

Vision of AYC in 2020

Since there is general agreement that this is a sailing club and that racing is our focus, the top priority for the next five years should be to improve the facilities necessary for conducting and participating in sailing activities, sailboat racing and sail training. We also want to work on maintaining the number of active members at the Club which means placing some of our focus on making improvements aimed at getting people to the Club.

The vision of AYC in the year 2020 is to have a Club that is an active sailboat racing Club with facilities, training and programs that support sailing as well as social activities:

- We have studied and determined the optimal number of members for the Club to be 450 full paying members
- The facilities provided, programs offered, members and staff will attract many potential new racing-oriented members.
- All members will find some activity offered by the Club which is of interest to them. The Club will have a regular racing schedule along with non-racing activities which will appeal to non-racing family members.
- The Club will be a highly sought-after venue for competitions beyond the Club level because of its expertise in race management.
- There will be a strong youth and adult sailing program.
- There will be AYC staff available to assist members during the daytime hours when members are most likely to be using the facilities (i.e. weekends). Staff will be available to advise and assist members in operational questions and duties.
- There will be a high percentage of members doing a variety of volunteer activities.
- The Clubhouse environment will be inviting and comfortable for members to enjoy year round. It will remain an informal gathering place for members to relax after racing or to use for Club parties, games, etc.
- Members will have safe access to their boats. The Club will have a plan for storing and accessing boats during both high and low water conditions.
- Members will have adequate launch and retrieval facilities for dry sailed boats.
- Serving on the Board of Directors will be viewed as an honor and will be a highly sought-after achievement.
- The Board of Directors will be responsible for policy making decisions and staff will administer the policies.
- The Club finances will provide for adequate maintenance and development of the Club.
- A plan and a process for making and funding capital improvements will be firmly established.
- A decision making process will be in place for all major decisions of the Board which provides for a full needs assessment and financial impact review and will include Long Range Planning Committee review.
- The cost of membership will remain reasonable.
- Policies will be in place to manage risk.

2020 Strategic Plan

April 28, 2016

AYC Mission Statement

To be a premier sailing club, with an emphasis on sailboat racing and related activities, with a membership characterized by broad social, economic and sailing experience levels and sustained by individual participation, volunteerism and Club generated revenues.

AYC Core Values

1. A Club that supports active sailboat racing
2. A Club that is attractive to all sailing enthusiasts
3. A Club with activities supported by volunteerism
4. A Club that ensures continued existence through fiscal management
5. A Club that ensures continued existence through physical sustainability
6. A Club that ensures continued existence through operational sustainability
7. A Club that ensures continued existence through risk management

1. Core Value: A Club that supports active sailboat racing.

Assumption: Members who are active are more likely to remain members than those who are not. Including some non-racing sailing activities may actually foster greater interest in racing.

Goal: Increase member participation in sailboat racing and/or sailing activities by at least 50% in the next five years.

>Objective 1: Expand opportunities for adult sailing activities that will appeal to more members.

- **Strategy 1:** Establish a consistent mechanism for matching skippers and crew. (Fleet Captains)
- **Strategy 2:** Plan alternative race formats during series races that provide beginning racers a better opportunity to do well. (Race Commander) [Note: e.g. 9s for non-spinnaker boats in series races]
- **Strategy 3:** Create alternative race formats that pair experienced and inexperienced skippers and crew. (Fleet Captains)
- **Strategy 4:** Offer at least two beginning and two advanced adult sail training events each year. (Sail Training Commander) [Note: Multi-day seminars produce greater new member conversion]
- **Strategy 5:** Establish a sail training program with a progression of certifications to offer continuous growth opportunity at all levels of experience. (Race Commander, Sail Training Commander) [Note: A course hierarchy tracking progress in certifications, including Beginner Sailing, Intermediate Sailing,

Advanced Sailing, Racing 101, Racing 201, Spinnaker, Starting Techniques, Motorboat, Race Management, PRO Training, Cruising.]

- **Strategy 6:** Hold Fleet Captain Meetings well in advance of each series with the Regatta Chairman, Race Commander and Commodore to discuss fleet needs for each event. Regional or fleet events to be held in the next year should be put on the draft schedule. Meeting should also produce timely requests to Sail Training and the Social Committee. (Commodore)
- **Strategy 7:** Encourage social interaction in conjunction with racing events. (Commodore, Social Committee) [Note: Need to find better ways to encourage members to volunteer to reduce the load on the Social Committee, particularly for fleet events, sail training events, and perhaps even the Summer Series.]
- **Strategy 8:** Continue to support adult sailboat racing beyond the Club level. Consider hosting some of our own larger regattas each year (e.g. larger One Design Keel Regattas). (Commodore, Past Commodore) [Note: Both Houston clubs, FWBC and Corpus Christi have at least two one design keel regattas per year. LCYC has Wurstfest. We really do not have any one design open regattas. I feel that this sort of regatta would bring in fleets such as J22, J24, J70, Melges, viper and VX1 circuit stops if marketed properly. The Commodore will have experienced most of the upper level requirements and regional requirements over the past few years. Being aware of Club requirements and timing to host events, which lends this individual to be the best one on the planning for major events in the future. The Commodore should attend the Texas Area Planning and Youth Meeting in December to plan for the next year's events and as Past-Commodore handle any follow up from that planning.]

Financial implication: Most of these activities will be achieved using volunteers. There may be some costs associated with training which could be covered by registration fee, some costs in promoting social interaction such as cost of refreshments, etc. and costs of supporting racing beyond the Club level.

>**Objective 2:** Support Junior sailing and racing activities.

- **Strategy 1:** Survey active and potential junior sailors for ways to involve them in more sailing and race activities. (Sail Training Commander)
- **Strategy 2:** Provide training and coaching appropriate to the age and level of sailing ability. Maintain a fleet of racing boats for junior coaching. (Sail Training Commander) [Note: AYC Assets purchased for Sail Training should not be taken on the road, or chartered without an AYC coach present. Members should purchase their own boats for these purposes, to take responsibility for more expensive equipment, hard use, and liabilities probably not covered by current Club insurance.]
- **Strategy 3:** Continue to support junior racing beyond the Club level. (Commodore)
- **Strategy 4:** Design a method for measuring participation in order to assess change. (Sail Training Commander)
- **Strategy 5:** Focus on teaching juniors to enjoy sailing for the pure fun of it. Maintain a fleet of fun-to-sail boats for junior teaching. (Sail Training Commander)

- **Strategy 6:** Provide open sailing (non-race) events for juniors. (Sail Training Commander)

Financial implication: Purchase and maintenance of boats and equipment, some of which can be offset by registration fees and costs of supporting racing beyond the Club level.

>**Objective 3:** Make it easier for members with families to participate in sailing activities.

- **Strategy 1:** Survey non-racing members and families of racing members to identify possible sailing and non-sailing activities which would attract them to the Club. (Sail Training Commander, Social Chair)

Strategy 2: Explore possibilities for child care arrangements during Club races. (Volunteer Coordinator)

Financial implication: To be determined.

>**Objective 4:** Expand opportunities for member participation in non-racing activities that will appeal to many members.

- **Strategy 1:** Provide email notification and reminders for all key club events as well as website bulletins and key call list. (Secretary)
- **Strategy 2:** Offer more non-racing activities that are attractive to a broad segment of the membership (i.e. social events, bad weather day activities, etc.). (Social Chair)
- **Strategy 3:** Provide incentives (beer, food, presentations, awards, etc.) to promote intermingling among members of all fleets. (Social Chair, Commodore)

Financial implication: To be determined.

2. Core Value: A Club that is attractive to all sailing enthusiasts.

Assumption: Attractive facilities, desirable programs/events and affordable costs will appeal to a large segment of the Austin community and will make it possible for those who love sailing to become and remain members.

Goal: Increase **awareness and** attractiveness of AYC to a broad segment of the Austin Community.

>**Objective 1:** Increase the public's awareness of the Club's existence and activities in order to expand the interest in sailing within the Austin community.

- **Strategy 1:** Vice Commodore will Chair a Public Relations/Advertising Committee. (Vice Commodore)
- **Strategy 2:** Publish race results for key AYC events on the sports page of the American Statesman. Invite TV Sport Writers to participate and have them publish results on TV. (Vice Commodore)
- **Strategy 3:** Always have available an inviting prospective-member packet which can be given to prospective members who may be visiting the club, or sent to the same. (Past Commodore)

- **Strategy 4:** Develop more links to other sailing and non-sailing organizations in the Austin Area. (Vice Commodore)
- **Strategy 5:** Prior to accepting a member's resignation, conduct an exit interview with such member to assess why they are leaving and, if possible, to retain. (Past Commodore) [Note: This could be very instructive. I think that if we re-instituted the mentor program, it could be very helpful in member retention.]
- **Strategy 6:** Hold annual Open House to acquaint people in Austin with AYC. (Social Chair)
- **Strategy 7:** Invite a sports/outdoor media personality (for example, Pam LeBlanc) to come out to the Club and learn to sail as part of an in-depth article about sailing. (Sail Training Director, Sail Training Commander)

Financial implication: Potential costs include advertising dollars, refreshments/entertainment at Open House, membership packet development and publication.

>**Objective 2:** Find opportunities to include non-sailors (i.e. potential future members) in sailing activities.

- **Strategy 1:** Encourage members to participate in the Friday night Beer Can Races and other open events and to invite their non-sailing friends to be part of their crew. (Fleet Captains)
- **Strategy 2:** Invite groups to come out and have their individual members placed on various boats as crew for Friday night Beer Can races or other open events. (Vice Commodore)
- **Strategy 3:** Provide selected events throughout the year that are open to non-members and advertise these events through members, website, media, advertisements, local sailing businesses, etc. (Vice Commodore)

Financial implication: No cost to complete other than possible advertising costs.

>**Objective 3:** Increase membership in such a way that it doesn't overburden the current facilities.

- **Strategy 1:** Evaluate membership cap. What is the correct number? (Past Commodore)
- **Strategy 2:** Explore ways to reward current members for bringing in new members. (Past Commodore)
- **Strategy 3:** Evaluate the current membership category structure. Explore whether it would be prudent to add new categories such as crew membership (since these are people who are using our facilities anyway) or a trial membership for those who own boats, but aren't sure whether they will like racing, or cheaper access to a strong training program with a progression certifications to last many years, ...etc. (Past Commodore)

Financial implication: No cost to complete using volunteers, though it may increase dues income with new membership categories.

>**Objective 4:** To have a Long Term Sail Training Plan for both juniors and adults that includes instruction from beginner to advanced technique available to both members and non-members.

- **Strategy 1:** Create a Sail Training Plan with measurable goals and outcomes. The plan will be based on cost centers and will include the goal of eventually becoming self-sustaining. (Sail Training Commander)

Financial implications: Costs to be determined, but should diminish over the years. Should be self-financing.

3. Core Value: A Club with activities supported by volunteerism.

Assumption: Volunteering in various activities makes it possible for more members to become acquainted, which results in more participation in AYC activities and in longer-term membership.

Goal: To involve as many different members as possible in volunteer activities at the Club (i.e. involvement should be encouraged and rewarded but not be coerced or compulsory except for probationary member requirements).

>**Objective 1:** At least 75% of the members of the Club will be involved in one or more volunteer activities during the year.

- **Strategy 1:** Appoint a volunteer coordinator. (Commodore)
- **Strategy 2:** Send out a questionnaire asking each member to state a preference for type of volunteer activity he/she would like to be involved in. Compile results. (Volunteer Coordinator)
- **Strategy 3:** Distribute the list to every Board Member, Committee Chair, and staff person, and use the list to get volunteers. (Volunteer Coordinator)
- **Strategy 4:** Recruit people to serve in the various volunteer opportunities listed throughout this strategic plan. (Volunteer Coordinator)
- **Strategy 5:** Encourage the sponsor of a new member to lead/guide the new member to participate in volunteer activities as a way of meeting new people. (Volunteer Coordinator) [Note: This is the best idea in this section! Can't emphasize that enough.]
- **Strategy 6:** Establish a space on the website for recruiting or volunteering for each specific task. (Volunteer Coordinator)
- **Strategy 7:** Recognize and reward volunteers. (Each Board Member be responsible for recognizing volunteers within their programs and activities)
- **Strategy 8:** Design a method for measuring volunteerism in order to assess change. (Commodore)

Financial Implications: Cost of mailing questionnaire and cost, if any, of forms of recognition, special gifts, etc.

4. Core Value: A Club that ensures continued existence through fiscal management

Assumption: A sound, well thought out financial plan is crucial to allowing AYC to fund operations, maintenance, improvements and unexpected emergencies. The Board is responsible to the membership for good stewardship of the Club's assets. Therefore, it is imperative that the documents reporting on the Club's financial condition are understandable and available to all members.

Goal: To assure that the Club is in sound financial condition as evidenced by a financial plan setting out how large-scale expenditures will be financed (designated escrow accounts, loans, etc.) and by clear, accurate, easy to understand monthly reports available to the membership which reveal its current financial condition.

>**Objective 1:** Establish a Financial Resources Committee.

- **Strategy 1:** Treasurer to appoint a committee to provide financial advice/expertise, as needed, by the Treasurer. (Treasurer)
- **Strategy 2:** Financial Resources Committee to establish Financial Guidelines for Board and staff. (Treasurer)
- **Strategy 3:** Financial Resources Committee to provide (or arrange for) Board training regarding financial issues. (Treasurer)
- **Strategy 4:** Financial Resource Committee to develop a long range plan for capital expenditures which incorporates innovative and creative funding strategies. (Treasurer)

Financial implication: No cost using volunteers.

>**Objective 2:** Establish easily understood financial reporting systems.

- **Strategy 1:** Create brief, accurate and up-to-date income statement, balance sheet and cash flow statement each month. (Treasurer)
- **Strategy 2:** In every end-of-the-year report, the Treasurer should include a 5-year forecast of spending based upon information available at that time. (Treasurer)
- **Strategy 3:** Outgoing Board Members will prepare a draft budget for the incoming Board. (**Board**)

Financial implication: No cost using volunteers.

>**Objective 3:** Explore the implementation of cost center accounting for budgeting and operations purposes.

- **Strategy 1:** Set up accounting records to track costs associated with regattas, cabins, sail training, etc. (Treasurer)
- **Strategy 2:** Set up accounting records to track costs associated with costs of operations and infrastructure, except for "marina" expenses. (Treasurer)
- **Strategy 3:** Set up accounting records to track costs associated with "marina" expenses. (Treasurer)
- **Strategy 4:** Once accurate cost center accounting information is available, determine whether it would be appropriate to set fees based upon the cost of each. (Treasurer)

Financial implication: No cost to complete using AYC volunteers.

>**Objective 4:** Establish a budgeting process which uses the approved Strategic Plan as its benchmark which should include reviewing the Deprecation Schedule and previous on-going projects before developing new requirements.

- **Strategy 1:** Each Board, at the beginning of its term, establishes a budget which includes both an operational and a capital improvement component, along with the anticipated costs for completion of each item and the source of funding. In order to be approved, each item must be shown to advance the goals of the Strategic Plan. (*Board*)

>**Objective 5:** Establish a decision making process for approving the expenditure of funds for capital improvements.

- **Strategy 1:** When a specific, budgeted capital expenditure is to be presented to the Board for vote, the Board member making such request gives all other Board members and the general membership at least one month's notice of such request, will present the actual figures associated with the project and will show where the funds will come from. The Board then evaluates whether such improvement advances the goals of the Strategic Plan, is a reasonable price for such improvement, whether there are funds or funding available to pay for such project and whether, given the current condition of the Club, this is a prudent expenditure. (*Board*)
- **Strategy 2:** When a non-budgeted, non-emergency item which affects the long range plans of the Club is presented to the Board for vote, it will be referred to the LRPC for study to determine whether it is compatible and consistent with the Strategic Plan of the Club. The LRPC will report its findings no later than the Board meeting following the meeting at which the proposal was presented. (*Long Range Planning Committee*)

>**Objective 6:** The Club should maintain funds available for foreseeable major expenses. These funds should be held separate from the day-to-day needs of the club, and should not be used for such.

- **Strategy 1:** The club should formally define, and create a substantial escrow fund for emergency capital use and capital replacement similar to the Harbor Fund. This fund will be a Capital Improvement Fund. (*Treasurer*)
- **Strategy 2:** The Club should re-work the assumptions and funding needs of the Harbor Fund to more closely reflect our experience since that fund's inception. (*Treasurer, Fleet Commander*)
- **Strategy 3:** Offer issuance of "bonds" to members at below market rates, but above what the average consumer can get for interest rates to provide lower rates to the club and increasing membership investment the club. (*Treasurer*)

.5. Core Value: A Club that ensures continued existence through physical sustainability

Assumption: Having schedules for regular maintenance or replacement of equipment will ensure that the Club's physical assets can be properly maintained. Also, improvements to the facilities, harbors, and docks will result in greater member enjoyment and use of the Club, further encouraging long term membership.

Goal: Provide proper facilities for members' use.

>**Objective 1:** Establish schedules for Club equipment repair/replacement.

- **Strategy 1:** Survey and create a database of all major equipment, clubhouse, office, cabins, caretaker's house and garage, dry sail area, trailer parking area, shelters, and trees. Publish schedule on website. (B&G Commander)
- **Strategy 2:** Schedule maintenance/replacement timelines on each of the items listed above. (B&G Commander)
- **Strategy 3:** Deprecation schedule should be considered before any additional improvements are scheduled each year. Items that are at the end of their deprecation life or have had 70% in repairs cost should be replaced.
- **Strategy 4:** Any on-going projects should be reviewed and considered before adding any additional projects.
- **Strategy 5:** Any new major projects or purchases of equipment should have firm plans established; three estimates of cost presented; timing considerations reviewed; and at least three presentations done before a vote is considered by the Board.

Financial implication: Normal cost of repairs/replacement of equipment.

>**Objective 2:** Make the restrooms accessible to persons with disabilities.

- **Strategy 1:** Prepare plans for remodeling the restrooms to provide for at least one stall in each restroom that is wheelchair accessible. (B&G Commander)
- **Strategy 2:** Determine how much of the construction can be done by volunteers and how much must be hired out. (B&G Commander)
- **Strategy 3:** Remodel the remaining bathrooms can be done over the next five years in this order: women's bathhouse bathroom, men's bathhouse bathroom. This order is chosen to accommodate the wheel chairs first. (B&G Commander)

Financial implication: To be determined.

>**Objective 3:** Review the master plan of the harbor and grounds to assure facility function and attractiveness to membership.

- **Strategy 1:** Review traffic patterns, workspaces, boat and trailer storage, special activity areas, underground utility placement, and evacuation routes. (B&G Commander)
- **Strategy 2:** Review maps of such areas and usages. (B&G Commander)
- **Strategy 3:** Review master plan for long-term usage of harbor and grounds. (Fleet Commander, B&G Commander)
- **Strategy 4:** Develop strategy and procedures for implementation of master plan goals. (Fleet Commander, B&G Commander)

Financial implication: No cost to complete master plan using AYC volunteers. Implementation of master plan includes significant capital considerations. Cost to be determined.

>**Objective 4:** Provide members better access to the docks and maintain docks in their primary positions for as long as possible.

- **Strategy 1:** Appoint a Harbor Improvement Study subcommittee to study the feasibility of harbor and the launch facilities. Prepare a CAD drawing outlining the areas which could be excavated, locations for dumping fill from excavation (trailer parking area to raise and expand the area), resulting changes in levels at which each dock would need to be moved, and location of proposed steps to docks. (Fleet Commander, B&G Commander)
- **Strategy 2:** Gather information regarding the costs of excavating. (Fleet Commander, B&G Commander)
- **Strategy 3:** Continue to work toward obtaining necessary permits to perform this work. (Fleet Commander, B&G Commander)
- **Strategy 4:** Develop a plan for financing this project. (Treasurer)
- **Strategy 5:** If determined to be feasible, have the harbor excavated in such a way that we gain the most benefit for our dollars. Continue with the project until the harbor is in its optimal condition. (Fleet Commander, B&G Commander)
- **Strategy 6:** Determine whether there are more efficient ways to orient docks and whether there may be creative ways to connect/disconnect portions of docks at various water levels. (Fleet Commander)
- **Strategy 7:** As improvements are made to docks, find ways to make access easier. (Fleet Commander)
- **Strategy 8:** Ensure that all docks and walkways are brought into and remain in LCRA safety compliance. (Fleet Commander)
- **Strategy 9:** Enforce harbor rules such that active members do not sit on a slip waiting list while derelict boats take valuable real estate (Harbor Commander)

>**Objective 5:** To protect docks from wave action to prolong the docks' useful lives and reduce wear and tear on docked boats.

- **Strategy 1:** Continue to explore the options available to attenuate wave action. (This will be part of the Harbor Improvement Study Sub-committee's investigation.) (Fleet Commander)

Financial implication: No cost to complete Harbor Improvement Study using AYC volunteers. Implementation includes significant capital considerations. Cost to be determined.

>**Objective 6:** Study potential additions/improvements to the buildings and grounds.

- **Strategy 1:** Form a committee to gather information regarding the cost of repaving once a decision has been made about whether to excavate and where tailings will be deposited. (B&G Commander)
- **Strategy 2:** Form a committee to gather information regarding the cost of making improvements to the work area, such as: add a cover, add a second hoist, improve electrical and water access. (B&G Commander)

- **Strategy 3:** Form a committee to gather information regarding the cost and feasibility of “updating” the clubhouse office and cabins. (B&G Commander)
 - **Strategy 6:** Improve dry sail and trailer parking. Create a level, organized, open space to properly manage, provide access to, and protect membership equipment. (B&G Commander, Harbor Commander) [Note: The dry sail and trailer areas should be clear cut and the trailer area brought up to the level of the dry sail area as it is done in just about every yacht club I have ever visited with fill removed from other areas of the club instead of paying huge fees to have it trucked off. The costs of the project could be offset by volunteer labor, not having to pay to have fill removed and implementing a nominal fee for trailer parking.]

Financial implication: No cost to complete using AYC volunteers.

6. Core Value: A Club that ensures continued existence through operational sustainability

Assumption: Board Members must have duties and responsibilities that are both necessary for the operations of the Club and reasonable for a volunteer position. It would be easier to recruit new Board Members if the positions were not as burdensome. Particularly with regard to the Commodore’s position, requiring that the Commodore manage the day-to-day affairs of the Club in addition to their responsibilities as Commodore is unreasonable.

Goal: Clearly establish and delineate the responsibilities of each Board member and staff person. Redesign the Club’s organizational structure so that the Commodore is not responsible for day-to-day operations.

>Objective 1: Create a system of operation that is less burdensome for Board members.

- **Strategy 1:** Perform a needs assessment of job requirements for the efficient operation of the Club and make recommendations about whether each job should be performed by a paid staff person or a volunteer. Make recommendations for job responsibilities of paid staff and for qualifications needed to accomplish responsibilities. Develop a strategy for achieving appropriate mix of staff and volunteer responsibilities. (Long Range Planning Committee)
- **Strategy 2:** Examine the role of each Board position then define the responsibilities of that position. Gear responsibilities toward policy making and away from operational duties. (Long Range Planning Committee)
- **Strategy 3:** Make all day-to-day operations of the Club the responsibility of paid staff and all policy making and oversight/review of staff the responsibility of the Board. (Commodore)
- **Strategy 4:** Continually employ a person to manage the operations of the Club and its staff. (Board)

- **Strategy 5:** The Race Commander, B&G Commander, Fleet Commander, Sail Training Commander, Secretary and Treasurer shall each have a committee to assist and advise them in their duties. Members of the committee will also be considered as being “in training” for the commander’s position in future years. (Each Board member appoints their committee members)
- **Strategy 6:** Provide specialized Board of Director’s training at the beginning of each new Board’s term focused on topics which will help Board members work more efficiently and effectively (understanding financial documents, rules of order, rules of the Club, Board of Director’s responsibilities and liabilities, etc.) (Board)
- **Strategy 7:** Hold a joint meeting between the outgoing and incoming Boards during the interim period between selection / election of new Board members and completion of the term of the outgoing Board to allow for the exchange of information and a smoother transition to the new Board’s term (Past Commodore)
- **Strategy 8:** Vice Commodore to Chair a Regatta Committee to ensure quality and consistency of the Regatta events and race management. (Vice Commodore)
- **Strategy 9:** Explore the possibility of adding additional members to the Board (possibly Long Range Planning Committee or Committee Chair or other at-Large members) to serve as “Trustees”. Such members would not have designated responsibilities for Club functions, but would maintain and promote continuity of projects and assure the “institutional memory” of Board actions. (Long Range Planning Committee)
- **Strategy 10:** Provide each newly elected Board and Committee member a pamphlet describing core role responsibilities to speed role uptake and increase consistency. (Long Range Planning Committee, Board)

Financial implications: Cost of hiring appropriate staff.

>**Objective 2:** To improve the status of those serving on the Board and serving as a volunteer in various capacities.

- **Strategy 1:** Recognize and identify Board members (i.e. have their pictures posted in the Clubhouse, in the Directory, or in each Telltale, introduce Board members present at any AYC event, etc.) (Volunteer Coordinator)
- **Strategy 2:** Find more opportunities to publicly recognize and acknowledge the work of volunteers throughout the year. (Volunteer Coordinator)

>**Objective 3:** Set up a system of maintaining records that makes information more easily retrieved. (Secretary)

7. Core Value: A Club that ensures continued existence through risk management

Assumption: It is better to anticipate and reduce potential exposure to risks.

Goal: To identify potential property infringements and other legal risks, and protect against them.

>**Objective 1:** Collect all property agreements, surveys and insurance policies and establish a system for reviewing and assuring they are kept up-to-date and stored safely.

- **Strategy 1:** Identify all property agreements currently in effect. Catalogue and properly store all documents. (Commodore)
- **Strategy 2:** Make LRPC responsible for reviewing all property agreements each year purely to make sure they are all signed and up-to-date. (Commodore)
- **Strategy 3:** Appoint a long term committee to work with the General Manager to assure current insurance is adequate and up-to-date. (Commodore)

Financial implications: No cost using volunteers.

>**Objective 2:** Take action to protect property immediately surrounding AYC property.

- **Strategy 1:** Explore the possibility of purchasing the property outside the gate to protect the club entrance. (Commodore)
- **Strategy 2:** Clear up, if possible, any ambiguities in property agreements relating to any property surrounding AYC. (Commodore)

Financial implications: To be determined.

>**Objective 3:** Monitor all tax, regulatory or other actions being considered which might impact the Austin Yacht Club.

- **Strategy 1:** Develop a Legal Committee with responsibility for monitoring LCRA, State and Federal laws, and regulations and property agreements that affect AYC. (Commodore)
- **Strategy 2:** Appoint a previous Harbor Commander to serve for 3 years as liaison to LCRA. (Commodore)
- **Strategy 3:** Work with local marina association and keep the Board informed of issues discussed. (General Manager under the direction of the Commodore)
- **Strategy 4:** Monitor AYC's financial operational status in order that it maintain its "not for profit" tax designation. (Treasurer)

Strategy 5: Appoint members to the Long Range Planning Committee for a three year term from Past Commodores, Past Harbor Commanders and from Past Building & Grounds Commanders only.

Financial implications: No cost using volunteers.

