event in the 2024 Olympics and US Sailing's strategy for supporting the development of championship athletes. While in Long Beach, John Shadden organized a meeting with the leadership of the sailing community to discuss opportunities and

collaboration for the 2028 games. Malcolm, John Sangmeister and Sally Barkow also joined the discussion. The Long Beach community is very energized and eager to take advantage of 2028. During my time there, I was also able to catch up with the Nacra 17 teams and hear about their preparation for the PAG and Japan Events. The latter part of the week was spent in San Diego where I attended the award ceremony for the Ida Lewis, met with the SDYC board of directors and was able to meet with several donors including Steve Meheen and Malin Burnham. Time even allowed for a Thursday night sail with JJ Fetter and Craig Leweck. The trip was nonstop and jam-packed but it was a great chance to share and take back new ideas and feedback to Bristol.

- As referenced above, membership continues to be a focus. July numbers are not what we were hoping to see; we saw a decrease in retention rates and renewals continue to be below last year. We have sold more new membership that in the same period last year, but that is not making up the difference. We also saw a decline in family memberships and are analyzing the source of that decline, possibly related to changes in multiyear memberships, which we are resolving. As we have shared with the Board, we are implementing two acquisition programs to address membership regression. A priority is to interface and engage with key yacht clubs., and that has not advanced as much as planned, but we will accelerate that in September. We recently confirmed St Francis, San Diego and Eastern Yacht Clubs are participating and will continue this push to other clubs throughout the fall. We appreciate and encourage the Board to continue to work with us to engage their contacts at yacht clubs. We are applying additional resources and attention to this area.
- We released the final March 2019 Monterey Bay Report and have yet to receive any inquiries or questions. We continue to discuss our response to the USCG's final report and recommendations relating to the tragedy in 2015 at Dauphin Island. We are assembling a task force to address areas where we believe US Sailing can have a positive impact on improving safety.
- Stu, Jen, Jess and I met with the National Sailing Hall of Fame to discuss collaboration and using REACH content to help support the development of interactive exhibits for their new museum in Newport.
- The Professional Sailors working group led by Tony Rey continues to make progress; having drafted an executive summary outlining key objectives and concepts. The group is reaching out to the broader audience of key professionals, owners, and coaches to share our concept and hear their feedback. We are excited to charge forward as we see the intrinsic value this will bring to the sailing community.

This fall is shaping up to be equally busy, Cory and I will be attending the USOPC Assembly in Colorado Springs, CO from Sept 11-14<sup>th</sup>. At the end of October, we will be heading to Bermuda for the World Sailing Annual Meeting. The executive team is continuing preparation for the Board meeting and Midwest Stakeholders Summit in November. We are excited to hear from the Chicago area and look at ways to continue the strong support and collaboration.

As always, thanks to our Board members, volunteers and the staff team for your contributions and commitment to our sport.

Cheers,

Jack and US Sailing Staff