

2019 Objectives

Financial Metrics Based on November 2019 Financial Statements and Membership Report

Goal	Comments	Status
Financial Metrics		
Accrual and Pledge Payment Cash Flow from 2019 Operations: \$118,000	\$788,399 vs. budget of \$253,315	Yellow
Membership: 46,000 Retention: 68%	44,166 (11/19) vs. 44,881 (11/18) Retention – 63.9%	Red Yellow
Fundraising: \$1,420,000 cash Olympics - \$833,000 USS - \$587,000	\$1,219,567 vs. \$1,200,296 budget OLY - \$766,896 vs. \$829,167 budget USS - \$452,671 vs. \$371,129 budget	Red Yellow
New Sponsorship: \$400,000	\$186,916 new USSA revenue YTD + Partnership royalties \$600,000 new Olympics revenue (Kilroy) New 3-year partnership to be announced- Over \$100K in value (cash + budget relief + product sales opportunity + royalties) Ongoing dialogue for 2020 renewals and new partnerships	Yellow
1. Create opportunities for life-long participation		
Implement Skill Up: Launch app; adopted by 20 LSOs	Many org leaders at the Stakeholders Summit and National Coaching Symposium have expressed interest in involvement in 2020.	Green
Launch Siebel Sailors: Two centers activated; three others selected	SF, Chicago, and DC/Baltimore region coaches are preparing to start student programming in early 2020. The two additional regions are currently being finalized by the selection working group. Blair, Meredith, Chris, and Janel have been adding support at US Sailing events and working with regional stakeholders to develop regional connections. The first Siebel Select Coaching Camp will take place in January at the US Olympic Training Center in Colorado Springs, bringing together representatives from Siebel Centers around the country for learning and collaboration.	Green
2. Provide a broad spectrum of activities		
Product Development: S@S; Teaching and Coaching Fundamentals Online (TCFO); Race Management; Measurers	Completed: Teaching and Coaching Fundamentals Online launch and integration; 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, National Faculty meetings, Women’s Coaching Clinic and National Coaching Symposiums. Also submitted grant to USOPC for RRS App and Virtual Reality module. In Progress: Passage Making; Siebel Coaching program; Rulebook updates and app; Measurer’s training program, Update to Start Powerboating Right; Development of S@S Online Modules 11-15.	Green
National Handicap; Portsmouth YS	The Rating Rule RFP stalled before the Offshore Committee, hope to readdress this winter for implementation in 2020.	Red Yellow

3. Regionalize		
Eight Regional Symposiums; SLF Plan	Four Regional Symposiums offered in Q3 and Q4, for a total of eight symposiums in 2019.	Green
Est. USST/ODP Regional Training Centers and Partners	<ul style="list-style-type: none"> - Continued progress on lease with the US Sailing Center Miami. - 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 - Active conversations with Long Beach and San Diego for West Coast regatta series (Summer 2020) 	Green
4. Volunteering – easy, rewarding, beneficial		
Volunteer Connect	Briana Provancha was elected as the Sailor Athlete to serve on the Board of Directions and started her term at the November meeting.	Green
Enhance Race Admin: uniformity, quality, participation	<p>The Race Administration, Judges, Race Officers and Umpires Committees have discussed policy and procedural changes that will clarify decision making and make the pathway to certification more consistent and transparent to members. We have also taken note of the recent comments in Scuttlebutt, discussed in committee meetings, and are considering how best to respond with meaningful improvements.</p> <p>The Race Officials background check policy was approved by the Board of Directors at the November meeting, and we are proceeding with implementation with a goal of completion by the end of Q1 2020.</p>	Yellow Green
SafeSport and Background Check Implementation	<ul style="list-style-type: none"> - USOPC Audit completed July 2019; complete action items to bring US Sailing into full compliance - SafeSport Audit scheduled for December 5, 2019 - Develop SafeSport Recognized Club Program - 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"> • Bring US Sailing background check policy into compliance with new USOPC standards 	Yellow
5. American Success		
ODP and USST Performance:	<p>ODP – Camp held November 29-Dec 1. Best camp to date per feedback from athletes, families and coaches. 130 athletes, 40 coaches including ODP coaches, regional coaches and Quantum Racing experts.</p> <p>USST – All pre-Worlds training in November with the 49er, Nacra & FX Worlds which began Dec 3</p>	Green
Communications: Executing comm plan and increasing exposure	<ul style="list-style-type: none"> -US Sailing Team coverage: World Championships (49er, 49erFX, Nacra 17), Oceania Championships -USST Primary Sponsor Kilroy Realty: video #3 development -USST: Insider content, human interest, logistic stories -Organizational news and updates: Annual Meeting/Stakeholder Summit, Sailor Athlete Director, New Board members, SafeSport/Background Check policy, ORA/US Sailing partnership - Prep for 2019 Rolex YofY Awards: activation and promotion 	Yellow

As 2019 comes to a close, we have been busy completing our event schedule (annual meeting, stakeholder’s summit, coaching symposiums and ODP clinics) and finalizing our 2020 plan and budget. Everyone is looking forward to the upcoming holiday to rest, decompress and prepare for what we expect to be an exciting and busy 2020. 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. This year’s end of year appeal “The Power to Empower” connects the support our members provide to empowering others to give back to the sport as instructors, coaches, race officials, safety experts, regatta leaders, and Olympic champions. New this year is a reduction in printed/mail materials and more of a focus on targeted emails and social media outreach. The appeal will wrap at the end of the year and we are hopeful this new outreach we help us reach our goal of \$125,000.

Membership is on track revenue-wise, and we are beginning to see active member numbers improve. We reinstated the multiyear membership at the beginning of December to attract the lapsed family renewals. Safety at Sea and Skill Up continue to keep our individual and youth numbers on a positive trend. Our Organization renewals are on track; we have identified key Clubs and are asking they renew as a Patron member (\$1,000 a year). When we did this last year, we recruited 14 new Patron members. As top tier organizational members, they will receive exclusive membership benefits that we have enhanced for 2020 ([click here](#) for the list). Lucy Davidson and Mike Waters are finalizing our membership plan for growth in 2020 that provides a clearer picture of benefits and what it means to be a member of US Sailing.

We have finalized the 2020 budget and it has been approved by the Budget Committee. The staff has done a great job to leverage relatively flat spending and to expand current program revenues. We are pursuing several new opportunities with the official launch of Skill Up, new regions added for Siebel, development of the US Regatta Series, 2021-2024 Racing Rules of Sailing Rulebook and app, and the completion of the Safety at Sea final chapters. With Bill Ruh in place as the new Foundation Board Chair, we are excited about the opportunity and new energy to build the Foundation and our financial resource base. For 2020, the Olympic department is focused on training and supporting our athletes who will compete in Tokyo, as well as retaining an extremely talented group of athletes for the 2024 and 2028 quads.

A few other updates:

- I traveled to Miami the first week of December to attend our [National Coaching Symposium](#) and the in-person OSC meeting. The coaching symposium was preceded by a Women’s Coaching Clinic organized by Elizabeth Kratzig and held in conjunction with our final 2019 ODP camp. The clinic brought together top women coaches to discuss key issues impacting women in coaching and how to recruit more women into coaching and the sport. The Symposium was a fantastic event, and a big thanks to Katie Ouellette, John Pearce, Stu Gilfillen and other staff for putting

this together. John Kessel, Director of Sport Development, USA Volleyball, delivered his keynote “Ancora Imparo “, the Italian phrase from Michelangelo which translated “Still, I am learning”. He offered great insight on how the process is important and coaches need to listen, see rather than talk in order to improve. The other keynote of the day was Dr. Nicole LaVoi, Director, The Tucker Center for Research on Girls & Women in Sport, who presented on developing a culture that supports and values women. She discussed how the voice of women needs to be part of the change and about our commitment to support and provide opportunities like mentoring programs. Dr. LaVoi also led a productive discussion at the Women’s Coaching Clinic.

- We are working on our partnership renewal with Gowrie and discussing opportunities to expand our partnership with Chubb. Peter Glass is working with Whitney Peterson from Gowrie to engage Chubb on a personal lines agreement.
- The 2nd week of December, I went to NYC to attend the USOPC Nominating and Governance Committee Meeting. Besides the meeting, we interviewed several candidates for the USOPC board. The candidates were quite impressive and being a part of this committee has been a great opportunity to talk with the leadership at the USOPC. After NYC, I attended the CCA New York Station annual meeting and dinner at American Yacht Club in Rye. Prior to the dinner, I had the pleasure of meeting with Jim Binch to review the state of offshore sailing and the ORA - US Sailing relationship. We had a productive discussion.
- Offshore will continue to be a priority for 2020. Nathan Titcomb and his team are working with the key stakeholders in offshore racing on improving data quality and the collection processes. We are also looking to fill the vacancy left by Ron White as the Offshore Chair. With the Offshore Double-handed event introduced as a new discipline at the 2024 Olympic Games, the OSC has released the selection procedure for the 2020 Offshore World Champion. To learn more about upcoming Mixed Offshore Events, [click here](#).

Thank you to our Board members, volunteers and my team for your contributions and commitment to our sport in 2019. We made significant progress in many areas this year and are excited to ring in the New Year and continue this important work in 2020.

Best Wishes and Happy Holidays,

Jack and US Sailing Staff