

# 2018 QUARTERLY ASSOCIATION REPORT (JULY - SEPTEMBER)

*Jack Gierhart, Chief Executive Officer*

*Donna Kane, Finance Director*

*Josh Toso, Marketing Director*

*Georgia McDonald, Managing Director USSF*

*Meredith Brody, Olympic Director*

*Lauren Cotta, Operations Director*

*Katie Ouellette, Member Engagement Director*

*Mike Waters, Chief Technology Officer*

*Peter Glass, Chief Marketing Officer*

*Stu Gilfillen, Director Education*

*Betsy Alison, Adult Director*

*John Pearce, Youth Director*

*Matt Hill, Race Administration Director*

*Nathan Titcomb, Offshore Director*



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## *CEO Summary - Jack Gierhart*

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This month we present our Q3 2018 review, which looks back on the summer and ahead to the year end. Our 2019 planning continues, and we will present an initial draft of the 2019 plan at the Board meeting in San Francisco on October 11. Since our last report and board call, I have spent a good deal of time traveling and meeting with partners and donors.

In late September I attended the USOC assembly in Colorado Springs where I met with our performance team, as well as talk with the incoming chair of the USOC, Susanne Lyons, the CEO of SafeSport, Shellie Phofl, and many CEO's and Board Directors from the other NGB's. The assembly is a great opportunity to interface with others in the sporting community that are confronting many of the issues we are at US Sailing. I have attached my notes from the assembly with the other reports.

On October 1 and 2, Peter Glass and I travelled to Louisville to the NGB Best Practices summit. It was a great chance for Peter to connect with the NGB leadership, as well as USOC staff. We presented with Triathlon on membership development and came away with some good insight into retaining and developing new members that we will be working into our plans going forward. Later that week, Peter and I spend a day at the Annapolis Boat Show where we meet with many of our partners – Zim, Harken, Helly, Sunsail/Moorings, Gill. We also had a productive meeting with the CEO from West Marine and are making progress on renewing our partnership with them.

On September 28 we welcomed over 20 members of the US Sailing Team to the office in Bristol. The athletes had the opportunity to meet the staff and get a good view into the other parts of the organization that impact the sport and support the team. We hosted lunch in the office and invited several sponsors and leaders from Roger Williams. A great afternoon that provided the chance for the staff and athletes to get to know one another. Later that afternoon, the athletes headed to the New York Yacht Club for the Golden Spinnaker Benefit Dinner hosted by the Sailing Foundation of New York. It was a fantastic event with Malcolm and Bruce welcoming a full crowd, MC Ken Read leading engaging interviews with many of the athletes, and an opportunity for athletes and staff to talk with our strongest supporters. The evening was a great success, raising significant funds from the many generous donors that will flow directly to the athletes. The Sailing Foundation of New York also became a Gold Medalist donor to US Sailing and the Team. We would like to offer our deepest thanks and appreciation to Colin Gordon and his committee from the Foundation for organizing the event, Commodore Lotz and the NYYC for providing a wonderful venue, and all the guests who generously supported the athletes and team.

Moving forward, we are looking forward to the West Coast Stakeholders Summit on October 12, following the board meeting. 75 attendees from organization along the west coast will gather at the St Francis Yacht Club with our board and staff to discuss issues key to the sailing community. The National Faculty meets at the end of October in St Petersburg, and directly following that is

the World Sailing Annual Conference in Sarasota, with many challenging topics on the agenda. We expect to have our full delegation in attendance representing U.S. sailors and interests.

2019 planning and budgeting will be front and center for the staff as we come out of the board meeting. We will also be focused on fund raising and working with key supporters to close out the year strong, and on membership initiatives to continue to expand that important part of our organization. With regards to membership, the restructuring driven by Customer Connect segmented the membership department into distinct functions: service, fulfilment and retention/acquisition. This has worked fine for membership services (Member engagement department) and fulfilment (Operations department) but has not been as productive for retention and acquisition (assigned to Marketing). We will address this by developing a role that replicates what Patrick is doing with Organizations – proactive outreach, recruitment and retention – for individual members. A membership program manager that is proactive in driving retention and acquisition initiatives; working side by side Patrick and tapping the outward facing departments. Both Patrick and this new role will be under marketing and managed by Josh who will have a real focus on membership growth. In the short-term Josh will develop this role and fill it until we are in a position to bring on another staff member. Peter will oversee this area.

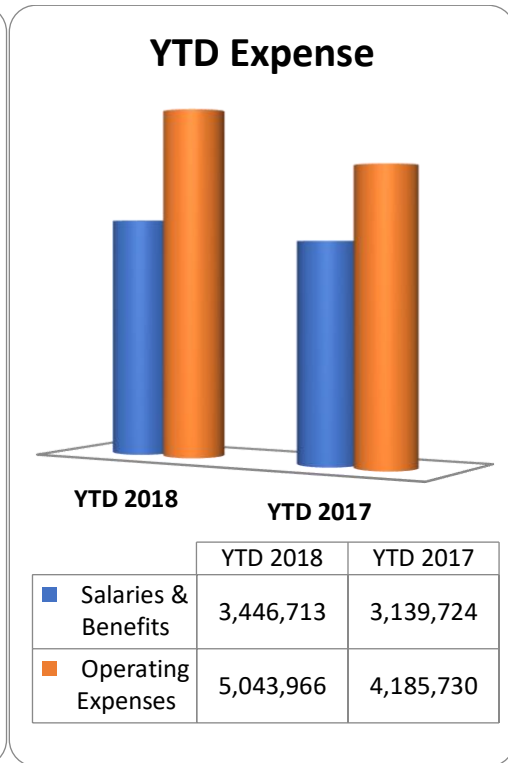
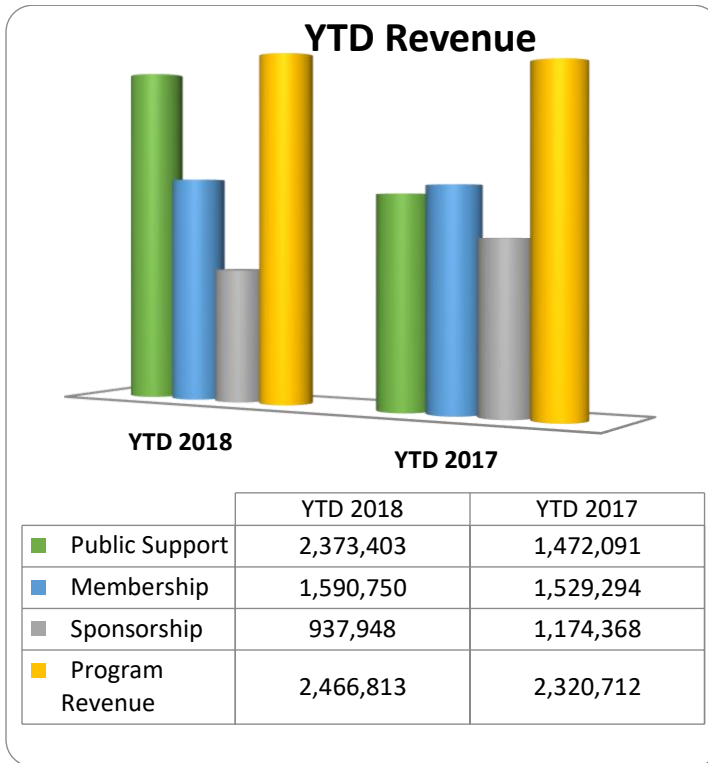
We have had a busy year, and the next three months will continue the trend. Our restructuring last year has established a foundation for us to remain relevant to the sport and have an impact. While this provides stability, we also have to be agile and continually evolving to address the unpredictability and change around us. This is the new norm, we need to embrace it, and help lead the sport through the change that is required to sustain and grow. 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, big thanks to the staff for your hard work and commitment to making sailing better.

Cheers,

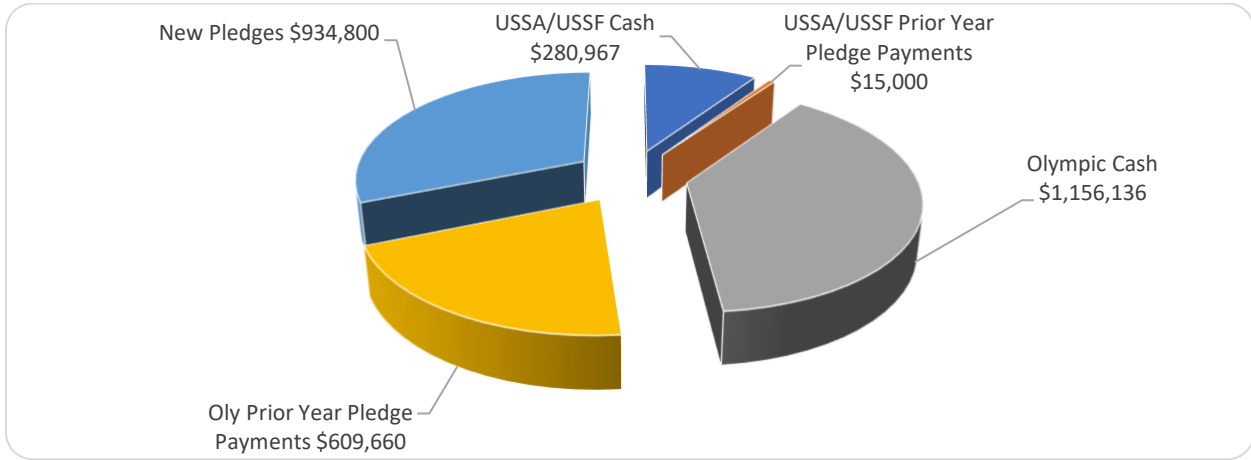
Jack and the US Sailing Staff

## Financial Dashboard – Donna Kane

As of 9-30-18	USSA/USSF			Olympic			Total		
	2018	Revised Budget	2017	2018	Revised Budget	2017	2018	Revised Budget	2017
Revenue	5,140,585	5,150,832	5,800,102	3,737,104	3,647,713	1,961,097	8,877,689	8,798,545	7,761,199
Expense	5,272,429	5,315,445	4,989,179	3,476,732	3,578,714	2,580,919	8,749,161	8,894,159	7,570,098
Surplus/Deficit	(131,844)	(164,613)	810,923	260,373	68,999	(619,821)	128,529	(95,614)	191,102



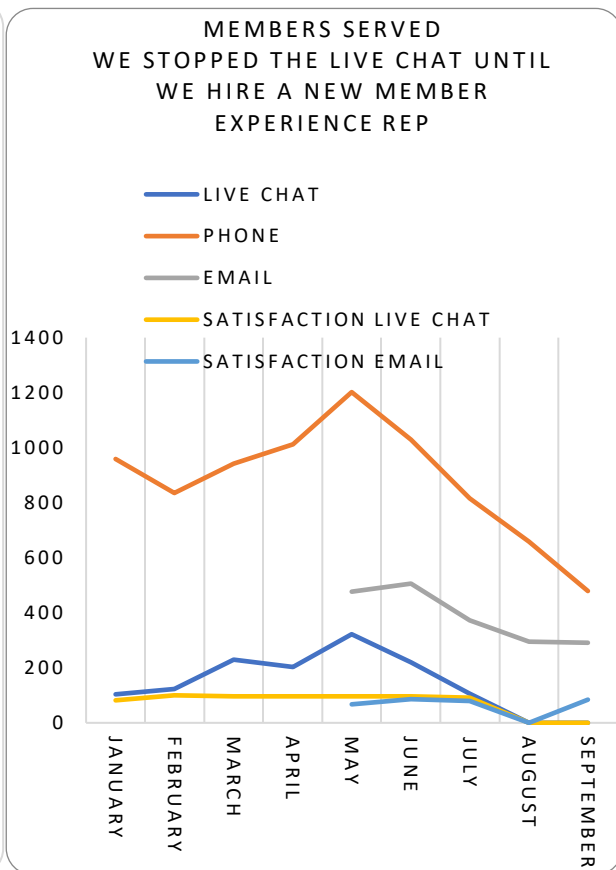
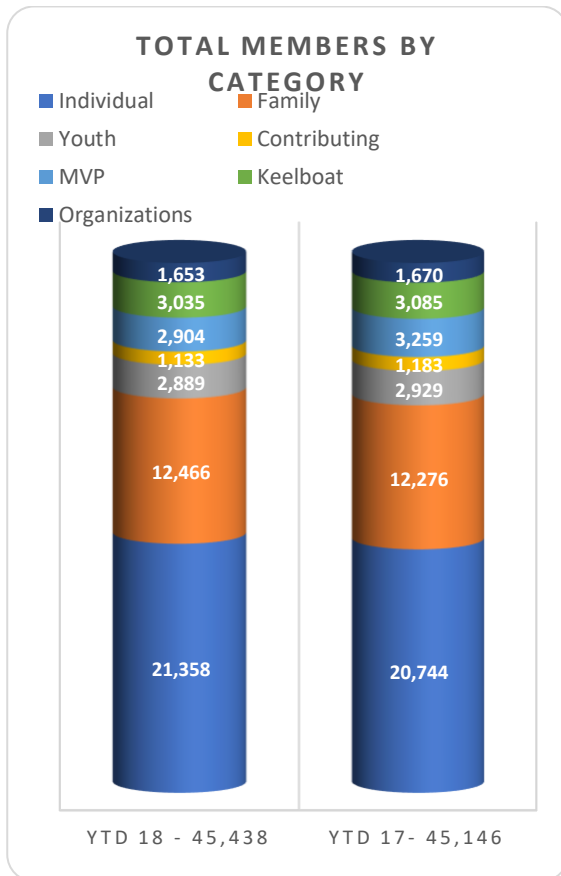
## Donations



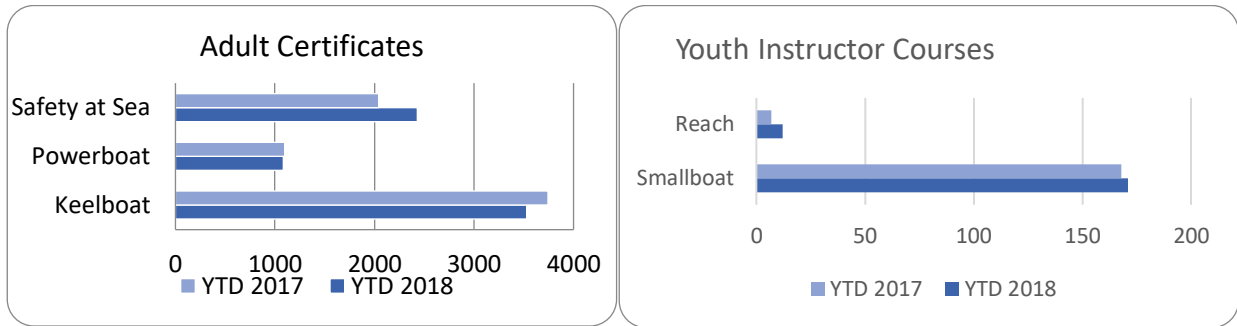
YTD 2018	Cash	Pledge Payments *	New Pledges	Total Cash & Pledges
As of 9-30-18	\$1,437,103	\$624,660	\$934,800	\$2,996,563

\* Original Pledge received prior to 2018

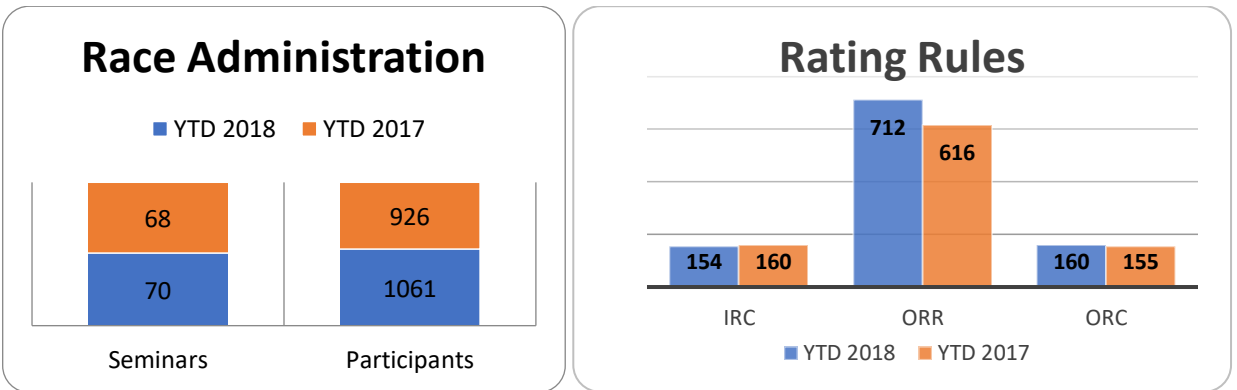
## Membership & Member Engagement



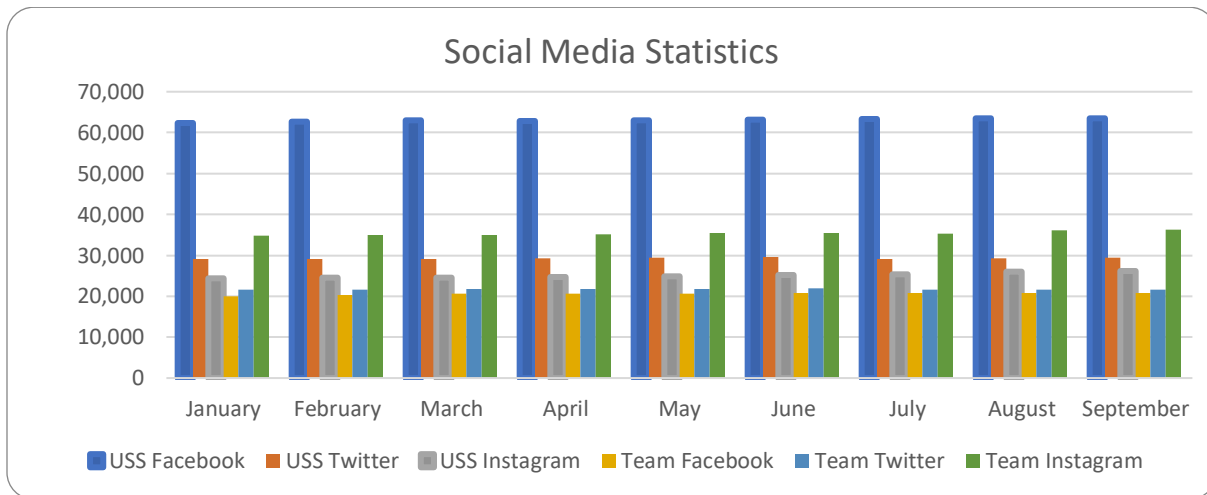
## Adult & Youth

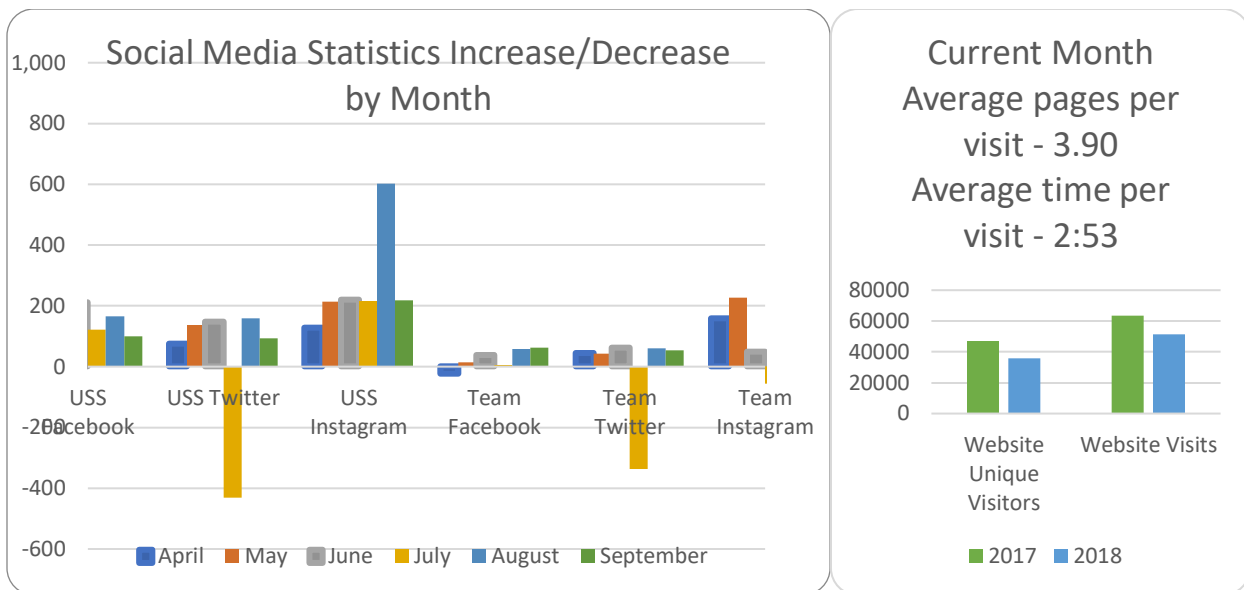


## Race Administration & Rating Rules



## Marketing Dashboard – Josh Toso





## US Sailing Communications – September 2018

### News and Announcements

Hinman Trophy Decided on Final Match in Cleveland

<https://www.ussailing.org/news/teamracing18-final/>

- September 30, 2018

Hanson, ILYA Crew Dominate U.S. Adult Sailing Championship

<https://www.ussailing.org/news/hanson-ilya-crew-dominate-u-s-adult-sailing-championship/>

- September, 29, 2018

US Sailing to Stream 2018 U.S. Team Racing Championship on Facebook Live

<https://www.ussailing.org/news/us-sailing-to-stream-2018-u-s-team-racing-championship-on-facebook-live/>

- September 26, 2018

Dee Smith Earns Bronze Medal at Para Sailing World Championships

<https://www.ussailing.org/news/dee-smith-earns-bronze-medal-at-para-sailing-world-championships/>

- September 24, 2018

Benz Faget Takes Aim at 4th U.S. Adult Sailing Championships

<https://www.ussailing.org/news/benz-faget-takes-aim-at-4th-u-s-adult-sailing-championship/>

- September 24, 2018

World Cup Series Event in Enoshima, Japan Comes to a Close

<https://www.ussailing.org/news/world-cup-series-event-in-enoshima-japan-comes-to-a-close/>

- September 16, 2018

International Paralympic Committee Decides Not to Include Sailing for Paris 2024 Paralympic Games

<https://www.ussailing.org/news/2024paragamesdecision/>

- September 14, 2018

US Sailing Hires Peter Glass as Chief Marketing Officer

<https://www.ussailing.org/news/peterglass-ussailing/>

- September 12, 2018

US Sailing Team Competes at Tokyo 2020 Olympic Venue

<https://www.ussailing.org/news/ussailingteam-enoshima2018/>

- September 11, 2018

US Sailing Awards: Give Sailors the Recognition they Deserve – Submit a Nomination

<https://www.ussailing.org/news/ussailingawards2018-nominations/>

- September 7, 2018

US Sailing Symposiums in 2018 – Coming to a Sailing Community Near You!

<https://www.ussailing.org/news/ussailingsymposiums2018/>

- September 6, 2018

### **Targeted Communications, e-Newsletters**

Partner Promotions – Hobie Polarized

<https://mailchi.mp/ussailing/us-sailing-members-get-25-off-hobie-polarized-sunglasses>

- September 27, 2018

- Members, Opt-ins

- Department Lead – Marketing

Register to Attend Stakeholder Summit West Coast 2018

<https://mailchi.mp/9ac1d1697877/stakeholdersummit2018-westcoastorgs-sept>

- September 25, 2018

- West Coast organizations

- Department Lead – Communications, Member Engagement

Register to Attend Stakeholder Summit West Coast 2018

<http://ussailing.prismdc.com/viewers/emailviewer.ashx?full=y&cartitem=k6oYYv%2bH6rY%3d>

- September 25, 2018

- West Coast individual members

- Department Lead – Member Engagement, Communications

Communication to Org Members in Hurricane Florence affected States

<http://ussailing.prismdc.com/viewers/emailviewer.ashx?full=y&cartitem=y%2frMnflxQT8%3d>

- September 20, 2018

- Carolinas, Georgia, Virginia

- Department Lead – Member Engagement, Marketing and Communications

Become a Smallboat Level 1 Instructor Trainer

<https://mailchi.mp/ussailing.org/become-a-smallboat-level-1-instructor-trainer>

- September 18, 2018

- All Instructors, Trainers and Race Admin

- Department Lead - Education

Olympic Development Program – Helly Hansen Wetsuit promo

<https://mailchi.mp/f798cbeac793/odp-sailors-enjoy-this-special-wetsuit-sale-from-helly-hansen>



- September 17, 2018
- ODP list
- Department Lead - Olympics, Marketing

US Sailing Education Zone at Extreme Sailing Series

<https://mailchi.mp/d8bfa055b33a/save-the-date-us-sailing-education-zone-at-extreme-sailing-series-1193101>

- September 14, 2018
- West Coast Organizations
- Department Lead - Member Engagement, Communications

Discount on Newport Boat Show Tickets

<http://ussailing.prismdc.com/viewers/emailviewer.ashx?full=y&cartitem=a8z%2bdh4%2bx%2bo%3d>

- September 11, 2018
- Northeast States
- Department Lead – Member Engagement

Advanced Judge Seminar in Georgia

<http://ussailing.prismdc.com/viewers/emailviewer.ashx?full=y&cartitem=%2bwCD3Q9vrjw%3d>

- September 10, 2018
- Southeast
- Department Lead – Member Engagement, Race Management

Midwest Regional Symposium– Chicago

<http://ussailing.prismdc.com/viewers/emailviewer.ashx?full=y&cartitem=y%2fEO2AQ%2b0PM%3d>

- September 10, 2018
- Midwest
- Department Lead – Member Engagement

Instructor Trainer Update

<https://mailchi.mp/ussailing.org/instructor-trainer-update-972018>

- September 7, 2018
- Instructor Trainers
- Department Lead – Education

Northeast Regional Symposium to Orgs – Vermont

<http://ussailing.prismdc.com/viewers/emailviewer.ashx?full=y&cartitem=kYViHWZtot8%3d>

- September 6, 2018
- Northeast
- Department Lead – Member Engagement

Northeast Regional Symposium to individuals – Vermont

<http://ussailing.prismdc.com/viewers/emailviewer.ashx?full=y&cartitem=7kcfqWX7HS4%3d>

- September 6, 2018
- Northeast
- Department Lead – Member Engagement

NSPS 2019 - Early Registration Discount Closes Friday!

<https://mailchi.mp/ussailing/nsps2019-registration-closes>

- September 6, 2018
- Members, opt-ins
- Department Lead – Communications, Member Engagement

Advanced Judge Seminar in Georgia

<http://ussailing.prismdc.com/viewers/emailviewer.ashx?full=y&cartitem=jgu97OgOdKU%3d>

- September 6, 2018
- Southeast individuals
- Department Lead – Member Engagement, Race Management

The Quarterdeck Newsletter for Organizations

<https://mailchi.mp/ussailing/summerquarterdeck18-1193097>

- September 5, 2018
- New Organizational members
- Department Lead – Member Engagement, Communications

## DEPARTMENT SUMMARY UPDATES

### *Finance Director - Donna Kane*

For September I am using the revised budget for comparisons. I have included the total original budget in the last column of the chart to show where the major changes to the budget were made. We have commitments to meet year-end projections in sponsorship, USOC and grants. We are confident in meeting the membership revenue numbers based on prior years. Fundraising is projected heavily in the last 3 months of the year.

As of 9-30-18	YTD Actual	YTD Revised Budget	YTD Budget Variance	Prior Year Actual	Total Revised Budget	Total Original Budget
<b>Revenue</b>						
Public Support	1,437,103	1,435,698	1,405	1,472,091	2,689,294	3,704,600
New Pledges	936,300	936,300	0	0	936,300	0
Membership	1,590,750	1,589,945	805	1,529,294	2,088,915	2,130,161
Sponsorship	937,948	927,698	10,250	1,174,368	1,051,198	1,771,450
Program Revenue	1,919,110	1,903,234	15,877	1,760,824	2,007,734	1,949,222
Sales	514,094	504,903	9,191	559,888	582,979	598,573
USOC	645,000	645,000	0	613,264	860,000	808,400
Grants	760,000	710,000	50,000	253,010	960,000	380,000
Investment	46,700	54,308	(7,608)	339,068	59,383	179,600
Misc. Income	90,684	91,459	(775)	59,392	94,144	0
<b>Total Revenue</b>	<b>8,877,690</b>	<b>8,798,545</b>	<b>79,145</b>	<b>7,761,199</b>	<b>11,329,946</b>	<b>11,522,005</b>
<b>Expenses</b>						
Salaries & Benefits	3,446,713	3,464,721	18,008	3,139,724	4,577,059	4,663,793
Operating Expenses	5,043,966	5,176,531	132,566	4,185,730	6,685,669	7,476,571
Cost of Goods Sold	258,481	247,475	(11,006)	244,645	262,872	253,129
<b>Total Expenses</b>	<b>8,749,160</b>	<b>8,888,728</b>	<b>139,568</b>	<b>7,570,098</b>	<b>11,525,600</b>	<b>12,393,493</b>
<b>Surplus/Deficit</b>	<b>128,529</b>	<b>(90,183)</b>	<b>218,712</b>	<b>191,101</b>	<b>(195,654)</b>	<b>(871,488)</b>

The quarter ended with a surplus of \$128,529 against a revised budget deficit of \$90,183. Major Variances are Explained Below

#### **Revenue Variances**

Revenue overall is \$79K ahead of budget. The lines with budget variances are:

- Sponsorship revenue is \$10K ahead of budget, we billed two \$5K sponsorships that were not in the revised budget,
- New Certificates are \$8K ahead of original budget in Competitive Services,
- Amended Certificates are \$6K ahead of budget in Competitive Services,
- Revalidation is \$9K ahead of budget in Competitive Services,

- Registration Fees is below budget by \$8K in the Small Boat LVL1 in the Youth department,
- Grants are ahead of budget by \$50K in the Olympic Department.

## Expenses

Expenses are \$139K below budget with the majority due to timing. The major variances are:

- Printing & Stationary is \$9K below budget and Postage is \$15K below budget with the majority in membership,
- Travel & Entertainment is \$17K below budget due to timing,
- Non-Staff Travel is below budget by \$36K due to timing,
- Consulting Fees is below budget by \$22K in the Olympic department,
- Coaching Fees is over budget by \$12 in the Olympic department,
- Logistics is under budget by \$24K in the Olympic department.

## Balance Sheet

As of 9-30-18	Current Year	Prior Year	Current Year Change
<b>Assets</b>			
Cash	390,873	390,962	(89)
Investments	2,113,786	3,157,189	(1,043,403)
Receivables	211,808	60,970	150,838
Pledge Receivable	4,442,055	3,789,318	652,736
Inventory	218,854	451,880	(233,025)
Prepaid Expense	88,604	87,807	796
Assets & Depreciation	2,467,781	2,462,518	5,262
Total Assets	9,933,759	10,400,644	(466,884)
<b>Liabilities</b>			
Line of Credit & Loan	709,296	317,288	392,008
Accounts Payable	266,009	334,837	(68,827)
Accrued Expenses	333,579	236,677	96,902
Deferred Revenue	1,743,355	1,741,513	1,842
Net Assets & Current Earnings	6,881,521	7,770,330	(888,809)
Total Liabilities	9,933,759	10,400,644	(466,884)

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. Included in the receivables is a \$50K invoice to the Sailing Foundation of New York that was paid in October and \$20K in sponsorship invoices, the remainder is dues and the Olympic department billings. The change in pledges is the new pledges booked this year and the pledge payments 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 RWU furniture, artwork, and equipment

account for \$405K of the asset increase with the remainder new boats for the Olympic department.

The loan is the furniture loan for the RWU building which we have a monthly principal payment of approximately \$4K. As of September 30, we have an outstanding balance of \$500K on the line of credit and hope to pay this down fully by the end of the year if our revised fundraising goals are successful. Accounts payable is \$68K higher than prior year due to the increase in receivables affecting our cash flow. 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.

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### *Director of Development - Georgia McDonald*

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#### **Association Fundraising**

- **The Squaring the Pyramid Spring Appeal**

To generate support for the new Youth Sailing model, our Squaring the Pyramid initiative received \$18,910. As the Foundation's spring appeal, it was scheduled to deploy in April, but conflicted the One-Design Challenge preparations and got off to a late start which may have negatively impacted results.

- **Sail Number Auction**

We are planning to conduct an auction of USA-1 before year end but have delayed execution due to conflicts over the usage of US Sailing issued numbers. Unauthorized boats are using low-digit/high value sail numbers, and we are in process of identifying and contacting these owners.

- **Building Naming Rights**

Throughout the spring and summer, other priorities pushed efforts to secure funding for naming the cornerstone building elements into the background. In September, we reignited this drive and it is likely that new naming rights will be secured by year end.

## Olympic Program Fundraising

- **The One-Design Challenge**

The 100-days to Aarhus One Design Challenge (May-August) was our first-ever fundraising outreach to the wider competitive sailing community and resulted in \$353,567 (72 gifts from approximately 1,000 prospects – 7.2%). Five new Medalists were added to the Medalist Circle. The campaign was a collaborative effort between the OSC volunteers, Olympic fundraising staff and the Foundation staff. The most successful element of this appeal was peer-to-peer engagement from the OSC.

Class	Amount Raised	# Gifts
E Scow Class	\$35,530.00	15
Etchells Class	\$141,387.35	17
J/70 Class	\$108,900.00	10
PAC52 Class	\$67,750.00	30

- **Top of the Pyramid and Medalist Program**

The Top of the Pyramid strategy was designed to secure 10 gifts of \$1,000,000 from sailing’s most prominent and affluent individuals. Through this strategy, the Program successfully secured \$1,000,000 – the largest contribution in US Sailing history. We will maintain focus on the TOP prospects, but widens the pool and demographic for Olympic support and, in particular, will restore focus onto the longstanding Medalist program for the remainder of the year.

Taking lessons learned from the successes of the One-Design Challenge, we will be working with committed volunteers to host events, provide access to their network of friends, and engage in peer-to-peer solicitations. In addition, we are scheduling yacht club events to begin the long-term process of educating a wider population on the Olympic pathway.

- **Messaging**

An Olympic messaging group was established and includes Malcolm Page, Greg Fisher, Peter Glass and Georgia McDonald. The message aligns marketing and fundraising for consistent reinforcement to our many constituencies. The message will be on the athletes and ties their experience to a full continuum of sailing experiences and training – from Green Fleet sailors to Olympic Champions. The theme: One Country – One Sport – One Vision – One Team.

## Foundation Operations

- **Staffing**

We are beginning to build-out a regional fundraising strategy to develop support at the local level. Regional reps will be able to build a team of local advocates and maintain consistent relationships with prospects and donors in their region.

Throughout the summer, we actively recruited for Major Gift Officers, but learned that individuals who are fluent in sailing, are not experienced in fundraising (and vice versa). It proved impossible to find the desired combination.

Adapting to this reality, we reviewed resumes from people who are fluent in sailing and have a strong sales or business development/customer relations track records. We recently hired Sandrine Quenee to represent the US Sailing Foundation in Florida. Sandrine came to us through a recommendation by Meredith Brody, is active in the Miami sailing community, and has been a real estate broker.

- **Donor Communications** continue to need improvement, but we are providing regular updates to Olympic donors, sending individualized *Thank You* videos from our athletes, and working to keep our supporters informed and engaged. There is a need to provide the same level of communications to non-Olympic donors, and we anticipate hiring a Donor Relations Specialist in the upcoming year.

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### *Olympic Director – Meredith Brody*

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## ODP - Youth World Sailing Championship

At the 2018 Youth World Sailing Championships in Corpus Christi, Texas, Team USA had its most successful event with four gold medals, a silver and the coveted Nations Trophy.

- *Gold Medals*

- Carmen and Emma Cowles (Larchmont, NY) - Girls' 420
- Charlotte Rose (Houston, TX) - Girls' Laser Radial
- Geronimo Nores (Miami Beach, FL) - Boys' RS:X
- JC Hermus (Bellport, NY) and Walter Henry (Syosset, NY) - Boys' 420

- *Silver Medal*

- Berta Puig (Miami, FL) and Bella Casaretto (Fort Lauderdale, FL) - Girls' 420

- *Other Strong Performances*
  - Chase Carraway (Wrightsville Beach, NC) - Boys' Laser Radial, 5<sup>th</sup>
  - Nico Martin (Houston, TX) and AnaClare Solé (Houston, TX) - Nacra 15, 7<sup>th</sup>

## **Olympics**

It was a big summer with peak events. Combined World Championships and weeks in Japan at the World Cup Series and Enoshima Olympic Week.

- *Hempel Sailing World Championships: First Country Qualification to 2020 Olympics*
  - The combined World Championship occurs once every 4 years and this quad's event was very large with 1,400 athletes from 85 nations, across 10 Olympic classes and 2 Formula Kite classes. Team USA had 62 athletes competing in the 12 classes. The US Sailing Team finishes qualified the country for the Tokyo 2020 Games in three of the Olympic Classes: Laser, Laser Radial and 470 men. The only podium position was Daniela Moroz (Lafayette, CA) who won 14 out of 16 races, winning the Gold in Women's Formula Kiteboard competition.
  - Top Finishes from US Sailing Team at the 2018 Hempel Sailing World Championships
    - Laser (Men's One-Person Dinghy)
      - 11th overall, Charlie Buckingham (Newport Beach, CA)
      - 26th overall, Christopher Barnard (Newport Beach, CA)
    - Laser Radial (Women's One-Person Dinghy)
      - 5th overall, Paige Railey (Clearwater, FL)
      - 11th overall, Erika Reineke (Fort Lauderdale, FL)
    - Men's 470 (Men's Two-Person Dinghy)
      - 7th overall, Stu McNay (Providence, RI) and Dave Hughes (Miami, FL)
    - Finn (Men's One-Person Heavyweight Dinghy)
      - 12th overall, Caleb Paine (San Diego, CA)
    - Nacra 17 (Mixed Two-Person Multihull)
      - 22nd overall, Bora Gulari (Detroit, MI) and Helena Scutt (Kirkland, WA)



- 24th overall, Sarah Newberry (Biscayne Park, FL) & David Liebenberg (Livermore, CA)
    - 49er FX (Women's Two-Person High Performance Skiff)
      - 25th overall, Stephanie Roble (East Troy, WI) and Maggie Shea (Wilmette, IL)
    - Men's Formula Kite (Men's Hydrofoil Kiteboard)
      - 16th overall, Evan Heffernan (Santa Barbara, CA)
      - 22nd overall, Dane Wilson (Ojai, CA)
      - 25th overall, Kai Calder (Delray Beach, FL)
    - Women's Formula Kite (Women's Hydrofoil Kiteboard)
      - 1st overall, Daniela Moroz (Lafayette, CA)
  - *World Cup Series Enoshima, Japan*
    - The 2018 Test Event was also the World Cup Enoshima which offered members of the US Sailing Team and other U.S. sailors an important opportunity to not only test themselves against many of the best Olympic class sailors in the world, but to acclimate themselves to the Tokyo 2020 Olympic venue and overall sailing conditions. The event brought more than 450 sailors from 45 nations.
    - The US Sailing Team was led by Men's 470 team Stu McNay and Dave Hughes who placed fifth overall. Four US Sailing Team entries qualified for Medal Races by placing in the top ten in their Opening Series of races.
    - Results
      - 470 (Men's Doublehanded Dinghy)
        - Stu McNay (Providence, RI) / Dave Hughes (Miami, FL) – 5th Place
      - Nacra 17 (Mixed Doublehanded Multihull)
        - Bora Gulari (Detroit, MI) / Helena Scutt (Kirkland, WA) – 10th Place
        - Riley Gibbs (Long Beach, CA) / Louisa Chafee (Warwick, RI) – 12th Place
      - 49er FX (Women's Doublehanded High-Performance Skiff)
        - Stephanie Roble (East Troy, WI) / Maggie Shea (Wilmette, IL) – 10th Place

- Finn (Men’s Singlehanded Heavyweight Dinghy)
  - Caleb Paine (San Diego, CA) – 13th Place
  - Luke Muller (Fort Pierce, FL) – 15th Place
  
- Laser Radial (Women’s Singlehanded Dinghy)
  - Haddon Hughes (Houston, TX) – 13th Place
  - Paige Railey (Clearwater, FL) – 14th Place
  - Erika Reineke (Fort Lauderdale, FL) – 18th Place
  
- 49er (Men’s Doublehanded High-Performance Skiff)
  - Chris Rast (Holland, MI) / Trevor Burd (Marblehead, MA) – 9th Place
  - Judge Ryan (San Diego, CA) / Hans Henken (Coronado, CA) – 25th Place
  
- Laser (Men’s Singlehanded Dinghy)
  - Chris Barnard (Newport Beach, CA) – 29<sup>th</sup>
  - Charlie Buckingham (Newport Beach, CA) – 30<sup>th</sup>
  
- *Enoshima Olympic Week*  
 Many athletes stayed in Japan after the World Cup event for another local event, Enoshima Olympic Week. Although conditions were nearly nonexistent, with some classes only getting in 3 races, USA brought home a Bronze Medal with Paige Railey.

### **Paralympic Update**

While we were in Japan, we learned that sailing was not reinstated for the Paralympic Games at Paris, 2024. This is incredibly disappointing, and the IPC has not yet clarified the basis of its decision.

### **High Performance Plan**

The USOC has confirmed that funding will remain flat in 2019. Final allocations for 2019 will be determined in early Q4.

### **2018 Rolex World Sailor of the Year Nominee**

Daniela Moroz (Women’s Formula Kite) has just been nominated as a 2018 Rolex World Sailor of the Year, to be announced at the World Sailing Annual Conference.

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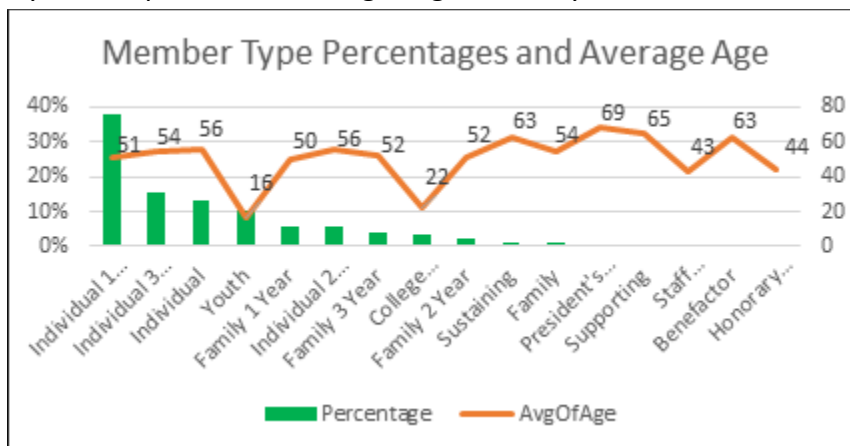
## Director of Operations – Lauren Cotta

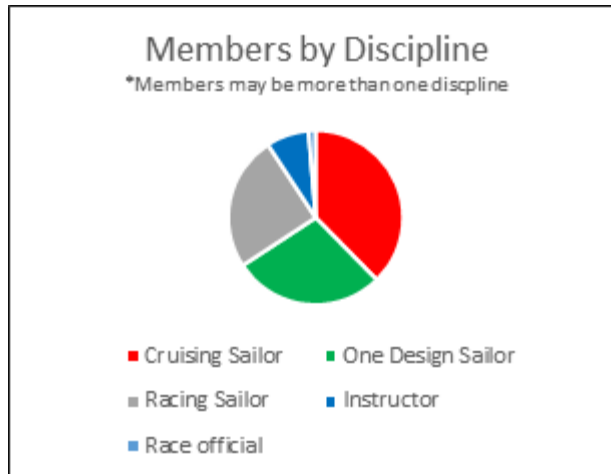
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Operations continue to support departments’ initiatives and the planning for our new association management system. During this past quarter we’ve spent time with IT and each department to define the workflows for five purchase processes. The AMS is helping to clarify roles, responsibilities and processes and affirms the work we started to identify who’s responsible, accountable, consulted and informed (RACI).

Although merchandise sales were low at our boat show pop up store, there were some great takeaways. The Boat Show booth placement was ideal. Gill and US Sailing logoed Gill apparel side by side. Over this past year, Brady and our Youth and Adult Departments piloted unique store pages with Gill apparel logoed for our Championships. These items were well received and helped to sell our Gill inventory. Engaged sailors and volunteers at events such as Sailing Leadership Forum and our US Sailing championships, have a stronger inclination to buy than spectators at the Boat Show who may be less familiar with our brand. The takeaway from these examples is knowing our audience is key.

With Peter Glass’ leadership, we’ve started to focus in on what we can do differently to grow membership. Our mailing vendor, Prism, ran an analysis of our members. Below are two examples of what we’re learning. Our primary members skew fifty years and older which from what we already suspected was not surprising data. Sailors have an opportunity to select their area of sailing interest during the membership purchase process. For active members we knew there’s an interest in one-design sailing. Surprisingly, these one-design sailors also rate to be highly interested in local and coastal cruising. A pilot acquisition campaign will run to *Cruising World’s* email list and we’ll be able to analyze the results of this effort by month’s end. Lapsed member campaigns continue to run on target and our active member year over year has been positive since July with September reaching a high for this year at 0.6%.






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***Director of Member Engagement - Katie Ouellette***

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**Organizational Membership and Outreach**

2018 organizational memberships continued to trickle in as we prepare the renew campaign for 2019. We’ve closed the book on 2018 Org Membership with 1653 members. This is an increase from 1640 in 2017. Retention was strong at 90% and we gained 178 new or previously lapsed members. Close to 20% of the Org Members joined/renewed at a level higher than the base “Sustaining” level. The member benefits associated with Patron-level members are coming into focus—Indian Harbor Yacht Club has asked us to arrange an appearance from a US Sailing Team member at an upcoming regatta. We hope to see many more members renew at both the Benefactor and Patron levels as we continue to clarify and promote these benefits.

The latest issue of the [Quarterdeck](#) went out at the very end of August. Patrick has begun to develop more personal relationships with individuals across the country. In addition to plans for outreach travel in California this October, he has met with stakeholders in Massachusetts—including general managers, flag officers, and RSA committee members—to begin preparations for the 2019 sailing season. These conversations will help inform our approach to member engagement as we design the 2019 Organizational Resource Kit.

**Events**

Late summer through the fall is the busy season for our events. Here is a brief update:

- [US Sailing Stakeholder Summit - West Coast 2018](#) - (October 12th) With 75 people registered and a jam-packed agenda, this event is sure to deliver. With a prime objective to “regain the trust and support of west coast organizations,” both the Board and staff will be prepared to present on what we are doing and demonstrate that we are actively listening. It is important that almost every attendee walks out of there with appreciation for the “new, customer focused US Sailing.”
  
- National Faculty - (October 25th - 29th) See Education Report
  
- [Regional Symposiums](#) - (November and December) In a team effort with the Youth Department, we are beta-testing a new format for the Regional Symposiums this fall. Improvements include: standardizing the agenda; pairing the symposium with Educational Courses before or after; and continuing to look for ways to keep these relevant and productive. With four on the calendar, we are anxious to see how they are received and continue to make improvements for 2019.
  
- [National Coaching Symposium](#) - (November 27th – 28th) National Coaching Symposium will be returning to Miami this November. [Registration is open](#) and the [schedule is posted](#). Thanks to Coral Reef Yacht Club and Shake-A-Leg Miami for hosting us. Stu has done a great job creating the agenda and Member Engagement is assisting with the event this year providing planning, logistics and onsite support.
  
- [National Sailing Programs Symposium](#) - (January 31st – February 2nd) - Planning is well underway for NSPS 2019 and, with strong industry support event, sponsorship has already exceeded expectations. With over 120 people already registered, we are anticipating another full-house event. If you plan to join us in Jacksonville, please consider registering now (<http://nsps2019.eventbrite.com/>).

### **Member Experience**

In August we gave best wishes to Emily Dodd as she moved on from US Sailing and relocating to New Hampshire. Emily was instrumental in getting our customer service into the 21st century by implementing the ZenDesk platform which allows for live chat on the website and customer service satisfaction surveys. While the search continues for a new Member Experience Representative, Deb Rainey hasn't missed a beat keeping our members happy and quickly responding to all the calls and emails. A huge thanks to Deb for stepping up while we have been a person down.

## **Boat Shows**

The 2018 plan for Boat Shows called for a new approach to each show. The strategy for the Newport International Boat Show was to promote US Sailing as a local organization and connect with the community. We dedicated half of our booth to a pop-up shop selling assorted branding merchandise. The other half of our booth engaged visitors with our “Partner Passport” (take a trip around the show and collect a stamp from all the US Sailing partners also exhibiting at the show) and the Reach Scavenger Hunt. While booth visits were steady, and members were happy to see us, sales were low and we left the show scratching our heads still trying to figure out what the US Sailing message should be at future shows. Discussions and planning continue looking toward a 2019 strategy.

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## *Chief Technology Officer - Mike Waters*

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The Information Technology team continues to focus on data protection and quality of services. On a daily basis, we are overrun with spam, phishing and good old fashion confidence scams that take time to investigate and unravel. The staff is doing a great job of ‘first line’ protection. Carefully reading email addresses and being certain it came from the right person. Our defenses are stronger due to shared environments where we can benefit from a collective community.

The new website is now a part of what is expected: clear, fresh and meaningful information that is easy to navigate. We have created a check and reflect procedure that will have reviews to maintain consistency and quality. Hosted externally, we continue to see almost 100% availability.

We are very excited to embark on the next generation of our association management system. The Board approval to move forward with Fonteva’s Salesforce-based solution will allow us to better connect with our people, end-to-end.

- The new Fonteva Salesforce-based AMS will put our layers of constituents in better control of how they interact with US Sailing. When implemented, a member will have a home screen that becomes their resume and portal.
- All education, certifications, volunteering and public interests are displayed along with extended associations with RSA’s, Clubs, Class Associations, race committee crews, ect. Similarly, these extended organizations will be provided the US Sailing Fonteva

platform to serve their members who are our members or potential members allowing US Sailing an end-to-end view of those involved in the sport.

- All US Sailing transactions will have the same look and feel of ordering from a secure store.

The goal is to create a sustainable system that help us manage our members, obtain new members and provide value to all tiers that support US Sailing and the membership.

Our team is obtaining the necessary training leveraging the Salesforce nonprofit model and will be working with Fonteva soon to begin this important project. Our internal teams recognize the importance of this project and are in full support. Let the hard work begin.

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## *Chief Marketing Officer – Peter Glass*

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It's been an exciting and fast paced 3<sup>rd</sup> quarter. Starting on July 16<sup>th</sup>, I hit the ground running and appreciate the MarCom team and overall US Sailing organization welcoming me into the sailing community. Below our team has provided highlights of 3<sup>rd</sup> quarter activities and key areas of focus moving forward.

### **Commercial Sponsorship**

Our team has been actively working to build the sponsorship pipeline and generate new organizational revenue. In addition to our organizational efforts, we have engaged outside sales representation working on a performance-based commission model. We are working with the Vertica Group based in Boston and Berteau Group from Chicago. Both have a good sales track record and the potential to drive value.

Our internal team has also been engaged in discussions and are cautiously optimistic about the announcement of a new partnership with West Marine in 4<sup>th</sup> Quarter and working toward an enhanced Rolex YOY award process and communication platform. Additionally, we are pressing hard to finalize some meaningful partnership discussions that would begin in 2019. We have completed a comprehensive redesign of the outbound sales materials including presentation and video reel.

### **Content Development & Distribution**

In an effort to build awareness, participation and fans – we have been pursuing a multi-pronged content strategy.

- Social Media – Building our audience across key channels of: Facebook, Instagram, Twitter and Snapchat. This is a key component as US Sailing builds our customer relationships. Additionally, social is a core element to drive partnership value
- Broadcast – Pursuit of a potential broadcast distribution partnership that can build reach and audience scale. We will initially build around the World Sailing World Cups and monthly

magazine shows, but are also pursuing alignment within the sailing community with others as well.

- Engagement – Looking at new channel communication and messaging that builds interest, dialogue and consumer feedback. We are building a compelling story to connect from the core to casual sailor.

## Membership Acquisition

In concert with Lauren, Katie and Patrick – we have been working on the development of a membership acquisition strategy. Josh will be helping to lead the charge as we work toward the goal of launching new test campaigns in 4<sup>th</sup> quarter through owned and partner media.

## Communications Overview

The team has been working to provide a wide range of channel communications supporting key activities:

- Championships: Full coverage of our US Sailing National Championships (July-September), including U.S. Singlehanded Championship, U.S. Junior Women's Singlehanded Championship, U.S. Junior Women's Doublehanded Championship, Chubb U.S. Junior Sailing Championships, U.S. Women's Match Racing Championship, U.S. Adult Sailing Championships, U.S. Team Racing Championship - Previews, Final Reports, Daily content, Social Media, Photos, Facebook Live video, national and local media/influencer outreach
- Event Communications: NSPS, National Coaching Symposium, Stakeholders Summit - Promotional outreach to members and targeted lists, email marketing, social media, digital advertising
- Communications support for the US Sailing Team: Staffing and training of contracted press officer for World Championships in Denmark; US Sailing Team news and coverage monitoring and social media support.

Our team is in current development of a comprehensive channel architecture assessing customer/stakeholder communications across US Sailing and building out best practices.

## Outreach Highlights

- We conducted Facebook Live broadcasts for 2 of our National Championships, Chubb Jr. Championships for the Smythe, Bemis and Sears, and US Team Racing Championships for the Hinman Trophy. Combined, the live broadcasts have had over 90,000 views and have reached over 200,000 people. We are looking forward to our last Facebook Live broadcast of the Championship season at the US Match Racing Championship in Chicago, IL, October 18-21.
- Supported the start of the 100<sup>th</sup> Chicago Yacht Club Race to Mackinac with a US Sailing Buzz Bar each morning.
  - <https://www.instagram.com/stories/highlights/17951693650097309/>
    - Generated over 50,000 impressions over the two-day event



- Sponsored and provided onsite support at the 4-day Inland Lake Yachting Association's X Boat Championships held at Pewaukee Yacht Club, Pewaukee, WI
- Worked in conjunction with Melges Boat Works for event media
  - <https://spark.adobe.com/page/8QgRc7qA5t6Sx/>
  - <https://www.instagram.com/stories/highlights/17902062784219570/>
    - Generated almost 100,000 impressions over a four-day event

## **Team Development**

We hired Mike Fortin in the role of Content & Creative Services Manager. Mike will be responsible for development and distribution of video and photo content across the organization – both building new interest and supporting cross department needs. Mike is a talented video editor and digital storyteller and will be a huge asset to US Sailing.

The communications team lead by Jake Fish has been interviewing candidates for the Communications Coordinator/Press Officer position for US Sailing and US Sailing Team coverage. We have narrowed the search to finalists and are poised to make a hire in the coming weeks.

## **Other News**

Jack and I attended the USOC NGB Best Practices Seminar in Louisville, KY. It was a productive two-days that allowed us to build alignment between the NGB's, share learning and assess issues facing the overall Olympic movement.

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## ***Director of Education – Stu Gilfillen***

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With the fall begins the Race Administration seminar season. Requests to host seminars are coming in almost daily, which bodes well for a strong year. We're also being very proactive with scheduling other courses as well and have a few offerings on the calendar as far out as June 28, 2019. Peri and Andi have done an outstanding job holding down the fort since James Shannon's departure at the end of August, and we hope to have his replacement in the office before the end of November.

The Product Development team of Pat, Brad and Jessica has been running at full speed and have completed a number of the projects listed in the last report, including *The Adaptive Sailing Resource Manual* (2<sup>nd</sup> ed.) and *Teach Sailing the Fun Way* (3<sup>rd</sup> ed.). We have also converted our *Basic Keelboat* text into Mandarin (at right) which will be available for review at the World Sailing meeting in Sarasota. Additionally, they have made all the necessary updates to the International Offshore Safety at Sea Online course to reflect that it's been accepted as an alternative to the Offshore Safety at Sea Seminar. Other projects, such as *Sailing Drills Made Easy*, *Bareboat Cruising* and "Cue Card" decks for both *Teach Sailing the Fun Way* and *Sailing Drills Made Easy*, are close to completion.



Additionally, the Fundamentals of Coaching Online course that we've been developing with the USOC is getting closer to completion. We expect to have the alpha version available on October 15th, in time for the National Faculty. The expectation is that the course will be used by all instructional programs, in some capacity, starting in 2019. We have also worked diligently to ensure that most of the disciplines in US Sailing are represented through video, and that the example of US Sailing's Signature progression of learning (Chalk Talk, Land Drill, Water Drill) will provide examples of each. What this means is that when a Keelboat Instructor takes this course, s/he will see content that reflects the course they are teaching.

At the end of this month, over 40 attendees from the various US Sailing disciplines will be converging in St. Petersburg, Florida from October 26th – 28th for our **National Faculty** meeting. This group of subject matter experts is the backbone of the training programs and has been a driving force in helping us improve our products and offerings. In recent years, we've been able to bring all the disciplines together at the same time, which has helped create more consistency across programs and helped us work towards developing a cohesive Educational brand. We are grateful that Jack and Cory Sertl will be able to join us this year and we're also excited to welcome Chris Snyder, the Director of Coaching for the USOC, who will be giving a brief presentation on how the projects that US Sailing is working on (Fundamentals of Coaching and our Sailor Skill System) reflect what's occurring with other sports.

Lastly, US Sailing has been doing some Virtual Reality sailing! Thanks to Mike Waters and the support of a company called MarineVerse, we've been able to test "VR Regatta" in our office. We actually had the system set up when the Olympic team was here, and we had the opportunity to let them play around with it (at right is a picture of Paige Railey giving it



a shot). While the applications for this product are still being worked out, we see a potential opportunity to help people gain comfort in the process of sailing before actually hopping on the water. We will have this at the National Coaching Symposium for anyone who's there and wants to check it out.

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### *Adult Director - Betsy Alison*

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Adult programs keep rolling along with Q3 being the busiest time for Adult Championships. We are closely tracking the certification data from Powerboat, Keelboat and Safety at Sea so that we can better project participation, school/host facility engagement, and profitability of programs especially as we move into the budgeting process for 2019.

#### **Safety at Sea**

Though the majority of SAS courses are held in the first half of the calendar year, this year we have had 32 course run to date, with another 7 to run before the end of the year. This totals 39 SAS courses with a total of 2442 certificates generated to date for 2018 compared to 26 total courses in 2017 with 2104 certificates issued. We believe that some of the increase is due to it being a Newport/Bermuda race year coupled with the fact that more Organizing Authorities are increasing the safety requirements for bigger offshore or near coastal races. Currently we have 17 SAS courses on the calendar for 2019 with an expectation of many more to come.

The other updates for Safety at Sea are:

1. The Offshore Committee approved the equivalency of the US Sailing Offshore *Online* Safety at Sea course with the traditional in-person one day Offshore Safety at Sea

course. An Organizing Authority for an offshore event can determine what course(s) or level of course is acceptable for their event.

2. Safety at Sea Sub-Committee is working on standardizing content in a slide deck for SAS Course Moderators.
3. Standardization for Moderator training and approval processes are underway and being applied in practice.
4. Safety at Sea Online test questions and updates have been done by Fresh Air Educators (our online provider) so that all content is updated and consistent with current course material being presented.

### **Adult Championships**

Q3 is the time that most of our Adult Championships occur. Following the first three completed in first half of 2018, we had the International Women's Keelboat Championship cancelled for August due to low registration numbers. Women's Match Racing at St Francis YC was a big success in late August with 8 strong teams vying for the national title. Nicole Breault and her team took the win. In September, both the US Adult Championship for the Mallory Trophy and the US Team Racing Championship for the Hinman were run on the same weekend in the midwest towns of Wayzata, MN and Cleveland, OH. Both events were well subscribed and saw great racing. The Adult Championship was won by Inland Lake Yachting Association's team led by Michael Hanson after 22 races of stiff competition. The US Team Racing Championship was taken by Team BOSS who narrowly beat the College of Charleston in a best of 5 Finals. 171 races were conducted by the race committee out of The Station in Cleveland which provided a natural "stadium style" venue.

The final two more adult championships on the calendar for 2018 are the US Match Racing Championships at Chicago YC and the Championship of Champions at Atlanta YC, both being sailed for on the weekend of October 18-24.

A meeting of committee chairs of adult championships was held on October 3 to discuss the viability and challenges for each of the 10 adult championships. Reports were received from each chair and the data will be used to decide whether these championships should continue to be sailed for annually, bi-annually, or be put on hold.

### **Keelboat and Powerboat Programs**

To date, we have increased the number of Keelboat Schools in our network by 7, and anticipate several more to come on board before the end of the year. Our intent is to roll out a marketing plan for our Keelboat program by end of year, and provide "tool-kits" to help in co-branding programs for our schools by enabling them to easily insert their school logos and contact

information promotion of their programs using a common marketing theme. This will help us ensure the strong unified approach to presenting our US Sailing educational programs to the public through a wide array of marketing media - digital, print, etc.

National Faculty Keelboat working party is focused on: the final review of the *Passage Making* book which should go to print by end of year for distribution in early 2019; editing of *Bareboat Cruising* which we hope can go to print by early 2019; and updated to the pilot programmed Performance Sailing (small keelboat) course for promotion to schools and student in 2019.

On the US Powerboat side of things, we are working with Marketing to created similar tool-kits for promotion of Safe Powerboat Handling Courses, Safety Rescue and Support Courses, and Cruising Powerboat Courses. National Faculty powerboat working party is focusing on Cruising Powerboat material and policy for 2019 roll out and promotion.

The US Powerboating website is undergoing final revisions before we make it go live under the US Sailing website in Q4. The updates to the web pages will have fresh photos, updated content, and the same look and feel as the new US Sailing web pages. We will have a presence at the US Powerboat Show in Annapolis to promote our Powerboat hands on programs, and will experiment with selling *Start Powerboating Right* and a limited edition of a US Powerboating cap to the public from our booth at the show.

### **Adaptive Sailing**

We have on-boarded an intern for this semester. Kristi Dolan, a Marketing and Communication major at RWU and a member of their sailing team. She is working with Nancy Mazzulli on the Adaptive web pages, developing a training plan for our network of adaptive programs on how to better utilize social media for promotion and cross promotion of activities, and will roll this out in November in a live webinar. There is also an Adaptive Instructor Workshop scheduled for November in New Orleans.

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## ***Youth Director – John Pearce***

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Youth programs had a successful third quarter, wrapping up a busy summer. Congratulations to our colleagues in the Olympic Development Program on an historic performance at the Youth Worlds, capturing the Nations Cup for the first time in history. Well done, Leandro Spina, Meredith Carroll and everyone else who work so hard behind the scenes.

Instructor Certifications Courses are highly seasonal, with a majority of courses taking place in the second Quarter. We ended Q2 slightly ahead of 2017 YTD in both Smallboat and Reach Educator courses, but a slow Q3 has left us even year-to-date. Our Q4 focus is on filling the remaining courses on the calendar. We are also working with Member Engagement to pair Level 3 Head Instructor and/or Reach Educator Courses with the upcoming Regional Symposiums, which we hope will be an attractive way for attendees to add professional development to their symposium experience.

Junior Olympic Sailing Festivals were very busy in Q3, as usual. The 2017 and 2018 YTD numbers are identical (amazingly), with 2718 participants so far. There are still several major JO's on the calendar, including the event at the US Sailing Center Martin County and the Orange Bowl International Youth Regatta. It's interesting to compare the 2017 and 2018 numbers in terms of fleet sizes across various classes. Notably, the O'Pen Bic and the RS Feva both saw over 100% growth, while the C420 has the widest participation of all classes. Here is a snapshot:

	Opti Green	Opti	Bic	C420	Laser	Radial	Laser 4.7	CFJ
2017 JO Sailors*	306	767	36	1076	19	296	36	88
2018 JO Sailors*	290	656	77	1148	10	273	45	88
	-5.23%	-14.47%	113.89%	6.69%	-47.37%	-7.77%	25.00%	0.00%

*\*reflects January-October YTD numbers*

Sunfish	V15	i420	RS Feva	RS Tera	Windsurfing	29er	Catamaran	Total
15	10	8	18	8	11	0	24	2718
18	0	0	58	9	20	6	20	2718
20.00%	-100.00%	-100.00%	222.22%	12.50%	81.82%	####	-16.67%	0.00%

The junior championships season came to a strong conclusion with successful JR Women's Singlehanded Champs at Stamford YC, JR Women's Doublehanded Champs at Mentor Harbor YC, and Chubb US Junior Champs at North Cape YC. Post-event surveys of competitors, parents, coaches and officials produced enthusiastic feedback and are a testament to the leadership of US Sailing's Championships committee chairs and the incredible Regatta Chairs and volunteers at host yacht clubs. They truly outdid themselves. In the survey we asked the "Net Promoter Score" question of "On a scale of 1 to 10, how likely are you to recommend this regatta to a friend?"

	1-10 ranking	Net Promoter Score
US Youth Championship	9.49	81
US Junior Womens Champs (Single and Doublehanded)	9.58	88
Chubb US Junior Champs	9.11	64

It's worth noting that a Net Promoter Score of 50 or more is considered "Excellent" and a score of 75 or above is considered "World Class." We will continue to collect this information in the future, and add the US Youth Match Racing Championships, to track the health and popularity of our regattas.

In late September, Stu Gilfillen and I attended the NGB Coach Educator meeting at the USOC in Colorado Springs. It was fantastic to gather information from over 50 of our counterparts from other sports, including implementation ideas for adopting the American Development Model to sailing. When we tested our Youth Development Model tools this summer at six youth sailing programs, we learned that the biggest hurdle is making the digital tools (website or App) as easy to use as possible. We need to make the system convenient and valuable for instructors, who are mainly in the 16-22-year-old range, in order to gain traction, and we are exploring ways to improve the system for wider adoption in 2019.

The outlook for the Fall is very busy, including: meetings at the Mid-Atlantic and Southern California Reach Hubs where participating programs will be sharing best practices; the National Faculty meeting in St. Pete where content experts will be developing Reach, Smallboat and Youth Development Model materials; Regional Symposiums featuring youth and community sailing topics at four locations; and the National Coaching Symposium in Miami which will bring together 125 of the nation's top coaches for continuing education. All of these targeted events are critical to engaging with leaders and change-makers in the sport. Thank you to the Education and Member Engagement staff for driving these events.

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***Race Administration Director - Matthew Hill***

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Numbers for both seminars and participants have continued to track slightly ahead of last year's, and with new seminar requests coming in regularly for the end of 2018, we are optimistic about seeing continued growth this year - especially with a bit of help from targeted communications to the race official community.

US Sailing submitted four officials for international certification by World Sailing, and we are eagerly awaiting news of their certification this year. We currently have 24 International Judges, 6 International Measurers, 12 International Race Officers and 21 International Umpires.

We have once again assembled a talented group of volunteers to attend National Faculty. Major projects include completing the instructor training course and several race management education courses for non-race officer training, as well as re-envisioning the training pathway for race officers from beginning to end, including course materials and publications.

The majority of committees in the Race Administration Department will have new leadership in October, offering both opportunities for growth and the challenge of loss of institutional memory. We look forward to working with new committee chairs, as well as drawing on the wisdom of the previous leaders, whom we won't allow to get away that easily!

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### *Offshore Director – Nathan Titcomb*

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Measurement rule racing continued into the third quarter with support for both ORR and ORC regattas including Rolex Big Boat Series, as well as a new fall ORC fleet for the Annapolis region. The expected level of activity for IRC racing continued on the east coast in advance of the Stamford Vineyard Race over Labor Day weekend. The Offshore Department continues to support sailors in the process of procurement of their rating certificates.

We continue to drive measurer training initiatives and are currently working on ensuring all of our current measurers are trained in the protocol of boom inclinations. We are concurrently scheduling trainings for new measurers. Our initial focus is to ensure we increase the number of measurers in the areas where active measurement racing is taking place, while focusing on initial training where rating rules like ORC are starting to take hold.

In preparation for one of the initiatives for 2019, we have also started the process of digitizing the hand-written records that record the issuance of sail numbers. This is currently being undertaken on a part time basis with the intent to finish this process in the first quarter of 2019. The end goal is to have a solid technical foundation for an update to the sail numbering process.