

Bylaws: IX – X

11/05/2001

Article IX. Operational and Financial Objectives

Notwithstanding the broader purpose in Article I, Section 2 of the Constitution, for the near term, until modified, the primary operational objectives of the club shall be:

For residents of the greater Raleigh/Durham/Chapel Hill area:

Provide Good racing for member owners of small one-design sailboats and their crew

Provide Good social fun associated directly or indirectly with that racing

Provide Education in racing for whole family

As a crude measure of their progress and success, these shall be measured by:

- total number of boat days in club sponsored racing events
- total days of racing provided by club sponsored events
- total social event attendees (sum of attendees at all social events)
- total attendees' hours for education, separately totaled for adults and children

The financial objectives shall be:

Complete financial records and controls, including annual budget and monthly reporting on status and projections relative to the budget, detailed equipment replacement schedules, and equipment replacement reserves sufficient to replace all equipment at the end of its projected life, plus adequate operational and emergency funds.

Review and oversight of all financial records and controls by an independently appointed Internal Audit Committee.

Conservative investment of funds.

Casualty insurance for major assets.

Article X. Operational Strategy

Section 1: Strategy:

The strategy for accomplishing the objectives in Article IX is:

- 1) Fleets: the club shall support the formation, continuation and activities of one-design fleets
- 2) Real estate: The club shall use available public and private facilities until and unless the club gets big enough, members are interested, and the club and members are able to purchase or lease a permanent facility.

- 3) Racing: The club shall provide racing in whatever format, at whatever location wanted by members or that will attract new members: (The goal is higher participation; the expected effects are better racing, and improved membership retention.)
- 4) Social: The club shall provide a significant social program in whatever form draws member participation. The program shall include social events, and social parts of racing events. (The goal is high member participation in these activities; the expected effects are member enjoyment, attracting new members, longer retention of current members)
- 5) Growth: The club shall focus on growing by attracting new members. (The expected effects are more boats on the line, workers, remain solvent and afford more programs attractive to the members):
- 6) Family: The club shall ensure that a significant part of the racing and social events for the whole family (effects are to add to general family enjoyment, and to make racing easier and better for the primary racer)
- 7) Communications: the club shall provide a high level of communications between the operating committees and the membership, and among the membership (effects are: satisfaction per se; awareness of available events leading to higher participation; efficient operations)
- 8) Organization and Staffing: The club shall be organized and activities staffed in such a manner as to conform to the constitution, have the officers and directors run most of the activities, and all members share the work so the load is spread broadly.
- 9) Finances: Club finances shall be managed in an open, audited, and conservative fashion.
- 10) Perpetuation: the club shall have mechanisms in place to ensure ease of transition of knowledge and experience from one year to the next. (Goal is the creation and preservation of a fund of working knowledge); the effect is more efficient operation of the club.)

Section 2: Strategy Implementation

The strategy shall be implemented in the following way:

- 1) *Fleets: the club shall support the formation, continuation and activities of one-design fleets.*
 - 1.1 One-design fleets shall be the basic unit to which most of the members of the club belong. (The fleets may have some members who have not joined CSC.)
 - 1.2 Those CSC members who have boats of a type of which only one or a few exist in the area don't have a one-design fleet to belong to; for them the club shall encourage an "open fleet" and try to provide it a fleet captain

- 1.3 The club shall welcome new fleets, and those who attempt to get enough people to buy a particular type of boat to create a new fleet
- 1.4 As defined in Article VII, the club formally recognizes fleets that have five boat owners who are club members. The only effects of this formal recognition are that:
 - 1) over the years sometimes racing and trophies have been based on one-design fleets: in that case, the fleet needs in order for the fleet to qualify as a fleet for scoring and trophy purposes
 - 2) the club loans club equipment to fleets (for a nominal sum) for them to hold separate fleet events.
- 1.5 The club shall encourage and support fleets, including supporting fleet events
- 1.6 The club shall do much racing via handicap to provide competition for small classes and open fleet members
- 1.7 The nominating committee shall attempt to have fleet members on the board (Officers and Directors) in proportion to the relative size of their fleet

2) *Real estate: The club shall use available public and private facilities until the club gets big enough, members are interested, and the club and members are able to purchase or lease a permanent facility.*

3) *Racing: The club shall provide racing in whatever format, at whatever location wanted by members or that will attract new members: (The goal is higher participation; the expected effects are better racing, and improved membership retention.)*

- 3.1 There shall be a championship racing series 6 months of the year at Kerr Lake, skipping the Governors Cup month.
- 3.2 There shall be Informal, lower commitment racing at Jordan Lake for the same 7 months of the year
- 3.3 There shall be winter racing for those months not covered by the Kerr or Jordan-informal series.
- 3.4 There shall be Special Racing Events such as but not limited to the Governors Cup
- 3.5 The club shall support fleet regattas, both as imbedded in the Kerr or Jordan series, and as separate class events.
- 3.6 The club shall maintain sufficient equipment in good repair to run the races described above.
- 3.7 The club shall have sufficient Race Committee training, procedures and oversight in order to have good race management for the above events.
- 3.8 There shall be accurate keeping and timely posting of scores for all racing events.

4) *Social: The club shall provide a significant social program in whatever form draws member participation. The program shall include social*

events, and social parts of racing events. (The goal is high member participation in these activities; the expected effects are fun per se, new member draw, retention). The club shall:

- 4.1 Hold Socials at each Kerr Series weekend
- 4.2 Establish some sort of social event with each Informal race day at Jordan
- 4.3 Conduct a generally-monthly, pure social (i.e., not part of a race weekend) event in the triangle area. (This should be similar to the Third Thursdays events initiated in 2001.) These events are both to give prospective members a chance to meet and talk to members, and as a pure social event for the members.
- 4.4 In conjunction with the annual meeting, hold an Annual Party
- 4.5 Work toward holding all in-triangle social events at the same place, and attempt to use a location that is within 5 miles of airport or similarly accessible so as to minimize travel for most.
- 4.6 Create and maintain elements of the Web site to facilitate socializing: examples are notice of and reporting on social events, and pictures of all members
- 4.7 Hold other social events as deemed appropriate

5) Growth: The club shall focus on attracting new members. (The expected effects are more boats on the line, workers, remain solvent and afford more programs attractive to the members). The club shall:

- 5.1 (Except for juniors',) establish partnerships with other groups and leave teaching sailing to those groups, direct queries to those groups, and work with them to have their graduates directed to CSC if they wish to race.
- 5.2 Utilize the Web to introduce the club, and to guide prospects on how to get involved in sailing or racing
- 5.3 Participate in the Boat show, and follow that with a party (Commodores Bash) for those prospects attracted
- 5.4 Have Associate and student memberships
- 5.5 Engage in Various reach-out efforts to other sailing or sailing interested organizations. Examples are: unaffiliated Lasers, Wakefield racing team, Hobie fleet, Sea Scouts, JC's
- 5.6 Maintain organized tracking and assignment-to-fleets of prospects
- 5.7 Engage in other new-member-attracting activities that seem to offer promise

6) Family: The club shall ensure that a significant part of the racing and social events are for the whole family, or that events exist for family members other than the primary racer (effects are to add to general

family enjoyment, and to make racing easier and better for the primary racer)

- 6.1 Junior program
- 6.2 Encourage family crew
- 6.3 Encourage family participation in social events
- 6.4 Encourage family participation in educational events.

7) *Communications: the club shall provide a high level of communications between the operating committees and the membership, and among the membership (effects are: satisfaction per se; awareness of available events leading to higher participation; efficient operations)*

- 7.1 Web
- 7.2 E-mail
- 7.3 Monthly newsletter

8) *Organization and Staffing: The club shall be organized and activities staffed in such a manner as to conform to the constitution, have the officers and directors run most of the activities, and all members shall share the work so the load is spread broadly.*

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- 8.1 As required by the constitution, the board will be comprised of 4 officers, 9 directors, and the Immediate Past Commodore.
- 8.2 There generally will be monthly Board Meetings.
- 8.3 The work of the club will be done committees; they are described in Article XII
- 8.4 Spread the work to get more done and avoid over-burdening the few
 - a. All members are to serve on race committee for a minimum number of days to be set by the Vice Commodore. Exceptions are at the discretion of the Vice Commodore.
 - b. All members (except officers) are to serve on one of the committees described in Article XII. Exceptions are at the discretion of the Commodore.

9) *Finances: Club finances shall be managed in an open, audited, and conservative fashion.:*

- 9.1 Real equipment replacement schedule for all assets, fully funded and segregated
- 9.2 Real budget tracking
- 9.3 Fire, theft, casualty insurance for assets
- 9.4 Review and oversight of all financial records and controls by an independently appointed Internal Audit Committee

10) *Perpetuation: the club shall have mechanisms in place to ensure ease of transition of knowledge and experience from one year to the next.*

(Goal is the creation and preservation of a fund of working knowledge); the effect is more efficient operation of the club.)

10.1 Record keeping of work done (including progress, decision-making processes, what has worked, what didn't work and why.

10.2 Preservation of knowledge in written form

10.3 Proper communication during period of transition from one year to the next