



REHOBOTH BAY SAILING ASSOCIATION

... the premier sailing facility in Sussex County.

dba: *Rehoboth Bay Sailing and
Water Sports*

5 Year Roadmap

RBSA Planning Committee

December 19, 2018

MISSION STATEMENT

To promote sailing by offering services, facilities and programs that will appeal to all members as well as the general public regardless of their experience, know how, and specific interests in sailing. The goal is to make RBSA the most desired sailing center on the eastern shore and to ensure the best possible value to our membership and the general public.

Planning Lanes and Related Goals

1. Members and Membership: Shift focus to improving the membership experience growing membership by 10% per year to a sustainable membership level to over 200 regular members by 2023 (**NOTE: This is the overarching goal that will drive much of the planning effort across all planning lanes**)
2. Programs and Services: Offer a broad range of programs and services that enable increased participation in sailing and other club activities at all levels. The RBSA experience will be fun, affordable, and low key for both members and the general public
3. Facilities and Equipment: Substantial improvement in water front access especially for novices and intermediates; overall emphasis on increased ease of use for everyone. Upgraded campus to support expanded services
4. Management and Administration: Migrate to a sustainable managed operation with paid staff to support mission critical programs and functions; possible expansion to include some year-round activities; reduce reliance on member volunteers. Modernize administrative functions and/or re-assign as appropriate.
5. Marketing and Communication: Increase emphasis on focused marketing to each demographic such as the growing retiree population, weekenders, singles, women, youth, and vacationing populace
6. Finance: Establish a sound financial strategy that will enable realization of RBSA goals yet maintain reasonable fees for members and the public.

NOTE: The planning document is a “living” document that will be updated on a periodic basis, at least once per year. The plan provides a running ‘road map’ listing milestones that are targeted for specific years beginning with the current year and going 5 years out.

Planning Lane: **Membership and Members**
Team Lead: **Dick Steinle**
As of Dec 19, 2018

Project	Key Milestones	Target Year	Status
Develop and implement a strategy that will encourage members to get better acquainted with each other	<ul style="list-style-type: none"> • Establish a directory accessible by all members including names and contact information for other members as well where to go for help for specific services (New web site) • Conduct free mixers on a regular basis • Issue photo member ID and wearable name tags (e.g. lanyard, clip on, etc.) to be used at club events 	2019 2019 2020	In progress See Programs and Services May be done in conjunction with web site modernization
Re-design types of memberships to provide more graduated, value-based types of memberships as well as greater flexibility, especially part time summer residents and weekly vacation renters.	<ul style="list-style-type: none"> • Phase 1: Add more value to the regular membership (free use of SUPS/Kayaks/club boats, when available, priority on preferred boat storage locations) • Phase 2: Interval seasonal membership (e.g. 10 days to be used any time during the entire season) with discounts on rentals and lessons • Non-sailing membership for SUPS and Kayaks • Phase 3: Time share ownership of new or newer club-maintained boats 	2018 2019 2019 2020	Completed pending notification to membership
Develop and implement a communications plan to foster better communication between Management, The Board, and our membership	Examples” <ul style="list-style-type: none"> • Conduct periodic informal town hall meetings/socials • Monthly flyer with topics that matter • Update member rules document and publish on the web site and visible areas around the club. (Perhaps appoint a member advisory committee to review and update the rules, subject to Board approval) 	2019 2019 2019	See programs and services

Planning Lane: **Programs and Services**
 Team Leads: **Steve Black, Jen Donahue**
 As of Dec 19 2018

Project	Key Milestones	Target Year	Status
Expand Sailing School Offerings	<ul style="list-style-type: none"> • Extend operation from June 1st thru Labor Day • Add Intermediate Level Class (Juniors & Adult) • Create and offer New Member Orientation (Can also be offered to newer members) • Add focused clinic series for members (e.g. sail trim, rig tuning, basic maintenance/repair, launch facilities, specialized tools, etc.) • Add introduction to competitive sailing for juniors (junior high/high school, perhaps in collaboration with local athletic departments) 	2020 2019/ 2020 2019 TBD 2020	Adult in 2019 and Junior in 2020 In progress; major emphasis in 2019 In progress; may carry over to 2020
Upgrade instructional support facilities	See Facilities and Equipment planning lane (e.g. fleet, support craft, A/V aids, better classroom facilities etc.)	2020	Develop requirements in 2019 for input to 2020 Budget Planning process
Upgrade Racing Program	<ul style="list-style-type: none"> • Appoint racing program director (paid position) • Add junior racing program (including the addition of several one design boats for both training and support 420's and/or Lasers) • Add orientation sessions for novice racers (Basic rules, course layouts, basic tactics, start procedures, etc.) • Build club fleet of one designs for use by members 	2020 2020 2020 TBD	
Design and Implement E Z Sail Program	<ul style="list-style-type: none"> • Concierge Service (get boat ready/put away, launch and retrieval) • Time share ownership service on newer boats maintained by the club • Provide boat owners with maintenance services (hull repair, rigging repair, 	2021 2021 2019	Approach under development

Project	Key Milestones	Target Year	Status
	outboard engine basic maintenance, cleaning, etc.)		
Enhanced membership intake and socialization (existing members)	<ul style="list-style-type: none"> • Continue to expand First Sail Program (Adult version? On water experience with instructor, etc.) • Connect and collaborate with social groups (Meet-Up Dot Com, Single on Sailboats, Retirement Communities, etc.) • Add on-line sign-up lists for crew sign ups (looking for crew/looking to crew-new web site) • Add Saturday morning mixers/meet & greet with free coffee and continental breakfast; include brief talks on various topics that would be helpful to novice and intermediate sailors • Launch “Lazy Summer Sail Boat Rides” to the public (Ad: sit back and enjoy the ride or participate in sailing the boat with a certified sailing instructor; no previous sailing experience necessary.) This would be an adaptation of the “Sunset Sail” offering but run during normal operating hours. • Improve communication between the RBSA Board and the membership with occasional “town hall” meetings to discuss upcoming plans (for the season and for the club) • Add member directory (perhaps secure access to other members via the new interactive web site) with the possible addition of wearable member photo ID’s • Offer group sail charters on other venues (Chesapeake Bay, New England, Caribbean Winter Get Away, etc.) 	<p>TBD</p> <p>2020</p> <p>2019</p> <p>2019</p> <p>2020</p> <p>2019</p> <p>2019</p> <p>2020</p>	<p>Membership team is working on this; see Dick Steinle</p>
Provide members & non-members with real time servicing through the web to register for events, reserve a rental boat, crew sign ups, update profiles, register for clinics, make payments, etc.	<ul style="list-style-type: none"> • Upgrade existing RBSA web site to enable real time servicing for both members and prospective customers/students. Refer to this project under Management and administration 	2020	

Project	Key Milestones	Target Year	Status
	<ul style="list-style-type: none"> ○ Heat and Air Condition for all season use(?) ○ Upgrade interior lighting ○ Upper Deck Canopy ○ Plus??? 		
Upgrade Barn and other Outbuildings	<ul style="list-style-type: none"> ● Reorganize barn to establish a secure work/tool shop with monitored access as well as overnight storage of carts/tractors and other equipment ● Provide workshop area for members with all-weather space for boat repair ● Improve interior lighting ● Provide additional indoor storage lockers in Barn ● Add an additional building (pole or butler hut) for winter boat storage including member boats 	2019 2020 2019 TBD	
Upgrade Equipment	<ul style="list-style-type: none"> ● Refurbish Replace tractor with equivalent machine ● Refurbish golf carts and/or replace with equivalent machines ● Update club tool bin with proper tools and supplies for building and boat maintenance ● Additional upgrades to dredging equipment 	TBD TBD TBD 2019	Purchase auxiliary booster pump
Upgrade club fleet	<ul style="list-style-type: none"> ● Upgrade existing rental fleet including uniform rigging and controls, lines, and refreshed finishes. ● Replace power boats with newer, more reliable craft including 3 center console boats 16 to 20 feet with at least 1 capable of towing. ● Add a platform boat for race committee support ● Add several new (or newer) daysailers (19 to 22 feet) for time share program and “experience sailing” excursions. ● Add several new/used one design boats to support the junior racing program ● Additional SUPs and Kayaks based on demand ● Budget for annual maintenance/replacements for club fleet 	2019 2018-19 TBD TBD TBD TBD 2019	Completed Submission for 2020 budget?
Enhance Grounds	<ul style="list-style-type: none"> ● Improved, high visibility entrance with impact signage 	2020	In progress

Project	Key Milestones	Target Year	Status
	<ul style="list-style-type: none"> • Organize boat storage spots for assigned storage (summer and winter) • Improve surfaces (clam shells?) for driveway in and parking areas (including launch area) • Improved signage for use of facilities, cars, dogs, etc. • Improved landscaping • Remediate issues with DelDot drainage ditch 	2019 2019 201p 2019 tbd	In progress

Planning Lane: Management and Administration
Revised October 2018
Team Lead: Carlyle Hooff

Project	Key Milestones	Target Year	Status
<p>Migration to paid staff model (may include contract services) to support full service operation and expanded training program</p>	<ul style="list-style-type: none"> • Develop staffing plan for 2019 Budget to include but not limited to: <ul style="list-style-type: none"> ○ Senior level Instructor (<i>part of staff not extra</i>) ○ Mechanic (Contract) <i>Need to update job description</i> ○ Boat/rigging repair specialist (<i>no one now 10.18.18</i>) • Update job descriptions and pay scales <i>Proposed – Club Manager, Admin Assistant, Bookkeeper - Admin Asst. and Bookkeeper report to Club Manager</i> • Recruit and train staff as necessary • Develop back up and succession plan for key roles (<i>depends on the decisions made about the authority and responsibilities given the Club Manager</i>) 	<p>2019</p> <p>2019</p> <p>2019</p> <p>2019</p>	<p>Proposed staff plan submitted to Finance Committee; pending Budget approval</p> <p>Job description developed for Bookkeeper; Others in process</p> <p>Pending budget approval</p> <p>Pending decision on Club Manager roles and responsibilities</p>
<p>Upgrade/automate administrative capabilities for greater efficiency, control, customer responsiveness, and marketing support</p>	<ul style="list-style-type: none"> • Modernize existing web site with a fully interactive data base to support most programs and service offerings to include but not limited to on line rental reservations, class registrations, event sign ups, electronic payment, point of sale cash/credit transactions, member applications, member self- service tasks (boat registrations, member profiles), and all other functions listed in the web services functional requirements document. • Upgrade existing computing hardware including new desktop and several tablets; new laser jet 	<p>2019</p> <p>2020</p>	<p>Update system requirements document; solicit and evaluate potential vendors/price; plan for funding and implementation in 2020; develop plan for on site hardware, software, and upgraded telecom.</p>

Project	Key Milestones	Target Year	Status
	<ul style="list-style-type: none"> printer, USB card swipe devices with receipt printers Upgrade telecom, if necessary 	2020	YES
Upgrade security	<ul style="list-style-type: none"> Add additional security cameras and upgrade recording system; post warning signs Add additional motion sensing monitors around boat storage areas (trigger filming, lights and management alerts) for off hours coverage. 	2020 2020	YES YES
Update/revise RBSA operating manual	<ul style="list-style-type: none"> Review and update RACI Chart (List of administrative responsibilities currently assigned to various Board members and some paid staff; shift more responsibilities to paid staff/Also listed under Governance) Convert existing hard copy manual and forms to electronic copy that can be easily updated as needed Develop and execute a plan to facilitate undocumented knowledge transfer from key subject matter experts to staff and incorporate into the RBSA operating manual 	2019 2020 2019	Pending
Upgrade accounting procedures and controls	<ul style="list-style-type: none"> Recruit and hire new Bookkeeper Realign reporting of Bookkeeper from Treasurer to Club Manager Conduct an internal audit during the transition of books to new Bookkeeper Review and refine financial procedures – document revisions Review and refine budget process Review and refine financial reporting to Board 	2018 2018 2018 2019 2019 2019	Completed Completed TBD

Planning Lane: **Marketing and Communication**

Team Lead: Terry Jaywork

As of Dec 19 2018

Project	Key Milestones	Target Year	Status
"Re-Brand" RBSA	<ul style="list-style-type: none"> Formalize name change RBSA doing business as <i>"Rehoboth Bay Sailing and Water Sports"</i> 	TBD	
Design and develop targeted marketing plan	<ul style="list-style-type: none"> Retiree population community outreach Summer population outreach Millennial/Gen X outreach Members "Bring a Friend" (possibly with a dues discount for new members) 	TBD TBD TBD TBD	
Develop multimedia promotional campaign	<ul style="list-style-type: none"> Create short video highlighting sailing on Rehoboth Bay Integrate social media channels (Facebook, twitter, etc. with modernized web site) More spot ads in freebie resort papers 	TBD TBD TBD	
Plan to more effectively leverage public events	<ul style="list-style-type: none"> Expand First Sail program to include adults in addition to youth as well as on water sailing experiences Include sailboat rides with open houses Presence at local events (e.g. Coast Day, etc.) with hand out tickets for a freebie at RBSA (freebie tbd) Presence at boat shows 	TBD TBD TBD TBD	
Develop Cooperative Programs with Local Resorts/Camp Grounds, HOA's	<ul style="list-style-type: none"> Begin dialogue with Delaware State Parks (Indian River Camp Ground) and Cape Henlopen Contact prominent area Property Management Companies/Community HOA's to distribute specially targeted flyers/perhaps in conjunction with open houses 	TBD TBD	
Develop and implement customer data mining techniques to promote follow up visits	<ul style="list-style-type: none"> Develop customer information data collection process tied in with reservation/registration process. Develop mechanism to do follow up promotional campaigns through emails to the non-member customer base <p>(NOTE: These capabilities will be included in the upgrade of the existing web site which will include an interactive data base and email campaigns for doing customer analytics and follow up: See Facilities and Equipment planning lane)</p>	TBD TBD	

Planning Lane: Finance
 Team Lead: Terry Jaywork
 As of January 31, 2019

Project	Key Milestones	Target Year	Status
Develop Capital Improvement Funding Program to Support Road Map Initiatives	<ul style="list-style-type: none"> • Define and implement a standardized template to obtain cost estimates for various road map initiatives • Develop and implement strategies to build targeted capital reserves 	2019 2020	
Migrate to a seasonalized budget tracking and forecasting process	<ul style="list-style-type: none"> • Develop seasonalized (monthly) income and expense reporting including monthly variances and projected year end variance (estimated run rates) • Implement new budget tracking process including process for managing significant projected variances. 	2019 2020	
Establish step by step budget preparation schedule (includes coordination with each planning committee for input and review).	<ul style="list-style-type: none"> • Create model schedule for planning committees to follow. (Include template for data collection) • Implement new budget preparation schedule • More spot ads in freebie resort papers 	2019 2019	No later than September
Design and implement effective financial controls	<ul style="list-style-type: none"> • Document control procedures covering purchasing, cash, accounts payable, etc. • Phase in new controls 	2019 2020	