

2019 Objectives

**Financial Metrics Based on August 2019 Financial Statements and Membership Report**

Goal	Comments	Status		
<b>Financial Metrics</b>				
Cash Flow: \$118,000	\$ 1,598,650 vs. budget of \$411,343	Green		
Membership: 46,000 Retention: 68%	44,140 (8/19) vs. 45,488 (8/18) Retention – 58.5%	Red/Red		
Fundraising: \$1,420,000 Cash Olympics - \$833,000 USS - \$587,000	\$ 1,120,387 vs. \$ 877,601 budget OLY - \$ 764,491 vs. \$ 598,167 budget USS - \$ 355,896 vs. \$ 279,434 budget	Yellow		
New Sponsorship: \$400,000	\$166,500 new partnership revenue & \$600K Olympics (Kilroy). Hosted Dow VP of Partnerships at Nantucket Race Week for US Regatta Series Partnership. Working through data analysis with Chubb as part of partnership process. Mtg with West Marine in SF. Working on meetings with Schwab and Garmin.	Green		
<b>1. Create Opportunities for life-long participation</b>				
Implement Skill Up: launch app; adopted by 20 LSO's	Fall/winter development of generation two is underway, in preparation for release at SLF 2020.	Green		
Launch Siebel Sailors: 2 centers activated; 3 others selected	San Francisco, DC/Baltimore, and Chicago regions are launching, with Chris Childers, Janel Zarkowsky, and Meredith Dart onboarded as regional coaches. Application process for two additional regions is open until October 15 <sup>th</sup> .	Green		
<b>2. Provide a broad spectrum of activities</b>				
Product Development: S@S; Teaching and Coaching Fundamentals Online (TCFO); Race Management; Measurers	<table border="1"> <tr> <td>Teaching &amp; Coaching Fundamentals Online, <i>Bareboat Cruising</i>, Video shoot for S@S Online modules 11-15, RC Fundamentals betas, <i>Sailing Drills Made Easy</i>, <i>Reach Educator Guide: Modules 11-17</i></td> <td><b>In progress:</b> <i>Passage Making</i>, National Coaching Symposium and Women's Coaching Clinic planning, Siebel Coaching program, National Faculty Planning, Rulebook updates and app. Measurer's training program, Update to <i>Safe Powerboat Handling</i>, Development of S@S Modules 11-15</td> </tr> </table>	Teaching & Coaching Fundamentals Online, <i>Bareboat Cruising</i> , Video shoot for S@S Online modules 11-15, RC Fundamentals betas, <i>Sailing Drills Made Easy</i> , <i>Reach Educator Guide: Modules 11-17</i>	<b>In progress:</b> <i>Passage Making</i> , National Coaching Symposium and Women's Coaching Clinic planning, Siebel Coaching program, National Faculty Planning, Rulebook updates and app. Measurer's training program, Update to <i>Safe Powerboat Handling</i> , Development of S@S Modules 11-15	Green
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National Handicap; Portsmouth YS	RFP for national rule drafted; working with Offshore Committee for feedback.	Yellow		
<b>3. Regionalize</b>				

<b>8 Regional Symposiums; SLF Plan</b>	Five complete, 200+ attendees; four planned for the fall. SLF planning proceeding with presentation agenda drafted and early registration sent out. Siebel Sailors Program launch scheduled for 10/20 at TISC – invites going out week of 9/2	<b>Green</b>
<b>Est. USST/ODP Regional Training Centers and Partners</b>	Very successful ODP clinics were hosted in Long Beach, Kingston-Cork and San Francisco. The late August San Fran clinic focused on bringing together top Youth Champs sailors and members of numerous Reginal Training Programs from all over the country. 60 sailors took part in this now annual clinic that handled a wide level of talent in both Olympic and Youth World class boats. Quantum Racing supported the excellent coaching talent. This clinic presents a great model for future ODP/Regional Training programs moving forward. Also furthering the presentation of data/progress and pathway.	<b>Green/Yellow</b>
<b>4. Volunteering – easy, rewarding, beneficial</b>		
<b>Volunteer Connect</b>	Qualified athletes have been added to the Sailor Athlete database. About to launch the SAC election to elect new representatives to the Sailor Athlete Council. Once elections are finalized, the new SAC will update terms of reference, propose the new Sailor Athlete Board nominee, and revise the SAC bylaws.	<b>Yellow</b>
<b>Enhance Race Admin:</b> uniformity, quality, participation	Small groups working on various tasks, including clarifying criteria for high-level certifications and establishing clearer procedures for reporting and remediating concerns about race official performance. Planning communication and promotion campaign to recruit new race officials.	<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 and webpage development. Justin attending NGB SafeSport Summit August 28 in Denver. Planning stages of 2020 SLF SafeSport content. Planning stages of SafeSport “Recognized Club Program.”	<b>Green</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	Success in Paracas at Pan Am Games; 2 gold, 3 silver, 2 bronze. qualified for Tokyo in two more events – N17 and FX. ODP phase 2 sailors or alumni have shown great performance in the Pan Am Games and the Laser Radial Worlds. Clearly the guidance and training of sailors through ODP phase 2 is producing talented sailors who are enthused to campaign.	<b>Green</b>
<b>Communications:</b> Executing comm plan and increasing exposure	Press, Email, Social, Digital Coverage (44 releases): <ul style="list-style-type: none"> <li>• Pan Am Games, Test Event &amp; WC (Japan)</li> <li>• 3 National Championships, Partner Content (Sperry/Kilroy/RCM)</li> <li>• Inner Circle, Medalist, e-Sailing Newsletter, store, race admin, Siebel, SLF</li> </ul> Social media exposure: <ul style="list-style-type: none"> <li>• 109 facebook posts</li> <li>• 359 instagram posts</li> <li>• 184 tweets</li> </ul>	<b>Yellow/Green</b>

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## CEO Summary – Jack Gierhart

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As you are aware, we are going through some significant staff changes within the Olympic department with Malcolm and Greg's departures. I have been working with Cory, Bruce, and the key members of the Olympic department to adjust and refine our plans for 2020 and ensure we provide the best support for the athletes as they prepare for the trials and Games, as well as those who are continuing on to 2024+. The Olympic staff spent the past three days here working together with staff from other areas of the office to make sure we are leveraging all the resources and knowledge in the organization. We have an excellent team in place to focus on this final phase of preparation and they have all been here before, multiple times. We are also looking at what we need to be working on in 2020 that will move us towards our 2028 goals.

The attached dashboard shows our progress against our goals. Financially we are on track, and like every year, the last quarter is active for fundraising. We are moving forward with several campaigns and planning the Fall/winter appeal. Membership continues to be a challenge and we continue to work on improving our numbers. The acquisition of new members is stronger this year than in years past due to programs like Skill Up and Safety at Sea. The [Sail With US](#) videos and messaging continue to drive home the message of US Sailing and what membership dollars support.

Our outreach and programs are proving to be successful however, we're noticing that existing members are not renewing. To curb this decline, we are testing strategies. In August, we offered a steep membership discount to recently expired members. We recovered over 400 members from that effort, and overall in August membership purchases were 800 above budget and 4.2% above August 2018. This led us to try offering a discount to renew before expiration. We didn't see as many members take advantage of this promotion however, we hope that it will increase our renewal rates. We will also be surveying recently lapsed members to gather data points on why they're not renewing. Authorize.Net, our credit card processing company, experienced a problem updating expired credit cards at the end of August which impacted renewal for those members with an expired credit card. That has since been fixed and our numbers in September have improved.

In the meantime, after analyzing our communications, we noticed there's an opportunity to segment the messages in the ongoing retention communication. Going forward, we'll pick 3 of the 22 emails to redesign and test content and benefits that speak directly to youth, officials and instructors. The metrics from the Weekly Lift show us that when there's engaging content that speaks to our audience, members take action. We want to train the same behavior with our ongoing retention communications so that by the time we're asking for them to renew, the members have been reading and realizing the value their membership contributes to their sailing experiences. That value proposition will also be communicated on a broad level in a campaign during September and October to new and renewing members. We will leverage the Sunsail charter to promote membership.

All departments have defined their 2020 objectives and key projects. The executive team is completing meetings with each Director this week; our goal is to help identify alignment or overlap before each department drills into details and puts associated cost to these objectives. Our aim 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 ongoing review and refinement and a presentation of the full budget to the board at the end of November.

A few other updates:

- Cory and I returned from the USOPC Assembly in Colorado Springs, CO. The theme was "Journey to Excellence", with a focus on SafeSport and athletes first. They continue to work to address the sexual abuse scandals and fallout. The USOPC along with the Athlete Council and NGB Council are working to approve changes in its governance ahead of any actions from Congress. The USOPC has developed a new strategic plan which included updating its mission statement to "*Empower Team USA athletes to achieve & sustain competitive excellence and wellbeing.*" One bylaw change proposes to increase athlete participation on boards and committees from 20% to 33%. Cory is leading the process to address this here by revitalizing the Sailors Athlete Council. Additionally, there will be a 25% increase in this year's fees to SafeSport going forward. SafeSport continues to struggle with caseloads and increased backlog. They have recruited a new CEO that will be taking a new approach to help ease the backlog. USOPC will also be adding financial resources to the Center for SafeSport. Additionally, we received numerous updates from the LA2028 leadership group and key staff throughout the week. Cory and I met with our high-performance team, Meredith Miller and Lance Williams to discuss the Olympic program and plans for 2020. They continue to be supportive of what we are doing.
- We are beginning to develop our long-term event strategy. Meredith and I met with Andy Hunt of World Sailing where he shared their 2021-2028 event strategy, we will look to align and plan around this strategy.
- The Racing Rules of Sailing project is moving forward, we have received feedback from the committee, and we continue to have a broader discussion about the new platform and digital distribution. We are taking a collaborative approach discussing with Dave Perry, Dave Dellenbaugh, Bill Gladstone and North U opportunities to educate the community and will create an education plan for 2021. Matt Hill and Stu Gilfillen have been driving this project.
- Justin Sterk and Matt Hill continue to work on the background check policy for race officials; it has been reviewed by our legal committee along with outside counsel. Our aim is to take this to the race official community to get their feedback. We believe this policy will become the standard in our sport. We see US Sailing bearing the cost to implement. We are hoping to bring this to the board for approval in October.
- Last week, we announced the [first round of primary and supporting Siebel Centers](#). We are excited to welcome the three new coaches, Chris Childers, Janel Zarkowsky and Meredith Dart to US Sailing. They will be our boots on the ground not only getting these programs in place but being US Sailing ambassadors to the area. They all bring a unique and valuable set of skills and experiences to the program and US Sailing. Along with Blair, they have jumped right in and I've included their first progress update for you to read. The first Siebel Launch event will happen in San Francisco on October 20<sup>th</sup>. We are looking forward to welcoming key partners, leaders in the sport, and potential donors and supporters to officially launch the Siebel program in the Bay Area.
- The USSF Chair search is progressing. The search working group will be connecting with one finalist and several other prospects over the next few weeks. Our goal is to have a final candidate selected and onboard by fall in order to be in place for November's Foundation Board Meeting.
- The Professional Sailors working group led by Tony Rey continues to make progress; the group is in the process of reaching out to around 40 key professionals, owners, and coaches to share the executive summary and hear their feedback. We are hoping to schedule a meeting at the beginning of October.

As we headed into October, Adult championships will finish up for the year with US Match Racing Championship taking place in SF, CA and the Championship of Champions taking place in Stamford, CT. We are planning a media summit on the 16<sup>th</sup> in SF with Kilroy Realty that will be attended by myself, US Sailing team athletes and coaches. Additionally, throughout October and November, we will be engaging with the Florida, Long Island and Great Lake Huron areas with our Regional Symposiums. I will be traveling to Bermuda at the end of October for the World Sailing Annual Meeting.

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

Cheers,

Jack and US Sailing Staff