2021-2024

Strategic Plan
MISSION
Increase sailing participation and excellence through education, competition, and equal opportunity while upholding the principles of fair play, sportsmanship, and safety.

VISION FOR THE FUTURE OF SAILING
Interest in sailing grows in the U.S., driven by American success in Olympic and international competition, combined with innovations in access, technology, and education. The diverse sailing community aligns around common goals for the sport. The public embraces sailing as inspiring, inclusive, and accessible.

ROLE AS A NATIONAL GOVERNING BODY
US Sailing is committed to strengthening our organization for the future and proactively modernizing our business, member, and athletic practices to push forward on the path to excellence while meeting governance requirements.

CORE VALUES
- Respect
- Integrity
- Excellence
- Collective Success
- Clarity & Transparency
- Sustainability
To effectively advance its mission and position the organization for future success, US Sailing will focus on the following key priorities between 2021-2024:

**OLYMPIC & HIGH-PERFORMANCE SUCCESS**
Achieve Olympic and international sailing success with fully engaged and committed athletes in a robust performance pipeline. Support athletes both at home and abroad with a high-performance coaching system, dependable infrastructure, and an athlete-centric approach that brings strength to all levels of American sailing.

**MEMBER EXPERIENCE & VALUE**
Provide engaging and valuable services to US Sailing members and volunteers to create a more relevant and impactful experience through a member-first approach and a clear understanding of their interests and needs.

**ORGANIZATIONAL EFFECTIVENESS**
Provide sustainable financial strength and operational efficiency to achieve US Sailing’s strategic priorities and ensure long-term success.

**SAILOR SERVICES**
Support US Sailing members and member organizations by modernizing programs and providing new opportunities for growth in the sport.

Moving forward, US Sailing will strive to steer the organization and sport toward growth by focusing on these strategic priorities while strengthening the foundation of core sailor services in the key areas of youth, safety, competition, access, and education.
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**METRICS**
- Number of certified coaches
- Performance at international competitions
- Domestic training and events
- Athlete participation and retention

**COACHING EDUCATION & INNOVATION**
- Recruit, train, and retain more high-performance coaches
- Expand coaches’ education and certification pipeline to enhance coach development
- Grow the base of certified women coaches with enhanced development opportunities

**PIPELINE DEVELOPMENT**
- Expand existing competitive pathways to develop sailor athletes who train and compete domestically and abroad
- Create new opportunities for entry-level through elite-level sailing by leveraging the LA 2028 Games
- Identify, educate, and develop athletes with high-performance potential

**OLYMPIC ATHLETE RETENTION**
- Create a financial structure and pathway that enables America’s top athletes to train and compete full-time
- Retain the best talent, including Olympians and Trials runners-up, for multiple Olympic quadrennium
- Increase domestic training opportunities and provide more consistent organizational support

**ATHLETE ENGAGEMENT**
- Create opportunities for high-performance and professional athletes to promote the sport of sailing, the US Sailing brand, and the athletes themselves
- Share the success of US Sailing Team athletes to create and leverage partnerships and opportunities to build enthusiasm towards the LA 2028 Games
Provide engaging and valuable services to US Sailing members and volunteers to create a more relevant and impactful experience through a member-first approach and a clear understanding of their interests and needs.

**MEMBER EXPERIENCE & VALUE**

**MEMBER AND VOLUNTEER DEVELOPMENT**
- Promote sailor development through first-class sailing services for prospective, youth, and competitive sailors that strengthen participation and retention and drive growth
- Use marketplace research to identify the range of needs for members, organizations, and volunteers and deliver solutions
- Create a membership environment that promotes long-term engagement and provides a compelling pathway for new members

**COMPETITIVE SERVICES AND SUPPORT**
- Provide a first-class volunteer network of race officials
- Drive innovation in competitive infrastructure to improve racing through technology
- Support, develop, and serve the competitive racing community to grow competition

**DIVERSITY**
- Create a more inclusive sailing environment by conducting outreach to underrepresented communities developing new pathways into the sport
- Develop Youth training curriculum that can be shared across junior programs and community sailing
- Advance the sport of Para Sailing by increasing opportunities to train and compete while advocating for Para Sailing to return to the Paralympic Games

**MARKETING AND COMMUNICATIONS**
- Create a unified US Sailing voice that delivers a consistent brand position and communication that connects the sailing community
- Highlight an enhanced member experience by leveraging the suite of US Sailing products and services
- Inspire members to increase their engagement with US Sailing and build an affinity for our organization
- Leverage US Sailing resources that will strengthen the bond with member organizations

**METRICS**
- Member satisfaction, retention, and growth
- Volunteer experience and number of certified race officials
- Brand perception and affinity
- Diversity within membership
- Engagement with clubs and programs
Increase financial stability and operational efficiency to better support US Sailing’s strategic priorities and ensure long-term success.

**RESOURCE GROWTH**
- Create new and optimize existing resources for sustained financial health
- Expand US Sailing’s donor base to support youth development and athletes campaigning for international Olympic success
- Create new strategic partnerships to explore growth opportunities within the sport
- Develop a modern, digital-first approach that uses technology to support more sustainable business practices

**COMMITTEE EFFICIENCY**
- Clarify and modernize committee structures, volunteer roles, and governance
- Maximize volunteer enjoyment, effectiveness, and impact

**STAFF DEVELOPMENT**
- Promote a performance-driven culture and provide professional development opportunities for staff, increase morale, recruitment, retention, and productivity
- Align organizational structure with staff roles and training to support priorities

**DATA-DRIVEN BUSINESS PROCESSES**
- Leverage data as a strategic asset to increase efficiency, analytic capabilities, and informed decision-making
- Use existing data and identify data needed to better understand business performance
- Establish an annual sailing survey that will benchmark participation and identify trends

**METRICS**
- Donor base, endowment size
- Staff and volunteer development, satisfaction
- Data-driven business modeling
- Launch a sustainability plan
SAILOR SERVICES
Support US Sailing members and member organizations by modernizing programs and providing new opportunities for growth in the sport.

ACCESS TO SAILING
• Support community sailing programs by offering quality sailing education, training, and public access, including Community Sailing, Adaptive, and Keelboat School Accreditations
• Provide training for learn to sail programs through US Sailing’s Small Boat and Keelboat student and instructor certification programs
• Expand resources and support for youth sailing at leading yacht clubs and public access sailing centers across the country with the goal of providing more access opportunities and increasing diversity in the sport

EDUCATION & TECHNOLOGY
• Leverage technology to modernize access to key sailing resources, including the Racing Rules of Sailing App to foster racing rules education and the Skill Up App to support skill development
• Modernize learning experiences by offering a broad education platform with standardized curriculum of online and hands-on training courses
• Expand data tracking and collection capabilities to ensure we are making decisions based on proven performance indicators and statistical metrics

SUSTAINABILITY
• Adopt a digital-first approach to our program and product development strategies and daily business practices
• Reduce environmental impact from travel, shipping, and printed course materials through online courses and digital delivery of course materials
• Educate, promote, and encourage sustainability at sailing events and sailing organizations by providing resources and recognition to host sailing organizations

SAILOR CONNECTION
• Provide sailing community collaboration through The Starboard Portal online streaming platform and US Sailing events
• Utilize surveys to identify the needs of members, sailors, classes, and member organizations
• Ensure athletes’ voices are represented into all aspects of US Sailing by increasing the number of Sailor Athlete representatives to the Board of Directors and US Sailing Committees

CONSTITUENT COMMITMENT
• US Sailing is dedicated to providing continued support for local sailing organizations who represent important access points to the sport and reinforce our efforts to serve sailors and grow sailing participation around the nation