

## 2019 Objectives

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

Goal	Comments	Status
<b>Financial Metrics</b>		
<b>Cash Flow:</b> \$118,000	\$973,047 vs. budget of \$441,122	Yellow
<b>Membership:</b> 46,000 <b>Retention:</b> 68%	44,104 (10/19) vs. 45,223 (10/18) Retention – 63.5%	Red Yellow
<b>Fundraising:</b> \$1,420,000 cash <b>Olympics</b> - \$833,000 <b>USS</b> - \$587,000	\$ 1,149,929 vs. \$1,128,173 budget <b>OLY</b> - \$ 765,776 vs. \$ 786,332 budget <b>USS</b> - \$ 384,153 vs. \$341,840 budget	Red Yellow
<b>New Sponsorship:</b> \$400,000	\$186,916 new USSA revenue YTD \$600,000 new Olympics revenue (Kilroy) Working on year-end 2019 royalty projections with partners. Ongoing dialogue for 2020 renewals and new partnerships.	Yellow
<b>1. Create opportunities for life-long participation</b>		
<b>Implement Skill Up:</b> Launch app; adopted by 20 LSOs	Youth, Education, Adult and IT Departments finalizing 2020 plan, including 2.0 App Features. Smallboat will be broadly available in 2020, with potential to add Keelboat and Powerboat disciplines for Beta Testing. Work remains to be done to improve management and business model.	Green
<b>Launch Siebel Sailors:</b> Two centers activated; three others selected	Official launch at TISC, October 20. Siebel Coaches have held Fall demo days and are in final planning for full programming in DC/Baltimore, Chicago, and San Francisco in Spring 2020. Nineteen center applications have been received for the next two additional regions, to be launched in early 2020, and are being reviewed by the selection working group. Siebel Foundation committed to funding 5 additional hubs.	Green
<b>2. Provide a broad spectrum of activities</b>		
<b>Product Development:</b> S@S; Teaching and Coaching Fundamentals Online (TCFO); Race Management; Measurers	Teaching and Coaching Fundamentals Online; Bareboat Cruising; Video shoot for S@S Online Modules 11-15; RC Fundamentals betas; Sailing Drills Made Easy; Reach Educator Guide Middle School Modules 11-17. Also submitted grant to USOPC for RRS App and Virtual Reality module.  In Progress: Passage Making; 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 Start Powerboating Right; Development of S@S Online Modules 11-15.	Green
<b>National Handicap; Portsmouth YS</b>	The Rating Rule RFP stalled before the Offshore Committee, hope to readdress this fall/winter for implementation in 2020.	Red Yellow

<b>3. Regionalize</b>		
<b>Eight Regional Symposiums; SLF Plan</b>	Four Regional Symposiums offered in Q3 and Q4, for a total of eight symposiums in 2019.	<b>Green</b>
<b>Est. USST/ODP Regional Training Centers and Partners</b>	<ul style="list-style-type: none"> <li>• General agreement on terms of lease with the US Sailing Center Miami ; donor to fund rental payments.</li> <li>• FAST team continuing construction, but USS ODP won't be training there until early summer 2020. Exploring opportunities beyond current TISC programing to work with kites, skiff and foil windsurf</li> <li>• Active conversations with Long Beach, San Francisco and San Diego for West Coast regatta series (Summer 2020)</li> </ul>	<b>Green</b>
<b>4. Volunteering – easy, rewarding, beneficial</b>		
<b>Volunteer Connect</b>	Briana Provancha's was elected by the Sailor Athlete Council elected to serve on the Board of Directions beginning in this month at the Annual Meeting.	<b>Yellow Green</b>
<b>Enhance Race Admin:</b> uniformity, quality, participation	<p>The Race Administration, Judges, Race Officers and Judges Committees have discussed policy and procedural changes that will clarify decision making and make the pathway to certification more consistent and transparent to members.</p> <p>The Race Officials background check policy was approved by both the Legal Committee and the Race Administration Committee and submitted to the Board of Directors for approval at November meeting.</p>	<b>Yellow Green</b>
<b>SafeSport and Background Check Implementation</b>	<ul style="list-style-type: none"> <li>• USOPC Audit completed July 2019; complete action items to bring US Sailing into full compliance</li> <li>• SafeSport Audit scheduled for December 5, 2019</li> <li>• Developing SafeSport Recognized Club Program</li> <li>• US Sailing SafeSport webpage update/redesign Develop SafeSport packet of educational and best practices materials available to member clubs <ul style="list-style-type: none"> <li>• Bring US Sailing background check policy into compliance with new USOPC standards</li> </ul> </li> </ul>	<b>Yellow</b>
<b>5. American Success</b>		
<b>ODP and USST Performance:</b> <b>ODP</b> - no racing in October <b>USST</b> - all training in October other than Kites	Inaugural ANOC World Beach Games in Doha, Qatar. Three kites represented Team USA, Daniela Moroz won Gold with Kirstyn O'Brien 5th and Evan Heffernan 9th.	<b>Green</b>
<b>Communications:</b> Executing comm plan and increasing exposure	<ul style="list-style-type: none"> <li>• Supported Siebel Launch event and media coverage</li> <li>• Worked with Siebel coaches on individual blogs</li> <li>• Orchestrated USST/ Kilroy Media Summit</li> <li>• Ran three store promotions</li> <li>• Leveraged Mail Chimp for targeted emails e.g. regional symposiums, Safety at Sea</li> <li>• Grew over 1,198 new followers on social media in Oct.</li> </ul>	<b>Yellow</b>

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. Membership, while on track revenue-wise, continues to be a challenge. The downward trend has reversed, and while we made up some ground in October, we are still down year over year. We are redirecting internal resources to focus more attention on building, including assigning Mike Waters to assume responsibility for the membership growth program. Lucy Davidson started as Membership Manager and will be reporting to Mike. Lucy brings non-profit association development and membership experience to the team. We are currently heads-down in the 2020 planning process. Each department is refining its goals and budgets to support our 2020 objectives. I'm looking forward to our Foundation and US Sailing Board meetings in Chicago and having strategic discussions around these objections and the future goals. The meetings will close out with the Stakeholder Summit that will be a great opportunity to share what we are up to and get feedback from our members and the sailing community.

A few other updates:

- In mid-October, we had our first launch event to kick off the Siebel Sailors program in the Bay Area. It was a great success. Tom and Stacey were excited about what has been accomplished so far and has commitment to expand further.
- I had the opportunity to be interviewed by Tom Ehman on TFE Live, [click here to see the interview](#). The interview went well, and I enjoyed the broad discussion.
- I closed out the end of October in Bermuda attending the World Sailing Annual Meeting. We learned how difficult it is for governance change. The overall general desire is to move forward with some willing to take risk and not have all the answers right away, while others want the details addressed before. Hopefully, the forward movement will continue in 2020. A big thanks to our incredible delegation that provides leadership in all areas of the sport. The USA and US Sailing continues to be a leading voice in the sport of Sailing.
- This is a busy time for the US Sailing Team, with multiple world championships over the next two months. [Here](#) is the schedule and information on how to follow and support our athletes.
- I'm headed to the NGB Best Practices in Anaheim, California before going to Chicago. There will be a lot of topics covered and will be excited to share during our upcoming board meetings.



- We have launched the Year End Appeal, beginning with a newsletter that will be followed by letters, emails and social media outreach. We have engaging content and stories about the impact of our donors' contributions to the sport. I have attached a copy of the newsletter that will be landing in mailboxes shortly.

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