

5 YEAR STRATEGIC PLAN 2014-2019

Sail Chicago Mission Statement: Sail Chicago is a not-for-profit community sailing program. Its mission is to offer quality instruction in sailing and boating safety, and to provide affordable sailing opportunities to it's members and others in the Chicago area.

Previous 5 year strategic plan: The previous 5 year strategic plan was to get more people out on the water and to change the fleet to one that would require less maintenance. Then, the volunteer time spent on maintenance could instead be spent volunteering out on the water. The Sail into Summer (SIS) program was created to increase our membership by getting more people out on the water as well. This plan was successful. Our current fleet has changed to consist of six Colgate 26s, two Ideal 18s, two Rhodes 19s, and one Hunter in the water. The instruction program has increased the number of students who have gone through the program and increased the number of students who have returned as members.

Current 5 year strategic plan: The Sail Chicago strategic plan for the next five years is to build on the previous plan while effectively managing our new fleet and increasing participation. An effectively run organization that continues to support increased participation on the water will increase membership. These objectives can be obtained by a focus on the following areas and will be evaluated annually by the board of directors at the January meeting.

1. COMMUNICATIONS

a. Create an organizational structure – The organization needs a structure to run effectively so everyone knows who is responsible for the programs that make up the organization. Another function of this structure is to de-centralize the operation of the organization, thereby ensuring continued efficient functioning when leadership changes.

Goals:

Year 1 - The org chart will be completed and kept up to date. Responsibility of keeping the org chart current will be done by each board member.

Years 2 to 5 – Chart will be maintained and kept current.

Responsible party – each board member

b. Develop an IT plan to enable the organization to focus it's limited resources on it's mission, not on administration.

Goals:

Year 1 - The Webmaster will document and be responsible for the IT plan for the next 5 years.

Years 2 to 5 – The IT plan will be followed.

Responsible party - Webmaster

2. MEMBERSHIP VOLUNTEERISM

a. Encourage and support service time – We are able to keep program costs low because the membership actually runs the organization. However, when there are many positions open, the organization cannot be run effectively. Develop a membership involvement committee which will

recruit members to fill positions and maintain database of positions (open and filled). Enforce the monetary fee for opting out of service time.

Goals:

Year 1 – The membership involvement committee will be formed and will create a form of documentation for service time and maintain the jobs site.

Years 2 to 5 – Service time will continue to be monitored.

Responsible party – Membership involvement committee coordinator

b. Develop a succession plan for service time positions. - Add assistant positions to all major responsibilities so that person is able to learn the job and take over when necessary. Encourage program leaders to find their replacements.

Goals:

Year 1 – Assistant positions for all major positions will be created and filled.

Years 2 to 5 – Assistant positions will continue to be filled.

Responsible party – Membership involvement committee coordinator

3. MAINTENANCE

a. Boat team maintenance - A new maintenance program was created because the previous system of having a winter and summer program was ineffective. The new program consists of boat teams who are responsible for the maintenance of the boats throughout the year.

Goals:

Year 1 – Each boat type as described below will evaluate how effective their maintenance process was by determining if the boats had enough members to prepare them for commissioning and de-commissioning; if the boats went in the water on time; and if problems with boats were fixed quickly. Problems will be identified on an annual basis with solutions.

Years 2 to 5 – Goals for year 1 to be repeated, with whatever improvements are identified.

Responsible party: Maintenance coordinator and boat managers.

4. DETERMINATION OF FLEET DESCRIPTION AND LOCATION –

a. During the next 5 years, a determination needs to be ongoing as to how many boats are needed to balance demand and usage in relation to how effectively the boats can be maintained. Currently, the Hunter and one Colgate are located at Belmont Harbor. All other boats (5 Colgates/2 Rhodes/2 Ideals) are located in Monroe Harbor.

Goals:

Year 1 – Boat use will be evaluated based on data from rentals, instruction, etc at the end of the season. This information will inform how many boats are needed. However, the maintenance report needs to be considered to see how effectively the number of boats we have were maintained.

Years 2 to 5 – These data will continue to be evaluated along with member requests.

Responsible party – The Sail Chicago board.

5. REVENUE–

a. During the last 5 years, membership dues and rental prices have increased. Instructional pricing has changed. Revenue assessment needs to be done on an ongoing basis. A board committee needs to be appointed to do this ongoing assessment to effectively determine recommendations over time.

Goals:

Year 1 – A revenue committee will be developed.

Years 2 to 5 – Continued revenue assessment and costs will be evaluated.

Responsible party – Sail Chicago board

b. Develop a fundraising program - 501c3 status.

Goals:

Year 1 – A fundraising committee will be developed.

Years 2 to 5 – Fundraising efforts will be made.

Responsible party – Membership involvement to help create the committee and thereafter, the fundraising committee coordinator.

6. INSTRUCTION -

a. Sail Chicago will continue to run a high quality, volunteer-driven, community sailing instruction program under the guidance of and in partnership with the United States Sailing Organization. Sail Chicago Instructors will teach according to U.S. Sailing standards and use U.S. Sailing curriculum materials including classroom teaching material, tests and quizzes. Students that fulfill the Sail Chicago course and learning requirements will be ready to receive the U.S. Sailing Small Keelboat certification.

Goals:

Year 1 - Partnership will be made with the US Sailing Organization.

Year 2 - All curriculum will be updated to US Sailing standards

Years 3 to 5 - US Sailing certification will be given out as appropriate.

Years 1 to 5 – The number of students and classes will be documented and monitored to see how many people participate, join, and return. If numbers begin to drop, we need to assess why. If numbers begin to increase, we need to assess the efficiency of running the organization with increased numbers.

Responsible party - Instruction coordinator and head instructor.

b. Sail Chicago will remain an accessible, affordable source with easy/comfortable access to sailing instruction and possibilities for learning about the sport through involvements in its volunteer and "sweat equity" means of instruction, maintenance and governance. The Instruction Program will reach out and connect with those who have no previous sailing experience and for whom sailing would not be an option through other means or with other groups.

Goals:

Year 1 - We will work towards recruiting more sailing instructors in order to offer more instruction; thereby increasing revenue and taking maximum advantage of our fleet.

Years 2 to 5 - We will reach out to other sailing groups, yacht clubs, and local sporting organization and sponsors; not to compete with them for students, but to collaborate with them on increasing the visibility and nurturing the sport, but also to have them refer students to us that they might not be able to serve as well as Sail Chicago could as a community sailing organization.

Responsible party – Instruction coordinator and head instructor

c. The Sail Chicago Instruction program will reach out to and cooperate with local sailing clubs to collaborate to increase participation and support the general sailing community. Sail Chicago instruction will not seek to compete with these groups, but rather will try to fulfill and unmet need for accessible and affordable instruction and volunteer opportunities.

Goals:

Years 1 to 5 - We would reach out to Chicago Sailing, the Chicago, Columbia, Jackson Park and Burnham Park Yacht clubs. the Chicago Park District, REI and other sport groups such as community social groups.

Responsible party – Instruction coordinator and head instructor

Strategic plan committee members:

Chris Garvey	Mike Swisher	Mary Ann Hayes
Dan Flavin	Matt Stuczinski	Maureen Huston
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