

2018 QUARTERLY ASSOCIATION REPORT (APRIL – JUNE)

Jack Gierhart, Chief Executive Officer

Donna Kane, Finance Director

Josh Toso, Director of Marketing

Georgia McDonald, Director of Development

Mike Waters, Chief Technology Officer

Lauren Cotta, Director of Operations

John Pearce, Youth Director

Betsy Alison, Adult Director

Nathan Titcomb, Offshore Director

Matt Hill, Race Administration Director

Stu Gilfillen, Director of Education

Katie Ouellette, Director of Member Engagement

Malcolm Page, Chief of Olympic Sailing



CEO Summary - Jack Gierhart

Summer is in full swing and there is a lot going on. You will read in the following pages about all our activities and projects over the past quarter and what is in our current line of sight.

I want to introduce this quarterly report with a reflection on the state of our organization and the general climate in the office. The past several years have been challenging and hectic as we have worked to reinvent ourselves and how we support the sport, the community and our members. In 2016 we began to rethink the design of our organization, and developed a transition plan to a more flexible, collaborative and customer-centric organization. In 2017 we flipped the switch on the new structure and spent a good part of the year getting a feel for the new organization, new roles and responsibilities, new faces, and discovering the strengths, gaps and shortfalls. During the latter part of 2017 and first half of 2018, we have been working on filling those gaps, working out the kinks, streamlining processes, and fine tuning our organization. Along with completing the strategic plan and preparing to use it to develop our 2019 work plan, we are reviewing all the roles using a RACI model (Responsible, Accountable, Consulted and Informed) to further improve efficiencies, workflows and productivity.

It has been a challenging process, but I could not be prouder of the team. Everyone has worked extremely well together with their eyes continually on the bigger picture and goal, on continual improvement, and realizing that their individual and departmental success that drives organizational success, is dependent upon their colleagues. We have healthy debates and disagreements, but we arrive at creative solutions and get behind final decisions. We are hitting our stride, and it is showing up in our execution: programs and processes are running better; customer satisfaction continues to grow; engagement with volunteers and our partners in the sailing communities (especially around championships) is improving; and we are seeing growth in programs. The reports that follow from the departments will demonstrate this. We still have much to do, and there are plenty of challenges, but everyone is all in. We have established a solid foundation for the next chapter in US Sailing.

A few updates from my side:

World Cup Series Miami. After several months of discussions with World Sailing, in our conversation last week with Andy Hunt, we reached an agreement in principle that will enable us to continue to host the event as part of the World Cup Series and meet our obligations. This came through revising the agreement terms that will help us increase revenue (higher quotas and more sponsorship opportunities), reduce costs (alternates to hotel accommodations for volunteers, potential for fewer international and more national race officials), and World Sailing agreeing to cover more of its direct expenses. We had a great team working on this—Gary Body, Cory Sertl, John Craig, Malcolm Page, Meredith Brody, Steve Freitas, Bruce Burton and others—and I would like to thank them for their support. As for 2020, we are still reviewing our options and the preference of World Sailing.

Chief Marketing Officer. Our new CMO, Peter Glass, started Monday, July 16. Peter was the marketing director at US Ski and Snowboard from 2005-2012 and has held leadership positions at several other digital marketing and content firms. He has just the set of skills and experience we need at this time—NGB experience, content development, digital marketing and communications, social media, sponsorship development, and member engagement. We are really pleased to have him on board and know he will be an important part of our growth strategy.

Youth Development Model. Early in July, Stu, John, and Meredith Carroll and I spent two days with Grant Spanhake brainstorming and framing out the business model side of our new Youth Development

Model. As you are aware, Stu, John and Grant have been working hard over the past year on the development of the new model and establishing six pilots around the country this summer. The new framework and approach will change the way kids learn to sail, improving skills, confidence, retention and reverse the trend of declining participation. The content, curriculum, tools and system are only half of the solution; it must also be financially sustainable and feasible for all the stakeholders. We have outlined a model that will improve quality, increase efficiencies, reduce the strain and demands on volunteers, and provide more tools and resources for organizations, instructors and sailors—more value for all—and will help US Sailing connect with more young sailors and develop lifelong members. We are currently drafting the details of the plan to test and get feedback on. More to come.

Membership Agreement. As we have worked over the past 18 months to implement SafeSport, we have revised our bylaws and received feedback from the USOC, Center for SafeSport and other NGBs on our governance documents and practices and have realized we need to do a comprehensive review and revision of our governance documents. One significant difference between US Sailing and all the other NGBs we have researched is the absence of a membership agreement between US Sailing and our members. We have language in our bylaws and regulations but, unlike other NGBs whose members check a box and agree to specific terms regarding code of conduct, indemnification, media waivers and standards, we do not; these are dealt with locally, by individual organizations, and are all different. In fact, we spend a good deal of time advising organizations on what they can and cannot use in their waivers and various sign-offs. As we have explored the standards that exist in other sports, we have also learned more about sanctioning and the benefits and protections for both organizations and participants that come from standardizing these elements. With many organizations focusing on reducing their risks and providing safe environments for participants, we believe there is an opportunity for US Sailing to modernize our approach and support for local organizations and individuals. It could also have a positive impact on membership growth. In the coming months we will be continuing to work with the USOC, NGBs, our legal committee and insurance partners to explore what the future might look like. The bottom line is we are operating under a structure and framework that needs to be updated to today's conditions and circumstances.

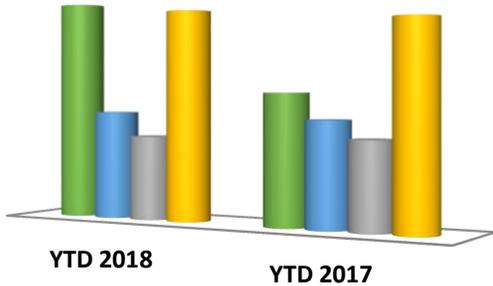
I began my report commenting on the state of our organization and the harmony that is emerging. However, while we have a great team that is operating well, we also have our work cut out for us. We have bold objectives that require significant financial resources. We continue to be successful in our fund-raising activities but we need to balance and monitor our investments, with resource generation. We set aggressive goals for fundraising this year, and although we are making progress, we need to put more hands on it and revisit/temper our short-term goals. We need to ramp up our growth in programs, membership and sponsorship. We are positioned to do that, but it will take time. The new CRM that Mike discusses is also critical to our future and will be a focal point for us in the second half of 2018. It is not a "good to have" or a "nice to have", but a "must have". Finally, as Donna shares in her report, from a financial standpoint we are on track, but have a big second half in front of us and we need to keep a close eye on our cashflow. So, while we are well positioned with a world class team in place, we have hard work in front of us.

I hope you all are enjoying your summer, getting out on the water and enjoying time with family and friends. A big thanks to the Board and our volunteers for all the guidance, passion and energy you contribute to US Sailing and the sport. Thanks to our members for supporting the us and helping us continue to improve the sport. And finally, huge kudos to the staff for your hard work and commitment to making sailing better. Every day I am honored to work alongside you.

Cheers,
Jack

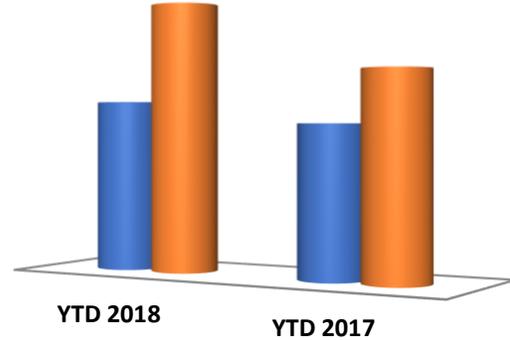
Financial Dashboard – Donna Kane

YTD Revenue



	YTD 2018	YTD 2017
Public Support	2,147,760	1,254,594
Membership	1,055,889	1,004,883
Sponsorship	819,198	833,688
Program Revenue	2,050,228	1,930,365

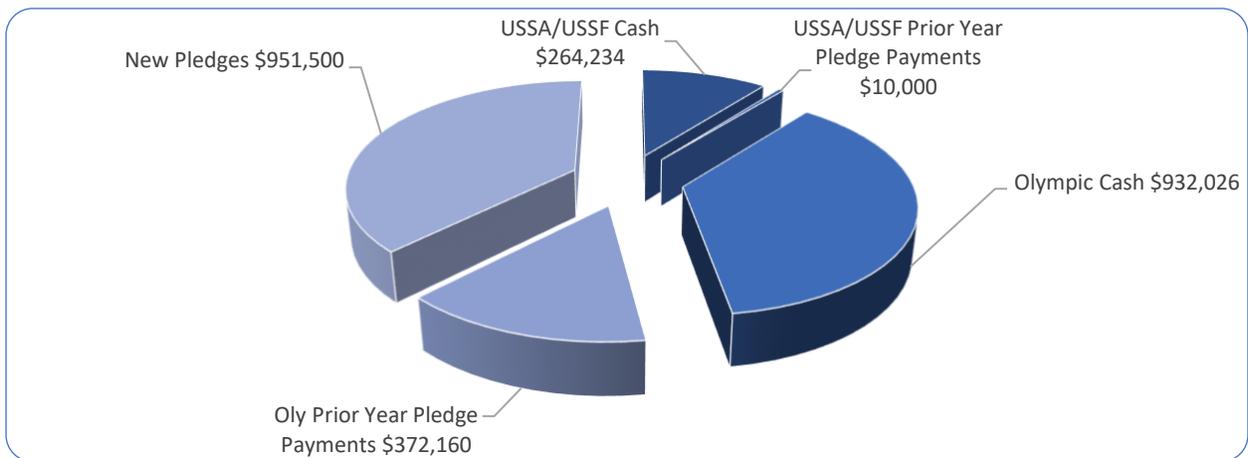
YTD Expense



	YTD 2018	YTD 2017
Salaries & Benefits	2,291,345	2,002,003
Operating Expenses	3,605,009	2,691,982

As of 6-30-18	USSA/USSF			Olympic			Total		
	2018	Budget	2017	2018	Budget	2017	2018	Budget	2017
Revenue	4,033,748	3,866,967	4,440,317	3,035,015	2,388,644	1,258,226	7,068,763	6,255,611	5,698,543
Expense	3,654,481	3,871,362	3,137,792	2,398,012	2,896,643	1,723,551	6,052,493	6,768,005	4,861,343
Surplus/Deficit	379,267	(4,395)	1,302,525	637,003	(507,999)	(465,325)	1,016,270	(512,394)	837,200

Donations



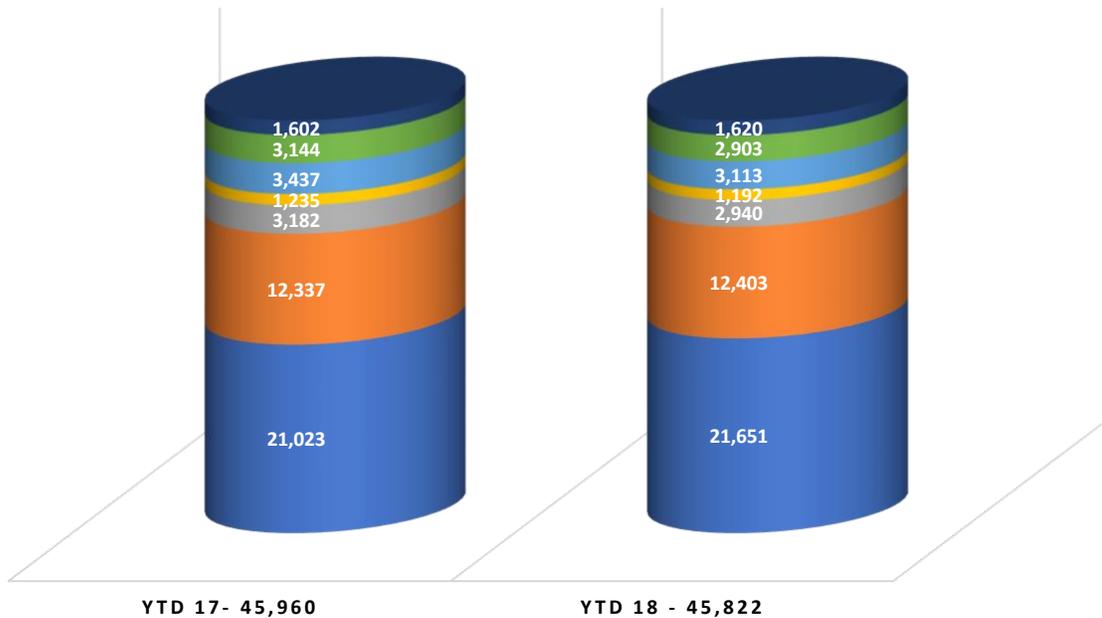
YTD 2018	Cash	Pledge Payments *	New Pledges	Total Cash & Pledges
As of 6-30-18	\$1,196,260	\$382,160	\$951,500	\$2,529,920

* Original Pledge received prior to 2018

Membership & Member Engagement

TOTAL MEMBERS BY CATEGORY

■ Individual ■ Family ■ Youth ■ Contributing ■ MVP ■ Keelboat ■ Organizations

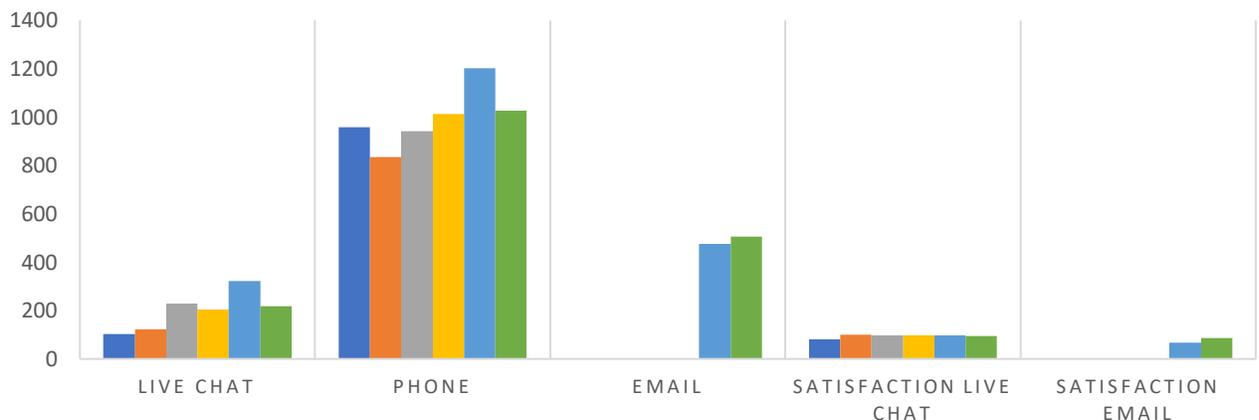


MEMBERS SERVED - SATISFACTION RATING:

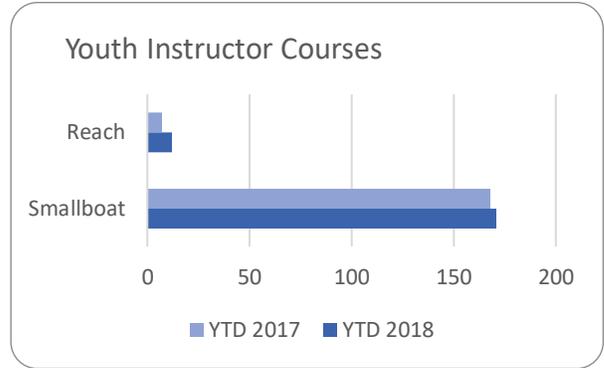
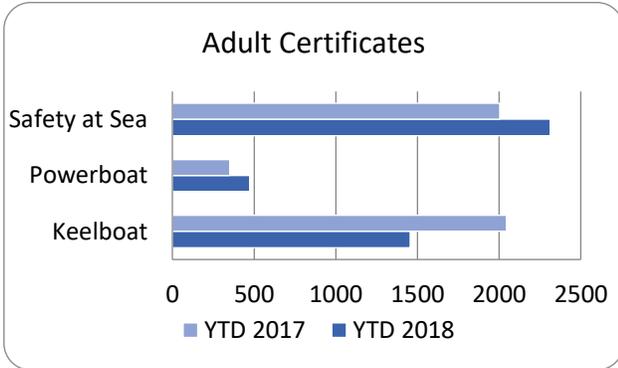
LIVE CHAT 96% / EMAIL 86%*

(*WE ARE WORKING THROUGH PROCESS IMPROVEMENTS WHICH AFFECT RATING)

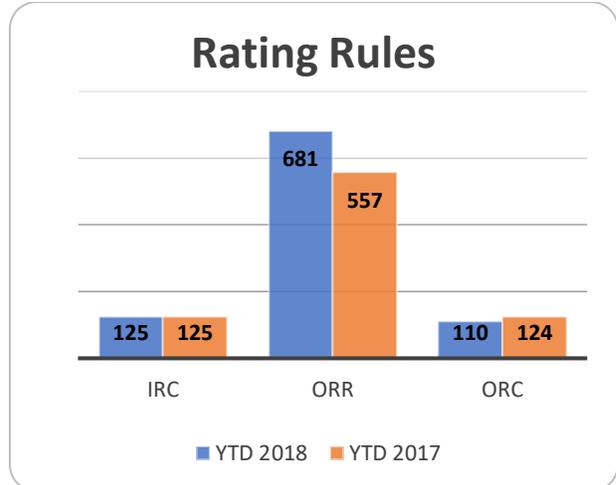
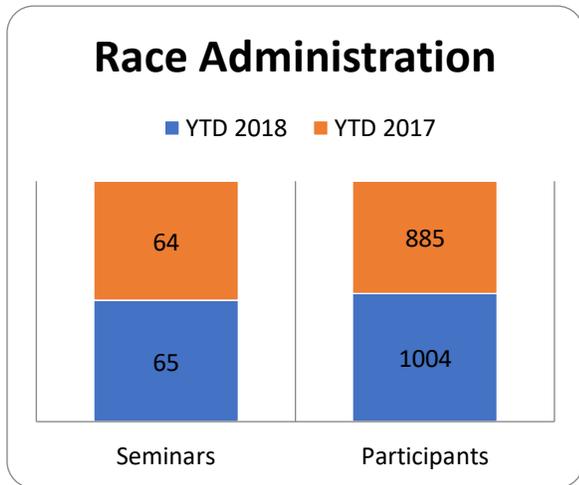
■ January ■ February ■ March ■ April ■ May ■ June



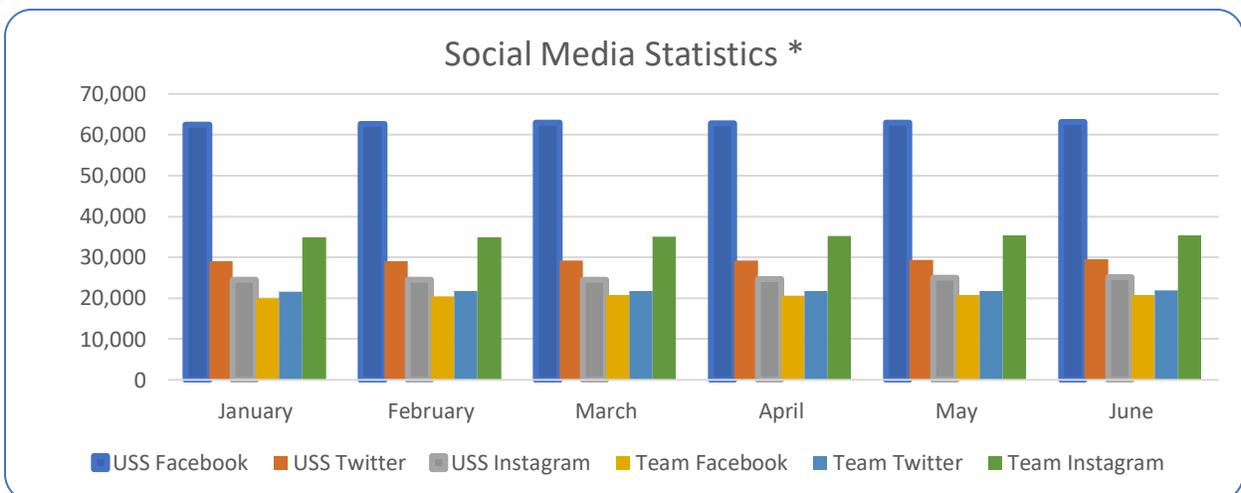
Adult & Youth

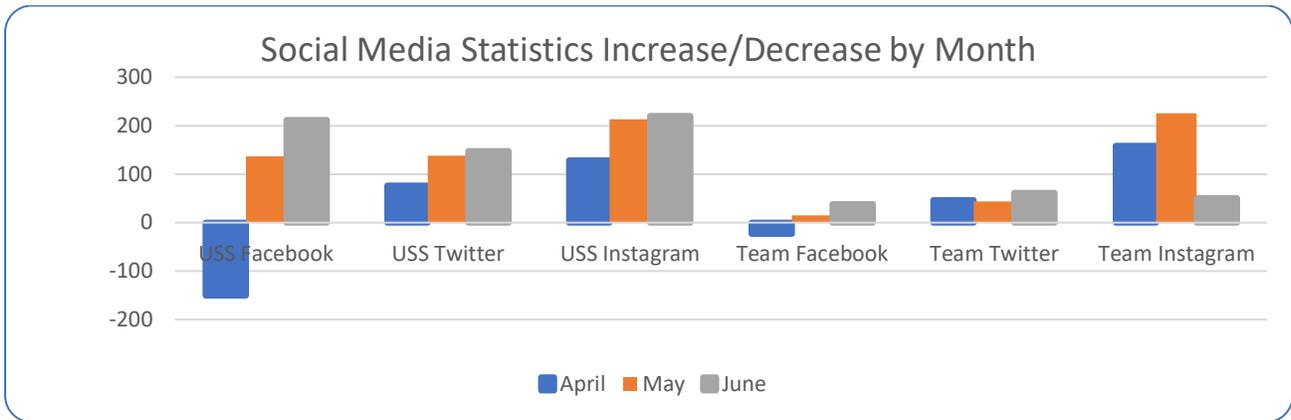


Race Administration & Rating Rules



Marketing Dashboard – Josh Toso





* while the Social Media Statistics graph on the previous page looks the same month to month, there are subtle differences that are visible by hovering the mouse over the different graphs.

News, Announcements, Stories and Blogs

[Sailors Race to the Finish at U.S. Youth Championships in Wrightsville Beach](#)

- June 27, 2018

[Day 2 Recap – 2018 U.S. Match Racing Championship](#)

- June 30, 2018

[2018 U.S. Youth Match Racing Championship Underway in Oyster Bay](#)

- June 29, 2018

[Youth Match Racers to Compete for Rose Cup in Oyster Bay, New York](#)

- June 27, 2018

[No Racing on Tuesday at U.S. Youth Sailing Championships](#)

- June 26, 2018

[Two Full Days of Racing Complete at 2018 U.S. Youth Championships](#)

- June 25, 2018

[Great Weekend of Sailing Concludes in Newport at The Clagett, U.S. Para Sailing Championships](#)

- June 24, 2018

[U.S. Youth Sailing Championship Launches Sunday in Wrightsville Beach](#)

- June 24, 2018

[Sailors Wrap-up Day 2 at Clagett Regatta and U.S. Para Sailing Championships](#)

- June 23, 2018

[Perfect Conditions for Day One of Clagett Regatta and U.S. Para Sailing Championships](#)

- June 22, 2018

[Two Days of Clinics for Sailors at Clagett Regatta, U.S. Para Sailing Championships](#)

- June 21, 2018

[US Sailing Blog: Forming, Storming, Norming, & Performing with Your Sailing Team by Tim Herzog](#)

- June 14, 2018

[We can be Strong... but we can be even Stronger!! by Anna Tunnicliffe](#)

- June 7, 2018

Targeted Communications and e-Newsletters

[Instructor Trainer Update](#)

- Department: Education
- June 28, 2018

[Your Organizational Resource Kit is on the Way!](#)

- Department: Member Engagement
- June 27, 2018

[NSPS 2019 - Registration is Open](#)

- Department: Communications, Member Engagement
- June 26, 2018

[Instructor Trainer Update](#)

- Department: Education
- June 22, 2018

[NSPS 2019 - Call for Presenters to Organizations](#)

- Department: Communications, Member Engagement
- June 18, 2018

[Instructor Trainer Update](#)

- Department: Education
- June 15, 2018

[US Sailing Store: Teach Sailing the Fun Way](#)

- Department: Communications, Youth Sailing, Education
- June 15, 2018

[Instructor Trainer Update](#)

- Department: Education
- June 14, 2018

[NSPS 2019 - Call for Presenters](#)

- Department: Communications, Member Engagement
- June 14, 2018

[Instructor Trainer Update](#)

- Department: Education
- June 8, 2018

[NSPS 2019 - Save the Date for organizations](#)

- Department: Communications, Member Engagement
- June 1, 2018

DEPARTMENT SUMMARY UPDATES

Finance Director - Donna Kane

Starting in 2018 we are presenting the Association and Foundation financials combined. As of June 2018, we have a surplus of \$1,016,270 and are \$1,528,665 ahead of budget and \$179,069 ahead of the prior year. The majority of the variance is the \$951,500 of pledges received and book as of June. While we are doing well on paper we still need to raise approximately \$2.5M in cash donations to meet the current budgeted expenses. The last quarter of the year was heavily projected with donations in the Olympic department and we may not be able to meet those projections. We are working on a revised budget for the last 6 months of the year to drive additional revenue and reduce spending where we can without sacrificing. The revised budget will use the first six-month actuals for the budget amount meaning we will not have a variance from budget for the first half of the year and will be sent out to the board with the July report (in August).

	YTD Actual	YTD Budget	YTD Budget Variance	Prior Year Actual	Prior Year Variance	Total Budget
Revenue						
Public Support	1,196,260	1,389,975	(193,715)	1,254,594	(58,334)	3,704,600
New Pledges	951,500	0	951,500	0	951,500	0
Membership	1,055,889	1,200,382	(144,493)	1,004,883	51,006	2,130,161
Sponsorship	819,198	992,350	(173,152)	833,688	(14,490)	1,771,450
Program Revenue	1,701,479	1,644,795	56,683	1,511,448	190,031	1,949,222
Sales	348,749	341,609	7,140	418,917	(70,168)	598,573
USOC	430,000	404,200	25,800	385,216	44,784	808,400
Grants	510,000	192,500	317,500	3,010	506,990	380,000
Investment	(946)	89,800	(90,746)	241,899	(242,846)	179,600
Misc. Income	56,634	0	56,634	44,888	11,746	0
Total Revenue	7,068,763	6,255,611	813,152	5,698,543	1,370,220	11,522,005
Expenses						
Salaries & Benefits	2,291,345	2,342,391	51,045	2,002,003	289,342	4,663,793
Operating Expenses	3,605,009	4,268,493	663,484	2,691,982	913,027	7,476,571
Cost of Goods Sold	156,139	157,122	983	167,357	(11,218)	253,129
Total Expenses	6,052,493	6,768,006	715,513	4,861,343	1,191,151	12,393,493
Surplus/Deficit	1,016,270	(512,395)	1,528,665	837,201	179,069	(871,488)

The Major variances are explained below.

Revenue Variances

Public Support cash in the door is \$194K below budget and \$58K below the prior year. Pledges have been separated from Public Support this year; when a pledge is made the initial payment is posted as a donation and the remainder is posted as a pledge. So far this year our pledges total of \$951,500 and will be received over the next 3 years.

Membership is \$144K behind budget and \$51K ahead of the prior year, most of the membership variances are in timing of the budget; more than half of the total year projected was budgeted in the first 6 months of the year we expect this to catch up by year end.

Sponsorship includes cash in the door and Value in Kind (VIK); combined we are below budget by \$173K; we are \$9K below budget in cash in the door which is timing. We are \$90K below the prior year which is the loss of the Sunbrella sponsorship for Miami. We are \$164K below budget and \$76K ahead of the prior year in VIK which is timing.

Program revenue overall is \$57K ahead of budget and \$190K ahead of the prior year. The major positive variances to budget are:

- I'd like to point out Registration Fees only has a \$598 variance to budget with over \$1M in fees and is ahead of the prior year by \$11K,
- New Certificates are \$45K ahead of budget and will end the year ahead of budget and \$93K ahead of prior year in the Competitive Service department,
- Online Course Fees for Basic Keelboat and Safety at Sea in Adult are \$15K ahead of budget and will end the year ahead of budget, and \$42K ahead of the prior year,
- Charter Fees of \$13K were unbudgeted in the Olympic department and should remain under budget,
- Royalties are \$7K ahead of budget and will end the year ahead of budget,
- Revalidation is \$11K under budget with \$3K in the Competitive Services department and \$8K under budget in the Youth department. Competitive Services is \$37K ahead of the prior year is due to the Bermuda races every other year,
- \$11K in Fees mostly in Adult (\$6K) Keelboat Schools which should come in during the 3rd quarter and the Youth department making up the remainder,
- Trial Certificates are \$7K below budget and \$5K below prior year in the Competitive Service department.
- Grants are ahead of budget by \$317K and ahead of the prior year by \$507K due to timing of the 11th hour Reach grant and a Sport Performance Special technology grant from the USOC of \$375K,
- Investments are below budget by \$90K and prior year by \$242K which is due to the market and the transfer of Olympic investments to operations, and
- Misc. Income is not budgeted; the \$47K is proceeds from the sale of boats.

Expenses

Salaries & Benefits are under budget by \$51 partly because of unfilled positions. Operating Expenses are \$664K below budget. Expenses are above the prior year by \$179K.

The major variances to budget are:

- VIK \$155K which is offset by the VIK revenue,
- Organizational Grants mostly in the Education department are \$70K below budget which is partially offset by Individual Grants which are \$103K above budget,
- IRD expenses are below budget by \$32K; the expenditures so far this year have been for wind gear in the Olympic department,
- Equipment Rental is below budget by \$35K mostly in the Olympic department,
- Printing & Stationary is \$46K below budget and Postage is \$36K below budget with the majority in membership materials which is a temporary variance,
- Supplies are \$35K over budget of that \$22K is in the Olympic department and the remainder of the variance is membership giveaways,

- Travel & Entertainment is \$23K below budget with \$10K in Youth and the remainder in Olympic fundraising,
- Non-Staff Travel is below budget by \$82K due to timing (\$29K in Olympics, \$29K in Education, and \$19K in Youth),
- Consulting Fees is below budget by \$107K some of this is variance is for the budgeted training on a new CRM which has not begun yet the largest variances are: \$71K in the Olympic department, \$17K in Education, and \$6K in member Engagement which should stay the same,
- Coaching Fees is below budget by \$67K mostly in the Olympic department,
- Instructor Fees is below budget by \$10K in Youth and is timing of instructor payments,
- Photography Fees of \$15K, Multimedia of \$40K, and Publications of \$21K are under budget due to waiting for funds to come in before proceeding with projects,
- the majority of the \$43K positive variance in Events is in the Member Engagement department with SLF expenses coming in under budget,
- Other Expense is below budget by \$96K in the Olympic department (boat purchases were budgeted as other expenses to capture the cost of operating the department, so far this year boat purchases have been \$79K,
- Logistics is under budget by \$31K all in the Olympic department,
- Bank Charges are \$20K over budget, our volume of online credit card payments has increased while the number of checks coming have decreased.

Balance Sheet

As of 6-30-18	Current Year	Prior Year	Current Year Change
Assets			
Cash	595,442	858,226	(262,784)
Investments	2,070,707	3,184,093	(1,113,386)
Receivables	180,362	75,738	104,623
Pledge Receivable	4,700,005	3,918,958	781,046
Inventory	241,779	363,797	(122,018)
Prepaid Expense	105,111	38,970	66,141
Assets & Depreciation	2,404,631	1,937,767	466,864
Total Assets	10,298,036	10,377,550	(79,514)
Liabilities			
Line of Credit & Loan	221,509	0	221,509
Accounts Payable	180,183	73,318	106,866
Accrued Expenses	338,683	236,885	101,799
Deferred Revenue	1,798,674	1,770,918	27,756
Net Assets & Current Earnings	7,758,987	8,296,429	(537,442)
Total Liabilities	10,298,036	10,377,550	(79,514)

The most significant change in the balance sheet from the prior year is investments. During 2017 the board gave approval for the transfer of cash from the windfall fund for the expansion of the Olympic department. The increase in Accounts Receivable \$105K and the increase in Prepaid Expenses \$66K partially account for the decrease in cash. The decrease in Public Support \$194K accounts for the remainder of the cash decrease and the increase in Accounts Payable. The change in pledges is the new pledges of \$651K and the pledge payments of \$382K we have received this year. Before the move we destroyed obsolete inventory and are only keeping a six-month supply of publications which accounts for the decrease in inventory.

The loan is the furniture loan for the RWU building which we have a monthly principal payment of approximately \$4K. The RWU furniture, artwork, and equipment account for \$405K of the asset increase with the remainder new boats for the Olympic department. The change in accrued expenses is partially the increase in an administrative accrual and more staff at the end of 2017 than 2016 increased the payroll accrual.

Director of Marketing - Josh Toso

Website

US Sailing's new website launched in May very successfully. Improvements and enhancements are continuously being made. Ownership of the new website has been transitioned to IT and Bryan has developed training materials and is working on a training program for staff to be able to make some of their own edits and changes to their pages and streamline the maintenance work. Bryan has also developed guidelines for the staff to use while keeping their pages up to date. Mike and Bryan both, along with the entire IT Team, have been amazing through the launch and transition periods.

Some of the website traffic statistics (specifically website visits and unique visitors) have decreased vs. 2017 in the same month. I believe some of this is a product of the success of some of our other distribution channels as more and more people are getting their information from other mediums such as social media or newsletters and such, and only going to the website for very pinpointed information they need. That said, we need to do a better job at driving traffic to our new site.

Two web properties in particular have substantially increased traffic in June. The US Sailing Store (e-Commerce site) and the US Sailing Blog saw the highest web traffic of 2018 this past month.

That said, it is important to note that we are starting to see the benefits of the newly organized site in terms of getting people to the information they need in the quickest way possible and not having them have to search through multiple pages to find it. People are getting used to the new site and figuring out where the information that they need is.

Additionally, the merging of pages and giving more information per page has had some effect on this as well. We can see this in the drastic decrease of pages per visit from 4.64 to 1.58. This means that people are getting right to the information they need rather than searching through a poorly organized site. The decrease of average duration of visit is not as drastic

(only 27 seconds from 3:34 to 3:07), which tells us that people are spending basically just as much time on the site but not having to go to as many pages.

Social Media

Our social media numbers continue to climb in regard to followers and engagement. We saw a dip in US Sailing and Team Facebook following in April but have rebounded nicely and our increase in following continues to climb month after month.

For June, the only channel we did not see a higher increase in following vs. the prior month was the US Sailing Team's Instagram—still an increase in following, just not as much as April or May. This can be attributed to the loss of Will Ricketson, Communications Manager for the US Sailing Team.

Instagram continues to draw large impression numbers during event coverage. College Nationals saw impression numbers around 300,000 per story and drove hundreds of people to our event app and website. Check out the stories here:

[Women's Nationals](#)

[Team Race Nationals](#)

[Co-ed Nationals](#)

We have also seen great impression numbers utilizing Snapchat filters at events. The low cost of the filter allows us to have a significant presence at events.

College Nationals

US Sailing stepped up its presence at ICSA College Nationals this year. US Sailing is the presenting sponsor of the Hobbs Sportsmanship Award, as well as a sponsor of the live Facebook feed. Additionally, this year we also debuted our new event app to help facilitate communication between event organizers, coaches, sailors and fans. (Learn more about the app here: <https://www.youtube.com/watch?v=QmNuFiiYcD0>). Facebook and Instagram coverage, along with a strong onsite presence, helped to further the alliance between college sailing and our organization.

Buzz Bars

Hosting the well-received Buzz Bars has become a staple of US Sailing’s on-site presence at larger regattas around the country. They enable us to connect with members on a one-to-one basis and help to put a face to the name of US Sailing. In April, we were at Charleston Race week, and in June moved west to Long Beach Race Week. At both of these events, Stuart Walker was generous enough to donate hundreds of copies of his most recent book *The Code of Competition* for sailors to pick up, along with their cup of coffee. Former Board President, Tom Hubbell, has facilitated this donation and both regattas were happy for the added value of our on-site presence.

Starboard Tap

Our custom-branded water filtration system continues to be a huge hit. Most recently, it was at Old Dominion University for College Nationals where, over the course of ten days, provided over 4000 bottles filled with chilled, filtered tap water. Look for it next at the start of the Chicago Mac race in July.

Lapsed Membership Campaigns

Below are the lapsed member email campaigns that were run during the 2nd quarter. For a more in-depth look at membership numbers, please refer to Lauren’s report.

Month	Item	# of Lapsed Renewals
March	Gill Hat	267
April	TropicSport Sunscreen	145
May	College Nationals T-shirt	135
June	Sailor Bags	245
		TOTAL 792

Sponsorship

We have a lot in the works on the sponsorship front across activation, acquisition and renewal. Activation around JOs, Championships, and our other various programs is in full swing as we look to maximize the value to our partners. As we look towards the back half of 2018, we have a number of contracts coming up for renewal at the end of 2018—including Chubb/Gowrie, Gill, Sperry, and Groupe Beneteau—so we are laying the groundwork to begin those conversations later this summer and early fall.

We recently resigned Harken and McLube, both of whom have increased their activation with the team and have shown a new energy around the technology and innovation initiatives on which the team is focusing this quad. We had four members of their leadership and representatives join us for the US Sailing Team technology training camp in San Francisco in May, allowing for some face time with the

team. We are looking to get them more involved in team and ODP camps to help strengthen our relationship with both companies.

On the Association side, we also resigned with Hobie Polarized sunglasses, who have increased their contributions to US Sailing through increased VIK and marketing. They have been involved in our Championships and member benefits programs for a number of years and are looking to get more creative with their activation.

In addition to maintaining sponsor relations and maximizing activation, much of our commercial activity has been put towards sponsorship acquisition. We have been working with Dan Egan of Degan Media for the past 10 months in building out the sponsorship platform for both the US Sailing Team and US Sailing and bringing it to market to sell.

We have some exciting conversations in the pipeline, including Yeti, Bermuda Tourism, West Marine, Goslings, Garmin, Land Rover, Hinckley, and Yanmar. We have also formed strong relationships with The Weather Channel and Sailing World as media partners, who will be helping us with content and bringing us into some of their sponsorship conversations. Dan is also putting in a tremendous amount of work to build out our sponsorship activity in Miami and add value to that event.

Communications

The overall US Sailing communications efforts have accelerated on the back end of quarter two with the launch of our National Championship season. We hosted five US Sailing National Championship at yacht clubs around the country from April through early July. Championship coverage has included event previews, final reports, daily updates, social media coverage on our primary channels, including Facebook, Twitter and Instagram.

We conducted Facebook Live streaming for the U.S. Youth Sailing Championships from the Carolina Yacht Club in Wrightsville Beach, N.C. with John Pearce and Jake Fish. We streamed the racing, hosted Facebook Live event shows featuring interviews with athletes and coaches, as well as race commentary and play by play. We used these opportunities to also promote other US Sailing programs, events and services throughout the organization. We collaborated with host clubs on best practices in cross posting and tagging through social media, as well as public relations and promotional efforts.

Our departments have been creating and distributing their targeted communications to their respective audiences with direction and guidance from Communications. Youth Sailing, Adult Sailing, Education, Member Engagement, and The Foundation have been creating targeted email newsletters, weekly tips and support resources, and general pertinent information for their audiences.

We had a strong presence at the Volvo Ocean Race Newport Stopover with our Reach program and we were activating on the presence through social media, especially Instagram. We have collected marketing and communications assets from this event and will be posting and promoting these through Reach in the coming weeks.

NSPS 2019 has opened early registration and we have been promoting this to past attendees, sailing organizations and our broader sailing audiences. We will also be soon promoting the second annual Coaching Symposium in November.

A large percentage of time and resources in communications has been dedicated to creating job descriptions, posting jobs, sorting through applications, setting up and conducting interviews with candidates, and organizing staff around the process. This includes both Marketing and Olympic Department positions. A considerable amount of time and resources has been dedicated to communications planning and reworking roles and responsibilities around the Youth Sailing World Championships in Corpus Christi, Texas this month. We have been hiring press officers, photographers, videographers and developing communications plans around this event that we are supporting this year at a high level.

Director of Development - Georgia McDonald

During Q2, the US Sailing Foundation received 688 gifts representing \$1,156,700 in donations and pledges. 40% of gifts were made by first-time donors (276 gifts representing \$419,810 in donations and pledges).

The US Sailing Foundation launched three concurrent fundraising appeals in Q2, 2018:

Making an Impact, Tokyo 2020 and Beyond



Campaign Elements:

- Audience: 1,100 ORR and IRC Certificate Holders and business executives
- Cover letter and introductory email from Paul Cayard to a list of
Follow-up email from Paul Cayard with a [digital version of the brochure](#)
- 200+ follow-up telephone calls

Squaring the Pyramid, A New Model for Youth Sailing in America



Campaign Elements:

- Audience: 8,000 individuals selected using target analytics (history of gifts to youth related organizations), and/or primary member on family memberships
- Personalized notecard, 3-fold newsletter style brochure
- Follow-up email with [digital brochure](#)

One-Design 100-Day Challenge

To secure Team support prior to the Aarhus, Denmark Combined World Championship

Audience: *E-Scow Class* *Etchells Class* *J/70 Class* *Pac52 Class*

The campaigns were led by members of the Olympic Sailing Committee, who are also Class members. (Complete class lists are not available but, using regatta participation and Sailorbase information, partial lists were developed.)

Campaign Elements:

- Letters signed by Class Influencer(s)
- Emails sent from Class Influencer (s)
- Regatta presentation for two of the four classes
- Follow-up calls by influencer(s)—by far, the most effective method of securing support



Donors and prospects from all three Q2 campaigns will now move into a communications cycle designed to deepen our relationship and provide consistent impact reports to donors. We have evaluated and are replacing donor *thank you* gifts and will be reaching out to high level donors with special recognition.

Donor Communications

A [Q2 Olympic Program Update](#) was provided to all Olympic donors (since 2013). As we approach the Combined Worlds in Aarhus, a team on-the-ground will be shooting athlete videos for individualized donor thank you videos from our athletes.

The Youth Sailing Programs that are implementing the new American Youth Sailing Model are providing feedback which will be shared with donors regularly.

A special edition Olympic news report to participants in the One-Design Challenge is in process and will be sent to the class lists in early July.

Chief Technology Officer - Mike Waters

General

Interesting second quarter with the IT Staff working to further hone process and document procedure. Prime example is the rollout and maintenance of the new website. A full transition has been made to have [ussailing.com](#) and all of the other sites reside under the IT umbrella. This creates a clear accountability and allows for a focus on quality. Stakeholders will have limited access to change and update content and larger projects will be reviewed and contain deadlines. Reviews of content will be scheduled, and unnecessary information will be removed from the site. New projects include migration of other US Sailing sites to the new format.

All new requests for tools are being weighed against what we have created for standards with Office 365 and what the security profile, implementation, on-going costs and support impact are to the business. Those tools we need to be more efficient are certainly in play, tasks that can fit into what we already own are working towards mandates. You will see a decline in the use of drop boxes, unsecure document sharing, personal emails etc. Our internal systems for serving data are being modernized. Antivirus, firewalls, mobility services and monitoring are out-tasked for quality and cost.

An internal website for often used and shared content is on the horizon as is translations to courses, content delivery on a digital format and printing on demand.

CRM AMS Decisions

We are taking the necessary steps towards a customer centric association management system and have key personnel attending intensive training in the next few weeks. After reviewing many commercial offerings, the decision I made was to step back, review how we do things today, recognize where we fall short in order to not just to stand up a shiny object where what really need is clean up. Shortly we will sit with the down-selected vendors and rework the full scope of the project including the commercial model to minimize any surprises. Stay tuned.

US Sailing Events App

Many of you have effectively used the US Sailing Events App at Sailing Leadership Forum. Since early spring our teams have been repurposing this App to serve the regatta hosting community. Deployment of a user-friendly application that is the aggregation point for everything that is going on: NOR, SI's, Sponsors, Calendar, about the event, hotels, charters and important information pushes from the organizing authorities regarding almost anything.



At the recent US Singlehanded Championship which was also the Laser Class North Americans, ~135 athletes used the App and we had over 220 downloads which shows parents, volunteers and RC participation. At first skeptical, the race committee allowed 'notification of official events'. Official Race Board posts were mirror announcements. Examples include: race flag status (AP up or down), fair warning about SI 91.1 which was a clear requirement for USCG approve PFD, clarification of check in and out procedures, protest schedules, and needing to find an individual or two.

Simple communication of changes in food venues, charter return instructions and the "found iPhone" rounded this out. Even if you are not focused on your phone, the person on either side of you probably is. Great information flow, interesting user pushed content and sponsors seeing possibilities. The use of this application is the backbone of a green regatta.

Goals Over the Next Few Major Regattas

- Continue to sell the value to the organizers.
- Encourage use of the social media feed embedded and tied into Twitter and Facebook.
- Work with Sailors for the Sea to enhance the green regatta rollout.
- Continue to make the App easy to use focus on only valuable information.
- Develop a sustainable commercial model including sponsor value.
- Review of necessary infrastructure to support regattas. Phones, Wi-Fi, etc.
- Document the regatta 'how to' so this is scalable and repeatable with minimal support.
- Work with our member engagement to package as a value.

I encourage you to be part of any of these events from the US Sailing Events App available in the iTunes App Store or on Google Play.

- Youth Sailing World Championships 7/15 – 7/20
- Optimist Nationals 7/14 - 7/22
- US Singlehanded Championship just completed, but still available.

Director of Operations - Lauren Cotta

In Q2 of 2018, we achieved one of our top department goals. Our online US Sailing store transitioned to a WooCommerce website back in Q4 of 2017. Missing in the workflow of our store was an automated feed of online orders into an inventory database. The reports from the database were complicated.

After the new US Sailing website was launched, Operations staff time was freed up to be dedicated to a store transition. At the end of May, Brady and Rachel moved the online webstore from WooCommerce and the inventory database from Counterpoint to one package provided by Lightspeed. Lightspeed was the best solution. It was a cost-effective improvement that provided a retail platform and inventory database that were connected in the same online platform. The sales reports are easier to run, and the output was reconcilable for accounting at month end.

On the horizon we're working on a few key projects. The culmination of work in Q2 on the public version of the strategic plan will soon be published to the website. Operations staff will support the new association management software. Marketing and operations continue to work closely on membership campaigns. All of our work is in an effort to grow membership and deliver a first-class customer experience.

We continue work on member engagement. Although our June 2017 retention rate of 71% is higher than that of June 2018 (68%), our monthly renewal campaigns (as noted and led by Robin in the marketing report), have successfully slowed the pace at which our retention rates were headed. We need to adjust how we keep existing members so that the acquisition campaigns continue to boost our existing member base. In May, we hit 0.1% so we know positive numbers are in reach.

Our greatest asset is our team. We welcome Cyndie Kramer to join Brady and Rachel. Cyndie's position ensures the successful receipt of payments, maintains our digital files and processes student certifications. From an association standpoint, we're building upon the work we did in writing and scoring all of our activities during the strategic planning project. Using the RACI model, we'll create a responsibilities matrix. The matrix will give us a clear view of who's responsible, accountable, consulted and informed. This work will help streamline processes and aide in the transition to a new association management software.

Youth Director - John Pearce

It's been a busy spring for US Sailing's youth programs and staff, with a majority of Instructor Certification courses taking place as well as final planning for summer events.

Communication and Engagement

We've made big strides this spring in engaging with youth stakeholders. Jen Guimaraes spent part of April in Southern California and Baltimore facilitating the Reach Mentor Sessions, teaching courses, and doing site visits. In May, the Volvo Ocean Race Newport Stopover was a tremendous success with thousands of students and race fans visiting the US Sailing booth in the One Ocean Education Zone, learning about sailing and STEM, and talking with our staff about all of the things US Sailing does. Thank you to the many staff members who volunteered in the booth during the VOR!

We've also engaged members through targeted youth email communications and newsletters. Throughout the winter and spring, we've been emailing potential candidates for Smallboat Certification and Reach Educator Courses with information about why, when, and where to take courses. This summer we are emailing all Smallboat Instructors with "Weekly Wednesday Wisdom" to keep them engaged and share helpful instructional tips.

In May we released the fourth edition of the *Youth Racing News* electronic newsletter ([click here to view](#)) and on July 5th we released the first of a new education focused *Youth News* ([click here to view](#)). We plan to alternate *Youth Racing News* and *Youth News* going forward, to ensure we are promoting a variety of sailing opportunities for kids and sailing programs. Summer intern Molly Riihiluoma did a great job compiling and publishing both the *Youth News* and Weekly Wednesday Wisdom pieces.

Education

Looking at the numbers, Instructor Certification and Reach Educator courses are ahead of 2017 numbers, with 171 Smallboat instructor courses and 12 Reach courses YTD 2018, compared to 168 and 7 respectively during the same period of 2017. Smallboat Level 1, Level 2, and Reach continue to be the strongest courses, while the Level 3 Coach and Sailing Counselor courses are not reaching their potential, which will need to be addressed prior to 2019.

Teach Sailing the Fun Way was released in early June and has been well received. Using games to teach sailing skills is a practice that aligns perfectly with the Youth Sailor Development Model project. That project is moving forward with a select group of programs beta-testing the CheckLick skill-tracking software and updated youth sailing curriculum, a key step before we roll out these tools in 2019. By the end of the summer we will have concrete data from the beta-programs and will formalize the business plan in time for 2019 budgeting.

Regattas

Junior Olympic Sailing Festivals are off to a strong start. Comparing the six regattas that took place in 2017 that have also happened in 2018 YTD, there have been 506 boats entered this year compared to 371 boats last year.

The U.S. Youth Championship was hosted by the Carolina Yacht Club in Wrightsville Beach, NC on June 23-27 and was a tremendous success. The Carolina Yacht Club proved that winning the St. Petersburg Trophy in 2017 was no fluke! The ocean sailing conditions, beach location, and hospitality all made it an incredible experience for the sailors. US Sailing covered the final two days of racing live on Facebook, which elevated the profile of the regatta and helped highlight the level of racing, as well as sponsors and the host club, to a broad audience.

The U.S. Youth Match Racing Championship was hosted by Oakcliff and Seawanhaka Yacht Club on June 28-July 1. Despite a lack of wind, the RC did a great job and completed a full round robin. The sailors also benefited from the mentorship of Dave Perry and other experts, and the hospitality of the host clubs.

Adult Director - Betsy Alison

The second quarter of the year has been a busy time in the Adult Department. All adult programs were either in full swing or ramping up for a busy summer season. Our Department is currently engaged in growing, promoting, or reviewing the adult education programs as well as Adult Championships in an ongoing effort to monitor viability and profitability.

Safety at Sea

The bulk of Safety at Sea courses for 2018 are complete. We are well ahead of 2017 in number of courses held 32 in 2018 so far compared to 26 in 2017, with at least 2 more on the calendar for the fall. The number of certificates to date (2311) exceeds the total for 2017 (2104). The number of online users has more than doubled for both the Offshore Online SAS Supplement and the Coastal Online Courses, and user feedback has been very positive.

At some point later this year, we will compile the data for all SAS courses and participation to assess: where the online users are from (state); how many online vs in-person participants for each level;

and the impact of online users on bigger course providers. Karen Davidson has been very active in updating the SAS web pages to reflect updates in language as well as the new online application process for folks wanting to become Moderators and Speakers at SAS courses.

Karen and I have been working very closely with Sally Honey (Chair of SAS Sub-Committee) and her Working Party Chairs on many issues related to Safety at Sea and ongoing projects: moderator ongoing education; Moderators in Training; standardization of presentations and slide decks; and consistency in courses and compliance with international standards.

Adult Championships

We have now completed 3 of 9 2018 Adult Championships: U.S. Multihull Championship; U.S. Para Championship; and the U.S. Singlehanded Championships (men and women). All three were successful events and well attended. Nancy Mazzulli has been key in the success and organization of these events, interfacing with each committee chair and host site in a positive and diplomatic way. Our event hosts are happy.

The U.S. Para Championship, held in conjunction with the well-established Clagett Regatta in Newport, RI, was the final event for Para Sailing held before the application for reinstatement goes to the International Paralympic Committee on July 9th. With 49 sailors participating, it was a great showing of the importance of high level racing for sailors with a disability and used one of the new formats proposed by World Sailing in the application: short heat style racing in the RS Venture Connect with asymmetrical spinnakers, with a winner take all final.

Unfortunately, due to a lack of commitment by applicants who expressed interest in participating, we decided to cancel the International Women's Keelboat Championship for 2018. Though the interest is out there, some thought, and discussion needs to be had as to the long-term viability of this event, and one or two other Adult Championships. A meeting will be scheduled for early September of Adult Championship Committee Chairs to discuss this and other issues related to Championships moving forward.

The other 5 championships, Open and Women's Match, C of C, US Team Racing and the U.S. Adult Championship are all on track for late August through October.

Keelboat and Powerboat Programs

New Instructor Certifications for Basic Keelboat and Safe Powerboat Instructor are on track or have exceeded expectations. Our goal for 2018 for new BKIs was 100 new instructors—we have surpassed that with 101 new instructors trained by the end of June. This is a good indication that schools are active and keen on having well trained instructors working for them in our school network.

More instructors mean more packages sold which, in turn, means profitability. For USPB programs, we have trained 57 new SPH instructors, 76% of our 2018 target of 75. Since the new pilot programs were introduced for Safe Powerboat Handling early in 2018, it is encouraging to see new instructors coming on to the scene. We get requests in each week from folks looking for training and, with a variety of states (like California) requiring powerboat operators to have safe boating certificates, the demand for education is increasing.

Karen submitted a ticket in with IT to move the US Powerboating website over to the new platform. She will take point on this for the department and coordinate with Bryan Donovan from start to finish to get this done by September if at all possible.

We look forward to working with the new CMO, Peter Glass, who is onboarding later this month to create both short- and long-term communication and marketing plans for both Keelboat and Powerboat programs. The Adult Department and staff (in Fall 2018 and all of 2019) will focus on a robust and active plan to promote these programs and expand our network of schools and instructors. Not only will this be through print and online media outlets, but we will also have a strong departmental presence at select boat shows to promote these programs.

We have been working closely with Education to finalize and complete several publications and other materials to promote Keelboat programs: Integration of Basic Keelboat Online into the In-Person Basic Keelboat course to maximize hands-on time on the water with the instructor and minimize classroom time; *Passage Making* is being updated for an early Fall 2018 roll out; and *Basic Cruising* is undergoing another edit by the NatFac Working Party with an anticipated 2019 roll out.

Adaptive Sailing

Starting at NatFac in late-October 2017, Nancy has taken an active role in the Adaptive program in the department. She has been streamlining communication with Adaptive programs, has consolidated our Adaptive workshop materials, and has been in contact with the Para Sailing Committee on adaptive issues.

Nancy helped bring to fruition an Adaptive Instructor Workshop in upstate NY at Y-Knot, where five candidates received Adaptive Instructor Endorsements to their Instructor Certifications, and two participants audited the course for personal development. We are compiling a list of participants for another course later this year. We are finding that many programs would like their volunteers to audit the course, though they may not have a Level 1 or Basic Keelboat Instructor Certification. We need to examine policy as to how to include more participants in these courses (audit) even though the preference is to have the candidates be Instructor trained within the US Sailing certification system.

The revised and updated *Adaptive Sailing Resource Manual* is nearly complete. It is heading to a final edit by Carol Cronin this upcoming week and should be ready for download in PDF format later next week and be ready for publication shortly thereafter.

First Sail

First Sail now has 205 providers on board, some more active than others. This fall, we will start to feature successful First Sail Programs on the website—Columbia YC being one of them. This spring/summer so far, they have had over sixty First Sail participants take part in their First Sail experiences. We will survey all locations at the end of August to see how things went for locations as a whole and see what we can or need to do to expand these opportunities for newcomers.

Offshore Director - Nathan Titcomb

The second quarter for 2018 presented new challenges for the Offshore Department. At the beginning of the quarter, we accepted the resignation of one of our most relied upon measurers, who serviced the North East region. The acceptance of his resignation is in the best interest of maintaining fair handicap racing; however, this required the Offshore Department to assume the duties or reallocate approximately 30 boats to be fully measured this spring in advance of the Newport Bermuda Race. The added workload strained the already short staff, requiring hard work and long hours to make sure all the boats crossed the starting line with a valid certificate.

We were fortunate to employ a temporary employee, Logan Russell, for the end of April, and all of May. Logan helped guide offshore sailors through creating an account and logging into the universal certificate system, as well as assuming much of the responsibility of processing the PHRF rating rule certificates. His help was much appreciated during our busiest time, as he stepped up to the challenge and far exceeded expectations.

As the busiest season for certificate processing starts to wane, we are now focusing on training more official measurers across the country. This is essential to ensure we do not repeat the situation we faced this spring. In the North East, we have been engaging prospective candidates to become fully capable official measurers in the measurement process and plan to host formal training before the end of Q3. Additionally, we continue to plan several seminars to build out the pool Associate measurers.

This level of measurers is essential to provide service as measurement rule racing starts to be reintroduced into new geographical areas.

As a team effort we have been able to issue more rating certificates, earlier in the season, than ever before. This has allowed the Chicago Mac Race to go to print with their race booklet with completed scratch sheets for the first time in over 8 years. Much of this is due to the improved processes of the SAP database.

Race Administration Director - Matthew Hill

The spring training season wrapped up in June with the number of participants running about 13% above last year's. In cooperation with the Education Department, we have made significant improvements in our materials and process, including updating the participant notebook and delivering student materials ahead of the seminar instead of on participants' arrival. We plan to continue these improvements.

With the help of the IT Department, we have instituted a series of automated recertification email reminders to alert race officials when their four-year certifications are coming due. This will help officials keep track of when it's time to submit their applications and should reduce the number of accidental lapses in certification.

The Judges Committee has launched a new continuing education offering called Aquafest - Judges Protest Day. This mock regatta allows judges to practice their hearing skills under the supervision of experienced National Judges and to get credit for hearings toward their certification requirements. The offering has completed beta testing and is now available for implementation around the country.

We have presented three candidates for international certification to the BoD for endorsement - two International Judge candidates and one candidate for International Classifier.

Finally, we are waging a quiet but persistent campaign to evolve the culture of the race officials corps. We have had some success placing younger people and women in leadership roles, and we will continue these efforts. At the same time, we are working on developing more public and transparent standards and procedures for certifying race officials at all levels, while at the same time ensuring that current and prospective officials meet appropriately high standards of technical proficiency and character.

Director of Education - Stu Gilfillen

Product Development

The Publications Team continues to work on streamlining the process for education projects ranging from hard copy book reprints to online course development and updates as well as assigning roles, responsibilities and deadlines for projects. Thanks to the efforts of Brad, Jessica and Pat we've developed a [Project Workflow](#) that helps give a defined structure to all projects, regardless of its scope.

Additionally, the team is utilizing ASANA for project management. This software allows work to be assigned, approvals given and helps keep projects on schedule. All current approved projects for EDU publications are now in ASANA. Department Directors can log in and track the process of their projects at any time.

The *Publications Preview Catalog* for the Member Engagement Department is first project to be fully launched through the new EDU process flow and has been completed (more on that in the Member Engagement report). All new EDU publications projects begin by a Department Director or Project lead submitting an [Educational Projects Request Form](#).

The team is currently working on several legacy projects such as the *Adaptive Sailing Resource Manual*, *Passage Making*, *Bareboat Cruising*, the *Reach Supplemental Modules 11-17*, *Sailing Drills Made Easy* and "Cue Cards" for both *Teach Sailing the Fun Way* and *Sailing Drills Made Easy*.

We are also in process of completing the new Fundamentals of Teaching Online Course in collaboration with the US Olympic Committee, with anticipated rollout in 2019. The expectation is that it will take the place of our current *Teaching Fundamentals* book and allow for instructor course candidates to complete work pre-course, rather than during the course. This shift may provide us with the opportunity to either shorten a course or add in additional content to the course. This Fall we will look at the process of how to implement the course into each of our disciplines.

Translation of Publications

In the past two years, US Sailing has held a Basic Keelboat Instructor Course, a Reach Educator Course and a Smallboat Level 1 course in China. All our courses have been well received, and we're looking to continue our expansion into the Asian market. To facilitate that, we've been working with Mike Waters and the IT Department on the translation of a number of our publications into Mandarin. While we have encountered some challenges, we expect the first book (the *Reach Educator Guide*) to be available within the next 30 days.

National Coaching Symposium

The 2018 National Coaching Symposium will be held in Miami on November 27-28. Day 1 of the event will be at Coral Reef Yacht Club with Day 2 occurring at Shake-a-Leg Miami. Day 1 will be more of a classroom setting, while Day 2 will feature more interactive presentations. We have a star-studded lineup which is headlined by Nadine Dubina, the Coach Development Manager for the USOC and James Lyne, the Head Coach for American Magic. We're also fortunate to have a number of people from within the US Sailing family involved. Malcolm Page, Luther Carpenter, Grant Spanhake, Dave Perry, Mike Ingham and Sally Barkow have all agreed to be involved, among others.

Registration for the event will be open within the next few weeks, with attendance being capped at 125.



Instructor Trainer Updates

We continue to provide weekly updates to our Instructor Trainers on a variety of topics. Items ranging from "Frequently Asked Questions" to information on how to better draw on a white board have all been included. The goal, in general, has been to better connect Trainers to US Sailing and help ensure that they have a better understanding of all the changes that have occurred within the organization.

Scheduling Team Running at Full Speed

In addition to facilitating over 200 courses across all disciplines, the Scheduling Team has also spent a fair amount of time working on establishing consistency in the administrative processes used in our programs. From the types of forms used to the manner in which we collect feedback from students and instructors, the team has worked very hard to try and both simplify and streamline our systems.

Director of Member Engagement - Katie Ouellette

Organizational Membership

The 1620 renewed member organizations have now received their two-part Organizational Resource Kit as part of their 2018 Member Benefits. This year's mailed kit included two publications aimed at junior sailing programs:

- *Teach Sailing the Fun Way* is a compilation of fun and creative learning activities and teaching techniques used by sailing instructors around the country. Games like Magic Carpets, Sharks and Guppies, and Tame the Beast represent a collection of activities that will spark imagination and create engaging and productive learning opportunities for young sailing students.
- The *Little Red Book* is a student record book comprised of 14 basic skills for use in sailing programs.

The second digital kit contained the new [Publications Preview Catalog](#) highlighting content from the various programs of US Sailing and US Powerboating. The samples included in the *Publications Preview Catalog* are intended to showcase the resources available for purchase to enhance your organization's educational programs.

There are two ways to access the Publications Preview Catalog:

- 1) Online (PubsCatalog.ussailing.org)
- 2) Through the US Sailing Bookstore app
 - Go to the App Store and search for the "US Sailing Bookstore"
 - Download and open the US Sailing Bookstore app
 - Click the US Sailing Bookstore icon on home screen
 - Look for the Publications Preview Catalog

A huge thank you to Jessica Servis, Bradley Schoch and Pat Crawford for their work on bringing this e-publication into fruition.

NSPS

Planning has started for NSPS 2019 and [registration is open](#).

We have been overwhelmed with the local Jacksonville support of the event including Jacksonville University, the Florida Yacht Club, Visit Jacksonville (CVB), Jax Sports Council and the Rudder Club. The community is coming together to welcome US Sailing and assist with making the event a great one.

A working group has been discussing the best way to present our various perpetual awards to get as many people as possible present for a spirited celebration recognizing the leaders of our sport and inspiring the future leaders in a respectful amount of time without diminishing any of the awards.

At NSPS 2019, we will separate the two awards celebrations (Association & Community/One-Design) into two separate events with the Association awards being held during the first lunch (Thursday) and the Community & One-Design being that evening during a 2-hour cocktail party.

Breaking up the awards allows us to give each award the recognition they deserve although we will still need to respect a time limit on presentations and acceptances.

Consider registering now (<http://nsps2019.eventbrite.com/>) to secure the lowest rate available at \$295. Rates will increase September 8th.

National Coaching Symposium

Save the Date! National Coaching Symposium will be returning to Miami November 27-28. Registration is [live](#) and the schedule is nearly complete. Member Engagement is assisting with the event this year providing planning, logistics and onsite support.

October Board Meeting and West Coast Leadership Summit

The St. Francis Yacht Club will be hosting the Board meeting October 11, 2018. The following day, October 12, 2018, will be the West Coast Leadership Summit. Please keep an eye out for details surrounding this event coming soon and save the dates on your calendars.

Online Communities

After every NSPS or SLF we ask ourselves, how can we keep the networking going throughout the year? A working group was created to tackle this question. After a couple months of meeting, the group concluded that an online community created on a platform which already has strong engagement would be beneficial.

To beta test this concept, the group selected the community sailing leadership as the first community and Facebook as the platform. Emily Dodd and Jake Fish are administrators with Jen Guimaraes, Stu Gilfillen and the Community Sailing Committee moderating and facilitating the discussions. We have invited target contributors and are currently prepopulating content into the community prior to our broad-based communications inviting participation. We [invite you all to join](#) and contribute toward these discussions which aim to share best practices, network and grow the sport.

Regional Outreach

This past June I was able to do local outreach in the Seattle region while there on vacation. Andrew Nelson, Youth Sailing Director at the Sailing Foundation, was kind enough to show me around. We visited Mt. Baker Rowing and Sailing Center, Sail Sand Point, Center for Wooden Boats, Windworks Sailing and Powerboating, Seattle Yacht Club and Joe Cline, Editor for 48° North magazine. This was an incredible opportunity to say hi to the sailing leadership in the Pacific Northwest and I look forward to following up on the conversations and relationships built. Andrew is doing a tremendous job with outreach in that area.

A working group formed this spring to discuss regional volunteerism, regional sailing associations, and regional centers and look at how US Sailing is currently utilizing these various groups as well as how we could work with them more effectively in the future given the evolving needs of the organization. We feel these groups are vital in US Sailing's efforts to "Regionalize and Localize." The working group identified the problem we are trying to solve as "more coordinated knowledge in an area of what US Sailing does."

Following hours of conversations and a survey to the RSA's, this working group strongly recommends a paid Regional Outreach staff person. The goals of this position include selling courses, materials and membership, promoting championships, events and First Sail, overseeing regional accreditation, and growth in Race Officials and general volunteerism. A rough draft mission statement for this role: "Representing US Sailing, provide information and assistance to organizational leaders, coaches and parents at the grassroots level as it pertains to US Sailing youth, adult and race official programs." While we understand this solution is not in the budget, we will explore opportunities and partnerships which could bring this into fruition.

Boat Shows

Although US Sailing chose not to have a booth at the Pacific Boat Show this past April, I flew out to show support to our partners and schools and get ideas for future involvement. While the gate numbers at the show were low, the quality was high. Looking forward, a better presence could be through seminars and partnership. The Member Engagement team will work with both the Marketing and Adult Departments on creative involvement for 2019. While at the show I had the pleasure of assisting Rich Jepsen with awarding the Hanson Rescue Medal to Evrard and Roger van Hersen. This was something very special to be included in. Work continues on our Newport and Annapolis presence.

Member Experience

Emily Dodd attended the Future of Customer Experience Conference held by Zendesk in NYC, May 17th. She attended key presentations from renowned businesses across the globe including SurveyMonkey, GrubHub, Stanley Tools, Skinny Girl and many more. Each presentation showcased how these global businesses are using Zendesk to connect with their consumers to bring world class customer service. Emily also had the opportunity to network and brainstorm with other organizations that were in attendance on how they are using the program and how US Sailing could further build out its initiative of customer service excellence.

Our Member Experience Representatives, Deb and Emily, continue to respond to the info@ and membership@ emails daily and handle the influx of calls and live chats from our members. In June these two served 1,753 member inquiries with a satisfaction rating of over 90%. (That is over 83 inquiries per business day). Huge kudos to Emily and Deb who serve our entire Organization.

Summer Sailing and Summer Party

Finally, if any of you find yourself in Bristol on a Thursday night, please join us at Bristol Yacht Club on the US Sailing J22 team boat. We are currently in second place with a rotating team including majority of the staff.

The US Sailing summer party is August 2nd at the Roger Williams University Sailing Center. Please join us if you will be in town.

Chief of Olympic Sailing - Malcolm Page

European Racing and Training

Our team has had a very productive European training and racing season this spring, and the vast majority of our athletes received important pre-training time in Aarhus, learning the waters there in preparation for the upcoming 2018 Combined World Championships. The spring European regatta circuit began with the Trofeo Princesa Sofia regatta in Palma de Mallorca in April and will conclude in Aarhus. Paige Railey had the most successful season, winning a bronze medal at the World Cup Series Hyeres and a silver medal at the Laser/Radial Europeans in La Rochelle.

Technology

Our USST athletes, coaches, and staff met in May in San Francisco for our first annual technology camp, where we got a first-hand look at some of the projects our Innovation, Research and Development (IR&D) staff have been working on. In addition to presentations on the team's IR&D program, the camp, held May 14 & 15, included presentations by industry leaders about ways in which they can help our athletes, a presentation on career paths post-campaigning, fascinating facility tours of USST-partner technology companies, and a meeting with FAST supporters. Some of the athletes stayed for Wednesday night racing with members from St. Francis Yacht Club, where they were joined by one of our USOC partners.

FAST, or the Facility for Advanced Sailing Technology, is the new West Coast home for the US Sailing Team. Located on Treasure Island, the new team base is expected to be set up later in the fall.

Aarhus

Beginning August 2nd, 62 American athletes will be racing in the Bay of Aarhus, Denmark at the Hempel Sailing World Championships Aarhus 2018. This is the largest event of the quadrennium, featuring nearly 1,500 athletes in 1,100 boats from 90 countries. All 10 Olympic Classes will be present, with kites as an exhibition class. For the first time internationally, US Sailing will support the kite class with

a team-provided coach. Robbie Dean, a long-time dinghy coach, will lead the 6 kites: 5 men and 1 woman (Daniela Moroz, who is currently ranked World #1 and is the 2016 Rolex Yachswoman of the Year).

A lot is at stake at this event, as it is the single largest country qualifier for the 2020 Tokyo Olympics: 40% of the Olympic country (approx. top 8 country) berths will be determined in Aarhus. The athletes will be supported by 16 coaches, with Malcolm Page as the Team Leader. In addition, we will have two physiotherapists on site, as well as other support staff. USOC Sailing Ambassador Tom Mistele will also be attending the event and supporting the athletes.

Youth Worlds

The 2018 Youth Sailing World Championships kicked off on Monday, July 14th in Corpus Christi, TX and will continue through July 21st. 382 youth sailors from 66 nations, aged 16-19, are in attendance.

We've had a great start. At the conclusion of Day 2, Team USA was leading in 4 classes. Reigning 2017 Youth Worlds Gold Medalists Charlotte Rose (Radial), and the Cowles sisters, Carmen and Emma (420 Girls) are leading their fleets. Joseph Hermus and Walter Henry currently lead the 420 Boy's class, as does Geronimo Nores in the Boy's RS:X, with an impressive four 1st place finishes so far.

Team USA Standings after Day Two – USA currently the top-ranked nation

- 420 Boys (23 entrants): Joseph Hermus/ Walter Henry – 1st
- 420 Girls (22 entrants): Carmen Cowles/ Emma Cowles – 1st
- Laser Radial Girls (46 entrants): Charlotte Rose – 1st
- RS:X Boys (27 entrants): Geronimo Nores – 1st
- 29er Girls (23 entrants): Berta Puig/ Isabella Casaretto – 3rd
- Laser Radial Boys (58 entrants): Charles Carraway – 6th
- Nacra 15 (24 entrants): Nicolas Martin/ AnaClare Sole – 8th
- 29er Boys (25 entrants): Charlie Hibben/ Nicholas Hardy – 12th
- RS:X Girls (17 entrants): Dominique Stater – 13th

Leandro Spina, our Olympic Development Director, is onsite; however, in the effort to support up-and-coming coaching talent, he has passed the Team Leader torch to Rosie Chapman, the 2017 National Coach of the Year. Team USA is also coached by Steve Keen, the 2017 Development Coach of the Year, and Philip Muller. Follow results here: <http://www.worldsailingywc.org/results/index.php>

USOC Relations

In addition to the 2018 Sport Performance Funding, the USOC has generously supported special projects US Sailing Team projects with additional funding. The USOC contributed an additional \$150,000 specifically to support the 2018 Aarhus Worlds efforts, as well as an additional sum specifically in support of our IR&D team's Enoshima Reconnaissance Project.