

Bylaws XII – Committees

11/05/2001

Article XII – Committees

Section 1: Prologue

In order to execute the strategy detailed in Article X, the club's operations shall be conducted by the committees detailed in the rest of this Article. Specific responsibility for elements of the strategy are assigned as follows:

1. Fleets:
 - 1.2: Open Fleet Captain: New Members Committee
 - 1.3: Welcome new fleets: New Members Committee
 - 1.5 Fleet events
 - Racing: Regatta Operations Committee
 - Socials: (no specific support)
 - 1.6 Handicap Racing: Race Management Group
 - 1.7. Board Representation: Nominating Committee
- 2: Real Estate: (no specific assignment)
3. Racing: Race Management Group
4. Social: Socials Committee
5. Growth: New Members Committee
6. Whole Family:
 - 6.1 Junior Program: Junior Program Committee
 - 6.2 Family as crew: Regatta Operations Committee
 - 6.3 Socials: Socials Committee
 - 6.4 Family involved in education: Race Management Committee
7. Communications: Communications Group
8. Organization and Staffing:
 - 8.4 Spreading the work: Participation Committee
9. Finances:
 - 9.1 Real equipment replacement schedule: Finance Committee
 - 9.2 Real Budget tracking: Finance committee
 - 9.3 Insurance: Finance Committee
 - 9.4 Independent Financial review: Internal Audit Committee
10. Perpetuation: Experience Exploitation Committee

Section 2: List of Committees, by Group

a) Special:

- a1. Nominating Committee
- a2. Internal Audit Committee

b) Secretary/Treasurer Group

b1. Finance Committee

c) Race Management Group

Presided over by Vice Commodore

- c1. Race Management
- c2. Regatta Operations
- c3. Equipment
- c4. Special Regattas
- c5. Scorekeeping

d) General Operations Group

Presided over by Rear commodore

- d1. Member Participation
- d2. New Members
- d3. Socials
- d4. Junior Program

e) Communications Group

Presided over by Commodore

- e1. Newsletter / Communications
- e2. Web
- e3. Experience Exploitation

f). Other Committees

All other committees will be established by the Commodore as he deems necessary.

Section 3: Committees - General

a) Expenditures: Any committee chairman who will in the course of his duties spend any of the Club's money will submit a budget, through the Secretary/Treasurer, to the Board of Directors for approval as soon as possible after being appointed, and before any commitment for expenditures has been made.

b) General Schedule:

1) The following basic schedule has several objectives:

- to get the committees promptly staffed and with approved plans and budgets so they can get about their business
- to ensure the committees' results are understood by the membership
- to ensure that the experience and lessons learned by each committee are available for their successors in subsequent years

2) Basic Schedule

November – prior to annual meeting

- nominated officers meet with existing board to develop a preliminary budget for the year. Budget includes significant “budgeted but unallocated” funds to allow flexibility when the committees work out their real budgets.
- based on preliminary budget, nominated officers and existing board set dues for the year
- secretary treasurer updates membership renewal form to reflect dues in preliminary budget, and any other changes deemed appropriate

November – at annual meeting

- new membership renewal form used to collect renewals and dues

November - December:

- fully staff the Participation Committee
- each committee chairman tells the Participation Committee what different staffing the committee will need compared to the prior year’s staffing plan (provided to them by the Participation Committee)
- if he/she wishes, each committee chairman may directly recruit for positions in the agreed staffing plan, communicating the results to the Participation Committee
- the Race Management Committee tells the Participation Committee the number of people and the skill levels needed for the RC for each event requiring a race committee
- the Race Management Committee provides the Participation Committee with a RC skill level for each member
- the Regatta Operations Committee provides the Participation committee with the tentative dates for all events requiring a race committee

1st half January

- The Participation Committee contacts all members and recruits them for race committee and functional committee duties.
- The Participation Committee communicates the results to all committee chairmen.

2nd half of Jan. – each committee:

- Meets with all assigned members
- As appropriate, proposes changes to the committee’s responsibilities as in the Bylaws; get Area Officer approval
- Sets objectives for the year
- Sets the plan and overall schedule (internal working schedule and dates for official club schedule); gets Area Officer approval
- Sets specific assignments
- Determines budget to request; gets Group Officer approval
- Determines if committee needs more, less, or different people to perform its tasks; provides this info to the Participation Committee

1Q – each committee:

- Gets Board agreement to:

- changes to committee's responsibilities
- plan and schedule
- budget
- Establishes agreement with the Experience Exploitation Committee as to what information the committee will collect on its operations for the year, how the information will be documented, and when it will be turned over to the Experience Exploitation Committee

1Q–4Q, up to the Annual Meeting - each committee:

- Executes approved plan, within budget
- Documents experiences
- Reports status to the Area Officer and to the Board

4Q, prior to or at the Annual Meeting – each committee:

- Completes the documentation of experience agreed to with the Experience Exploitation Committee; turns this over to the Experience Exploitation Committee
- Reports on the year to the Area Officer, the Board, and the membership at the Annual Meeting
- Reports on the status of all assets to the Area Officer and the Board
- Turns over all assets and documentation to the committee chairman for the following year

Section 4: Committees – Specific Roles

A) Special – No Group

a1) Nominating Committee

Strategy Elements Owned

- 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

Objectives

- Nominate Officers and Directors that turn out to do a good job for the club
- Officers and Directors proportionally drawn from the fleets and interests of the club

Specific Measurements

None determined

Composition: The Nominating Committee shall consist of three members (*old Bylaws Article II, section 5, which is being deleted*):

- 1) The Chairman shall be the most immediate available past Commodore. If there is no such person, the Board of Directors shall appoint the Chairman.
- 2) The Chairman shall appoint a member of the Board of Directors who is not an officer.
- 3) The Chairman shall appoint a Club member who has never served on the Board of Directors.

Activities/Responsibilities

(Repeated from Bylaws, Article III; if there are differences between the Article III description and this description, the Article III description prevails). The Nominating Committee will by September 15 nominate officers and Board of Directors for the following year within the following limitations: Commodore - one nominee, Vice Commodore - one nominee, Rear Commodore - one nominee, Secretary-Treasurer - one or more nominees, Board of Directors - no more than two nominees more than open positions. The nominations will then be presented to the membership via a newsletter by October 15.

a2) Internal Audit Committee

Strategy Elements Owned

- 9.1 The Internal Audit Committee shall review all financials and controls of all groups and committees that handle the club's money.

Objectives

By its presence and activities, prevent financial irregularities
Rapidly catch financial irregularities before they can do significant damage to the club

Specific Measurements

None determined

Composition: The Internal Audit Committee shall consist of three members:

- 1) The Chairman shall be the most immediate available past Commodore. If there is no such person, the Board of Directors shall appoint the Chairman.

2) The Chairman shall appoint a member of the Board of Directors who is not an officer.

3) The Chairman shall appoint a Club member who has never served on the Board of Directors.

Activities/Responsibilities

The Internal Audit Committee will continually review and update financial controls and annually present a report to the membership the results of a review of financial statements.

B) Secretary/Treasurer Group

b1) Finance Committee

Strategy Elements Owned

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

- 9.1 Real depreciation schedule for all assets, fully funded and segregated
- 9.2 Real budget tracking
- 9.3 Fire, theft, casualty insurance for assets

Objectives

See strategy elements owned

Specific Measurements

Final budget approved in February
Budget tracking presented at all board meetings; reports are current.
No deficit years unless overtly decided upon by Board action

Activities/Responsibilities

Working with the committees, set the budget in February

Continuing- Parts of the following tasks (those items in Italics) are enumerated in the Constitution, Article IV, and repeated here for convenience. (If the description here is different than the one in the Constitution, the one in the constitution prevails.) The Constitution allows the delegation of those tasks to committees that the Secretary/Treasurer supervises when and as specified in the Bylaws. The Secretary/Treasurer is hereby authorized to delegate the execution of those tasks to members of the Finance Committee, but the Secretary/Treasurer remains personally and totally responsible for their proper execution.

The Secretary/Treasurer or Finance Committee shall:

- 1- *keep the minutes of the Board of Directors meetings and the Annual Meeting.*
- 2- *distribute minutes of meetings to the Board of Directors.*
- 3- *carry on correspondence on behalf of the Club.*
- 4- *maintain correct records and addresses of members in good standing.*
- 5- *coordinate, with the various committee chairmen and officers, a submittal of a total Club expense budget to the Board of Directors, at the first meeting of the calendar year for approval. The Treasurer shares the responsibility for the integrity of each estimate with the appropriate board member or other committee chairman*
- 6- *deposit funds in the name of the Club in such depository as may be approved by the Board of Directors; he may withdraw said funds in such a manner as may be approved by the Board of Directors.*
- 7- *keep the financial records of the Club.*

Budget and Expense reports will include budget, spent-to-date or received-to-date, projected still to be spent or received, and adjusted projected total spending and revenue.

Significant expenses and revenue items will be projected by quarter, and tracked accordingly.

B&E reports will be sufficiently granular so others can work easily with them.

B&E reports will include key non-financial numerics such as membership counts

Maintain and report on the savings and investments account as consisting of four sub-accounts:

working funds (a buffer to cover uneven cash flow, and emergencies)

equipment replacement reserves

repair reserve.

surplus

The treasurer or a member of the treasurer's team will be at each board meeting, reporting on results and monitoring for expense and revenue impacting items

- 8- *submit a financial report at the Annual Meeting and each calendar quarter to the Board of Directors.*

The financial reporting will be based on the sailing year, roughly lining up with the Annual Meeting, the election of Officers and the board. Every effort will be made to report income and expenses in the proper year. Annual Awards Party and the associated Trophies are part of the old year. Winter

Series expenses and income are to be considered part of the new year, not the old year.

9- *give such bond for the faithful performance of his duties as the Board of Directors may require.*

10- *maintain an up-to-date Constitution, By-laws, and standing rules, and all Amendments thereof.*

11- *act as parliamentarian unless the Commodore appoints someone else.*

12- *preside at all membership and Board of Directors meetings in the absence of the Commodore, Vice Commodore and Rear Commodore*

13- Equipment Replacement

a) We will adopt and maintain realistic equipment replacement schedules for all major equipment (boats, motors, trailers, significant race equipment, and other significant equipment). Work with The Vice Commodore and the Equipment Director/Function Manager to get the appropriate equipment replacement schedule. The equipment replacement schedule shall be calculated by taking into account the historical cost of the existing equipment that will eventually need to be replaced. Additionally, the schedule shall include an estimate of price inflation of the equipment. That schedule is part of the budget, and subject to the same approval process.

We will keep an equipment replacement reserve account equal to the accretion of prior replacement provisions, and contribute to it annually according to the equipment replacement schedules.

That reserve will be used only to replace equipment according to the equipment replacement schedule.

b) Our equipment replacement account is currently underfunded from prior years. CSC will endeavor over the years to catch up on this funding. The treasurer will actively lobby for this catch-up.

14-

14- Maintain a Repair reserve; in years of unusually low equipment repairs, some or all of the budget under-spending on equipment repairs will be transferred to the repair reserve fund and treated as spent in that year. In years of unusually high repair costs, funds, if available, may be transferred from the repair reserve and used.

15- Insure our equipment against loss.

16- Advocate that CSC will not buy or accept equipment for which it can not cover:

Realistic equipment replacement budgeting

Appropriate repair budgeting
Insurance

17- Operate in an active (versus passive) manner:

The treasurer should understand the details behind all the budget items

When some expenditure should have or might have happened, the treasurer will seek out whether it has, and actively solicit the necessary documentation so the expense can be paid or refunded. If the expenditure has not happened, the treasurer will determine whether it is likely to, and adjust projections accordingly.

When some income should have been received, the treasurer will seek out the source and see that it is properly received.

The treasurer is the watchdog over expenses and revenue; the treasurer will participate in all board dialog with a view to highlighting all financial implications.

C) Race Management Group

C1) Race Management Committee

Strategy Elements Owned

3.7 The club shall have sufficient Race Committee training, procedures, and oversight in order to have high-quality race management for the above events.

6.4 Encourage family participation in educational events

Objectives

That the club membership be provided an ongoing, integrated, educational program that educates the club on current (up to date) versions of Race Management

That Race Committees learn how to run and successfully perform the running of races to the satisfaction of the club membership

That the club membership be provided educational opportunities on sailboat racing and sailboat racing rules

Provide direction for the club's racing program that embraces and supports the efforts of US Sailing to provide a standardized set of race management rules and procedures that provide our traveling members with the knowledge of the race management and racing rules they need to be successful wherever they sail

Provide new and inexperienced members a racing program that encourages their learning and continued participation in racing activities.

Specific Measurements

Individual and collective feedback from the club membership

PRO feedback (questionnaires)

Activities/Responsibilities

Calendar-specific

| | | |
|-------------------------|---|--|
| 4 th Quarter | 1 | Staff own committee |
| | 2 | Organization meeting |
| | 3 | Develop, submit annual objectives |
| | 4 | Develop, submit any organization/mission changes, including Race Management quality and standards changes |
| | 5 | Develop, submit plans and schedule |
| January-February | 1 | Work with Participation Committee to detail manning of RC's, PRO's |
| March | 1 | Put on club-wide RC/PRO-focused Race Management Seminar (must-attend for RC's April-July) for purpose of instructing PRO's and race committees for the upcoming on Race Management |
| April, May, June | 1 | Work with Regatta Operations Committee, Vice Commodore, and GC Regatta Chairman on GC Water activities |
| Late July-early August | 1 | Put on second seminar for August-October RC's and any who missed March seminar |
| 4Q | 1 | Summarize year (written at Board meeting, verbal at annual meeting) |

Continuing

- a. Create and maintain all written material relating to Race Management (Sailing Instructions, protocols, PRO handbooks, etc.)
- b. Educate club membership, providing a variety of resources that stimulate the learning process with respect to racing and race management
- c. Be the liaison with US Sailing regarding Rules, changes to Rules, updates on US Sailing and IYRU issues
- d. Openly communicate with club membership
- e. Regularly meet with Vice Commodore, Regatta Operations Manager, and Equipment Manager regarding planning, meeting of Objectives
- f. Report monthly to Board

Relationship to other committees

- Works hand in hand with Regatta Operations Manager/Committee
- Race Management Committee, under the direction of the Governor's Cup Regatta Committee, manages the Race Committee work for the regatta, provides the Sailing Instructions and the Regatta Permit, and maintains the

Official Notice Board

C2) Regatta Operations Committee

Strategy Elements Owned

- 1.5 The club shall encourage and support fleets, including supporting fleet events
- 3.1 There shall be a serious racing series 7 months of the year at Kerr Lake, less one month skipped for the Governor’s Cup.
- 3.2 There shall be informal, lower commitment racing at Jordan Lake for the same 6 or 7 months of the year (this is intended for those just learning racing and those too busy for the Kerr series)
- 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, (a) the Governor’s Cup and (b) a Junior’s Program
- 3.5 The club shall support fleet regattas, both as imbedded in the Kerr and Jordan Series, and as separate class events.
- 6.2 Encourage family participation as crew

Objectives

- That successful execution of all racing events occurs according to defined club needs
- That we know participation numbers for all racing events
- That the planned events are enjoyed by members
- That the planned events achieve their stated purpose
- That participation at racing events increases faster than the membership

Specific Measurements

- Participation numbers at each of the various racing series
- Individual and collective feedback
- Surveys
- Pre-regatta e-mails, Newsletter reports, Web info

Activities/Responsibilities

Calendar-specific

| | | |
|---------|---|--|
| January | 1 | Staff own committee |
| | 2 | Organization meeting |
| | 3 | Develop, submit annual objectives |
| | 4 | Develop, submit any organization/mission changes |
| | 5 | Develop, submit plans and schedule |
| January | 1 | Work with Participation Committee to finalize RC’s for April-March |
| March | 1 | Begin planning for Governor’s Cup (working with Vice Commodore and Race Manager on specifics) |
| August | 1 | Work with Participation Committee to coordinate assigning of new members to available RC slots |
| 4Q | 1 | Summarize year (written at Board meeting, verbal |

| | | |
|--|--|--------------------|
| | | at annual meeting) |
|--|--|--------------------|

Continuing

1. manage all regattas, including Kerr Series, Jordan Informal, and GC (including scheduling, attendance, quality assurance, publicity on website and in newsletter, and manpower (including PRO, RC, and jurist assignments))
2. assist Junior Program Director with Junior Program regatta operations
3. recommend needs for equipment, training, personnel, policies (coordinate with Race Manager and Equipment Manager)
4. define procedures for:
 - a. running regattas (including pre-regatta preparation, actual event, and post-event feedback)
 - b. use of equipment
 - c. safety
5. enhance racing activities with respect to:
 - a. fun factor
 - b. attendance
 - c. meeting needs of members (especially new members up to 1 year old)
6. define and redefine flavor of regattas to meet membership needs/desires
7. plan and execute specific variations in regattas based on membership needs/desires
8. openly communicate with club membership via website, newsletter, and e-mail regularly to keep membership informed of racing activities

Relationships to other committees

dovetail Regatta Operations with Race Management team, Equipment Management team, and Vice Commodore

Regatta Operations Committee under the direction of the Governor’s Cup Regatta Committee, manages regatta operations, including arranging for a Protest Committee, a judge, and Coast Guard Auxiliary, and supervising ramp activity

C3) Equipment Committee

Strategy Elements Owned

- 3.6 The club shall maintain sufficient equipment in good repair to run the races described above.

Objectives

Maintenance and repair of all club equipment and replacement of lost equipment

Race-ready status of all equipment for each regatta weekend

Specific Measurements

- Reports from PRO regarding race ready status of equipment
- Equipment failure and damage rates
- Proof of proper maintenance schedule

Activities/Responsibilities

Calendar-specific

| | | |
|----------------|---|---|
| December | 1 | Staff own committee |
| | 2 | Organization meeting |
| | 3 | Develop, submit annual objectives |
| | 4 | Develop, submit any organization/mission changes |
| | 5 | Develop, submit plans and schedule |
| By December 31 | 1 | Perform a complete inventory of all club equipment |
| January | 1 | Define club needs for the year with regard to equipment (new purchases) to submit to Board |
| February | 1 | Prepare a budget including depreciation, insurance, maintenance, repairs to submit to Board |
| April | 1 | Define any special needs for Governor's Cup and work with VC, Race Manager, GC Director |
| 4Q | 1 | Prepare an end-of-year equipment status report (written at Board meeting, verbal at annual meeting) |

Continuing

- a. keep updated written inventory of all club equipment
- b. inventory after each regatta and reorganization prior to next
- c. check-in/out procedures each regatta weekend

Relationships to other committees

- dovetail Equipment Team with Regatta Operations team, Race Management team, and Vice Commodore
- Equipment Committee, under the overall direction of the GC Committee, provides all the RC equipment for the GC Regatta

c4) Special Regattas Committee

Strategy Elements Owned

- 3.4 There shall be Special Racing Events, such as, but not limited to, (a) The Governor's Cup

Objectives

- Plan and execute a profitable, high-quality GC Regatta

Specific Measurements

Feedback from participants

Bottom-line profit/loss for the club

Participation numbers from year to year (fleet and individual)

Activities/Responsibilities

Calendar-specific

| | | |
|---------------------------------------|---|---|
| January | 1 | Staff own committee, to include personnel in charge of registration, flyers, trophies, T-shirts, etc.,* in conjunction with other GC personnel (Social Committee Director, Regatta Operations Manager, Race Management Manager, etc.) |
| | 2 | Organization meeting |
| | 3 | Develop, submit regatta objectives |
| | 4 | Develop, submit any organization/mission changes |
| | 5 | Develop, submit plans and schedule |
| February | 1 | Actively recruit small classes for participation in regatta |
| | 2 | Publicize regatta via website |
| February, March, April, May, and June | 1 | Status report to Board on progress |
| | 2 | Gather and record pertinent information on all aspects of regatta for use by Experience Exploitation Committee |
| March | 1 | Prepare and submit budget to Board |
| March, April, May | 1 | Collect and update address list for flyer mailing |
| May | 1 | Mail out NOR 1 month prior to date of regatta |
| July | 1 | Report on event to Board, including financial data and other various details |
| | 2 | Final input to Experience Exploitation Committee |

* special considerations include: babysitting requests, crew needs, door prizes, photos/videos, fringe benefits (e. g. ice cream at the ramp), etc.

Continuing

a. On the website:

Maintain the “Governor’s Cup” section and related material

b. Report on GC activities in the Board meetings from February through July

c. Report on activities in the Newsletter and on the Website

Relationships to Other Committees

- Participation Committee, with input from Special Regattas Committee Chairperson and Race Management Manager, provides manpower for the Race Committee for the regatta, including PRO and adequate RC personnel and reserve personnel
- Socials Committee, under the direction of the GC Committee, organizes the social and the dinner for the regatta. As appropriate, organizes other social activities complementing the overall theme/focus of the GC Regatta (e. g. breakfasts, snacks at the ramps, etc.).
- Equipment Committee, under the overall direction of the GC Committee, provides all the RC equipment for the regatta
- Race Management Committee, under the direction of the Governor's Cup Regatta Committee, manages the Race Committee work for the regatta, provides the Sailing Instructions and the Regatta Permit, and maintains the Official Notice Board
- Regatta Operations Committee under the direction of the Governor's Cup Regatta Committee, manages regatta operations, including arranging for a Protest Committee, a judge, and Coast Guard Auxiliary, and supervising ramp activity
- Scorekeeping Committee, under the direction of the Special Regattas Committee Chairperson, provides score results for the regatta

C5) Scorekeeping Committee

Strategy Elements Owned

3.8 There shall be accurate keeping and timely posting of scores for all racing events.

Objectives

Keep an accurate and timely permanent record of race results

Scores for Kerr Lake Series and Jordan Informal Series:

- race results for the day posted after races completed that day
- scores available to the web team for posting within 7 days
- scores to include handicap time tables for each race

Scores for the Governors Cup:

- Posted Saturday afternoon within 60 minutes of the last boat finishing
- Available for awards within one hour of the last boat finishing, to be modified within 10 minutes of the announcement of any protest results

Specific Measurements

Implied by Objectives

Activities/Responsibilities

Maintain and update scoring program

- Tally and (within 7 days of each event) distribute (to website and newsletter editor) scores for
- a. Kerr Lake Series
 - b. Jordan Informal Series
 - c. Junior Program, if requested
 - d. have available up-to-date scores at beginning of each regatta weekend
- Tally and (within 48 hours) distribute (to website and newsletter editor) scores for Governor's Cup
- Provide a mechanism whereby scores can be posted at the end of each day of racing
- Provide registration forms for Kerr Series, Jordan Informal Series, and Governor's Cup
- Provide official score sheets (to your specs) to be utilized by Race Committees at all events

D) General Operations Group

D1) Member Participation Committee

Strategy Elements Owned

- 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.

Objectives

- supply staff to club committees and to race committees
- increase participation in club work
- increase participation in racing - take appropriate steps to get members to the 3-weekend racing participation level
- keep records on skills and participation

Specific Measurements

- all prior members likely to participate in the current year have regular committee and race committee assignments by 1/15
- all new members have both assignments within 2 weeks of joining
- all assignments are communicated to the relevant committees within 1 week of having been made.

- monthly availability of participation data base, using data supplied by other committees

Activities/Responsibilities

Calendar-specific

| | | |
|---|---|--|
| 4 th Quarter | 1 | Staff own committee |
| | 2 | Organization meeting |
| | 3 | Develop, submit annual objectives |
| | 4 | Develop, submit any organization/mission changes |
| | 5 | Develop, submit plans and schedule |
| 1 st half of January | | Talk to all prior club members; assign to RC and a committee; tell committee chairmen |
| February | | Develop, submit budget to Secy/Treas |
| 4 th qtr (before or at annual meeting) | 1 | Report on participation (written at Board meeting, verbal at annual meeting) |
| | 2 | Collect and turnover assets to next year's committee. Report when turnover is complete |

Continuing

- a. As new members join, assign them to a committee and to a RC
- b. Track participation (racing and social activities); keep records by member
- c. Suggest changes to other committees to increase participation

d2) New Members Committee

Strategy Elements Owned

- 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 welcome, encourage, and assist those who attempt to get enough people to buy a particular type of boat to create a new fleet
- 5) Growth: the club shall focus on attracting new members. (The expected effects are more boats on the line, workers, \$). The club shall:
 - 5.1 Leave the teaching of sailing to other groups (except for juniors), but direct queries to those groups, and work with them to have their graduates directed to CSC if they wish to race.
 - 5.2 Web, especially Chart Your Course
 - 5.3 Boat Show, followed by Commodore's Bash
 - 5.4 Associate and student memberships

- 5.5 Various reach-out efforts: Lasers, Wakefield, Hobies, Sea Scouts, JC's
- 5.6 Organized tracking and assignment of prospects

Objectives

- Present a friendly and cooperative face for the club to prospective members
- Grow the membership
- Hold down the number of new members who drop after one year.

Specific Measurements

- as agreed to with the board in February, meet new-member target and target for percent of prior year's new members continuing their membership into the current year

Activities/Responsibilities

Calendar-specific

| | | |
|---|---|---|
| 4 th quarter | | Develop, submit initial input on changed staffing needs to Participation Committee |
| 2 nd half January | | Organization Meeting |
| February | 1 | Develop, submit any organization/mission changes |
| | 2 | Develop, submit annual objectives |
| | 3 | Develop, submit plans and schedule |
| | 4 | Develop, submit budget to Secretary/Treasurer |
| | 5 | Develop, submit any revised staffing needs |
| 4 th qtr (before or at ann. mtg) | 1 | Report on activities, accomplishment of objectives (written at board meeting, verbal at annual meeting) |
| | 2 | Collect and turnover assets to next year's committee. Report when turnover is complete |

Continuing

- a. On the website:
 - Maintain the "Chart Your Course" and related material
 - Maintain the material that introduces the club to prospects
 - Get pictures of new members onto the web
- b. Report on new members and other activities at each board meeting
- c. Report on activities, active prospects, and new members to the newsletter and on the website
- d. Develop and maintain relationships with organizations that provide instruction and local sailboat rental. Post related info on the web
- e. Develop and maintain a new member Welcoming Packet
- f. Run the boat show
- g. Provide input to the Socials Committee on the Commodore's Bash
- h. Provide input to the Socials Committee on the Third Thursdays socials

- i. Decide on and run any events designed to attract new members (e.g., JC's event, Learn to Sail events)
- j. Develop, maintain, and distribute a list of prospects who have contacted the club. Have a representative at all socials and racing events who offers club information and membership forms

Relationships to Other Committees

Provides input to the Socials Committee on the Commodore's Bash and the Third Thursdays socials

D3) Socials Committee

Strategy Elements Owned

- 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, and 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 monthly, purely 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 purely 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, that being within 5 miles of the airport so as to minimize travel for all.
 - 4.6 Create and maintain elements of the Web site to facilitate socializing: examples are warning of and reporting on social events, and pictures of all members
 - 4.7 Hold other social events as deemed appropriate
- 6.3 Encourage family participation in social events

Objectives

- that we know participation numbers for all social events
- that the planned events are enjoyed by the membership, and, as appropriate, by new prospects
- that the planned events achieve their stated purpose, as appropriate (e.g., Boat Show identifies and gets prospects)
- that participation for these events increases faster than the growth in

- membership
- that new ideas for social activities are created and developed and existing programs are reevaluated

Specific Measurements

- attendance at social events

Activities/Responsibilities

Calendar-specific

| | | |
|--|---|---|
| 4 th quarter | | Develop, submit Initial input on changed staffing needs to Participation Committee |
| 2 nd half January | | Organization Meeting |
| February | 1 | Develop, submit any organization/mission changes |
| | 2 | Develop, submit annual objectives |
| | 3 | Develop, submit plans and schedule |
| | 4 | Develop, submit budget to Secretary/Treasurer |
| | 5 | Develop, submit any revised staffing needs |
| 4 th qtr (before or at ann. Mtg) | 1 | Report on activities, accomplishment of objectives (written at board meeting, verbal at annual meeting) |
| | 2 | Collect and turnover assets to next year's committee. Report when turnover is complete. |

Continuing

- a. On the website:
 - supplies initial input and updates to the Web team on all social events
- b. Report on activities at each Board meeting
- c. Report on activities to the newsletter and on the website
- d. RTP home:
 - select, change (as needed) and maintain relationship with a local bar/restaurant that is suitable for the Third Thursdays, the Annual Meeting and Awards Party, and the Commodore's Bash. The establishment management and on-duty staff must know you as the club's contact
- e. Commodores Bash
 - organize it in conjunction with the New-Members team
 - publicize at the Boat Show, externally, on the web and in the newsletter
 - host the affair
 - report on the affair, including a list of all attendees. (New Member team is responsible for gathering and disseminating information (beyond names) on the prospects who attend. Report on the web, in the newsletter, and to the board
 - gather and maintain records on attendance, food and drink consumed, and other items that would help run the affair in following years
- f. Monthly local party (Third Thursdays):
 - send out monthly notices; keep the proper level of publicity on the web site and in the newsletter

- host the affair
 - arrange content to increase the value and participation
 - maintain records on participation (by name to the extent possible), consumption and other pertinent items
 - each time: report on who attended, what transpired
 - report on each social on the web, in the newsletter, and to the Board
- g. Monthly social at the Kerr Lake races
- assign each month to a fleet
 - give the fleet written instructions as to food and drink content and quantities
 - maintain records on participation (by name to the extent possible), consumption, and other pertinent items
 - check up on the fleets in time to catch lack of preparation
 - make creative efforts to solve the no-alcohol problem
 - report on each social on the web, in the newsletter, and to the Board
- h. Monthly social at the Jordan Informal Races
- determine a practical and effective format
 - oversee effective execution
 - maintain records on participation (by name to the extent possible), consumption, and other pertinent items
 - report on each social on the web, in the newsletter, and to the Board
- i. Social and dinner at the Governor's Cup
- organize and run the social and the diner for the Governor's Cup.
 - maintain records on participation (by name to the extent possible), consumption, and other pertinent items
 - report on the web, in the newsletter, and to the Board
- j. Awards Party
- take direction from the Commodore on the overall plan
 - organize and run the event, except for the awards and the club business.
 - maintain records on consumption and other pertinent items
 - report on the web, in the newsletter, and to the Board

Relationships to Other Committees

Gets input from the New Members Committee relative to the Commodore's Bash and the Third Thursdays socials

Takes direction from the GC Committee Chairman relative to the social and dinner at the GC

Works with the Regatta Operations Committee on the strategy for the socials at the Kerr lake and Jordan Informal Series

D4) Junior Program Committee

Strategy Elements Owned

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

Objectives

Viable Junior Program

Specific Measurements

- number of Junior related events
- participation in junior related events

Activities/Responsibilities

Calendar-specific

| | | |
|---|---|---|
| 4 th quarter | | Develop, submit initial input on changed staffing needs to Participation Committee |
| | | Set tentative but publishable dates for programs |
| 2 nd half | | Organization Meeting |
| January | | |
| February | 1 | Develop, submit any organization/mission changes |
| | 2 | Develop, submit annual objectives |
| | 3 | Develop, submit plans and schedule |
| | 4 | Develop, submit budget to Secretary/Treasurer |
| | 5 | Develop, submit any revised staffing needs |
| 4 th qtr (before or at ann. mtg) | 1 | Report on activities, accomplishment of objectives (written at board meeting, verbal at annual meeting) |
| | 2 | Collect and turnover assets to next year's committee. Report when turnover is complete |

Continuing

- a. On the website:
 - supply initial input and updates to the Web team on all Junior Program events
- b. Report on activities at each Board meeting
- c. Report on activities to the newsletter and on the website
- d. for 2002, repeat the 2001 proposed program of Crabtree classes and Presbyterian Point weekend
- e. establish, if possible, monthly or semimonthly kids racing events at Kerr and Jordan to follow the Crabtree/Presbyterian events

- f. maintain records on participation (by name), logistics, and other pertinent items

Relationships to Other Committees

Work in conjunction with VC, Regatta Operations Manager, and Equipment Manager regarding scheduling, use of equipment, venue implications, manpower implications, etc.

E) Communications Group

E1) Newsletter Committee

Strategy Elements Owned

- 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.)

7.3 Monthly newsletter

Objectives

- Provide a monthly summary of past and future club activities, and a forum for discussions and editorials important to the club
- Work with the website team to provide excellent communications to and between club members and to minimize duplication

Specific Measurements

- Timely passing of information
- membership awareness of that information

Activities/Responsibilities

Calendar-specific

| | | |
|-------------------------|---|---|
| 4 th quarter | | Develop, submit initial input on changed staffing needs to Participation Committee |
| | | Publish a newsletter summarizing: the annual reports of all committees, elections, awards |
| 2 nd half | | Organization Meeting |
| January | | |
| February | 1 | Develop, submit any organization/mission changes |
| | 2 | Develop, submit annual objectives |
| | 3 | Develop, submit plans and schedule |
| | 4 | Develop, submit budget to Secretary/Treasurer |
| | 5 | Develop, submit any revised staffing needs |

| | | |
|---|---|---|
| 4 th qtr (before or at ann. mtg) | 1 | Report on activities, accomplishment of objectives (written at board meeting, verbal at annual meeting) |
| | 2 | Collect and turnover assets to next year's committee. Report when turnover is complete |

Continuing

- a. Report on activities of the newsletter team at each board meeting
- b. Report on activities of the Newsletter Team in the newsletter and on the website
- c. Assign reporters to all committees; report in summary in newsletters, and, as appropriate, in detail on the website.
- d. Publish a newsletter monthly.

Relationships to Other Committees

(see above; have reporters assigned to all committees)

e2) Web Committee:

Strategy Elements Owned

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

Objectives

- Using material provided by the Newsletter Committee and all other committees, develop and maintain a website that provides a good introduction to prospective members, and a good communications vehicle among and for the members

Specific Measurements

- Timely passing of information
- membership awareness of that information
- number of enquiries from prospective members finding us via the web

Activities/Responsibilities

Calendar-specific

| | | |
|---------------------------------|--|--|
| 4 th quarter | | Develop, submit initial input on changed staffing needs to Participation Committee |
| 2 nd half January | | Organization Meeting |

| | | |
|---|---|---|
| February | 1 | Develop, submit any organization/mission changes |
| | 2 | Develop, submit annual objectives |
| | 3 | Develop, submit plans and schedule |
| | 4 | Develop, submit budget to Secretary/Treasurer |
| | 5 | Develop, submit any revised staffing needs |
| 4 th qtr (before or at ann. mtg) | 1 | Report on activities, accomplishment of objectives (written at Board meeting, verbal at annual meeting) |
| | 2 | Collect and turnover assets to next year's committee. Report when turnover is complete |

Continuing

- a. Report on activities of the Web Committee at each Board meeting
- b. Report on activities of the Web Committee in the newsletter and on the website
- c. Post information as received.
- d. Scan the site regularly for apparent holes and obsolete material; solicit the missing material from the responsible committee
- e. Maintain and evolve an efficient and effective site structure

Relationships to Other Committees

(see above; all material comes from other committees)

e3) Experience Exploitation Committee

Strategy Elements Owned

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.)

Objectives

Ensure that information learned through club operations (Operational Knowledge - OK) is recorded, preserved, and re-used year to year

Specific Measurements

Activities/Responsibilities

Calendar-specific

| | | |
|------------------------------|--|--|
| 4 th quarter | | Develop, submit initial input on changed staffing needs to Participation Committee |
| | | Staff own committee, with help from Participation Committee |
| | | Organization meeting |
| 1 st half January | | Distribute copies of OK material to each officer and |

| | | |
|---|---|---|
| | | committee chairman. |
| | | Educate each officer and committee chairman on what information they are expected to collect and report, and in what format |
| February | 1 | Develop, submit any organization/mission changes |
| | 2 | Develop, submit annual objectives |
| | 3 | Develop, submit plans and schedule |
| | 4 | Develop, submit budget to Secretary/Treasurer |
| | 5 | Develop, submit any revised staffing needs |
| 4 th qtr (before or at ann. mtg) | 1 | Collect data and reports from each committee and officer; review for and ensure completeness |
| | 2 | Report on activities, accomplishment of objectives (written at board meeting, verbal at annual meeting) |
| | 3 | Collect and turnover assets to next year's committee. Report when turnover is complete |

Continuing

- a. Maintain a file on each of the other director positions (1-11)
- b. Record information pertinent to the function of each director (activity that future directors in the same position would benefit from the knowledge of)
- c. Develop and maintain a proper “stream of information” (line of communication) from each director to you that keeps you “in the loop” on new developments, changes in emphasis, problems encountered, problem-solving, bottom line resolution of issues, etc. (the “pearls”)
- d. Keep a master copy of OK for each Officer and Committee area, giving only a copy of some or all to the officers or committee chairmen for their use.
- e. Determine and evolve what information the club should be keeping, and in what form
- f. On the website:
 - provide whatever subset of OK seems to be appropriate
- g. Report on activities at each Board meeting
- h. Report on activities in the newsletter and on the website

Relationships to Other Committees

(see above)