

2019 QUARTERLY ASSOCIATION REPORT (APRIL - JUNE)



Jack Gierhart, Chief Executive Officer
Donna Kane, Chief Financial Officer
Josh Toso, Marketing Director
Peter Glass, Chief Marketing Officer
Georgia McDonald, USSF Managing Director
Greg Fisher, Chief Operating Officer of Olympic Sailing
Mike Waters, Chief Technology Officer
Justin Sterk, Compliance Manager
Stu Gilfillen, Director of Education
Lauren Cotta, Director of Operations
Betsy Alison, Adult Director
Nathan Titcomb, Offshore Director
Matt Hill, Race Administration Director
John Pearce, Youth Director



2019 Objectives

Financial Metrics Based on June 2019 Financial Statements and Membership Report

Goal	Comments	Status
Financial Metrics		
Cash Flow: \$118,000	\$ 1,988,634 vs. budget of \$674,447	Green
Membership: 46,000 Retention: 68%	45,001 (6/19) vs. 45,873(6/18) Retention – 67.5%	Yellow/Yellow
Fundraising: \$1,420,000 cash Olympics - \$833,000 USS - \$587,000	\$ 870,048 vs. \$ 647,361 budget OLY - \$ 661,421 vs. \$ 413,500 budget USS - \$ 228,662 vs. \$ 226,561 budget	Green
New Sponsorship: \$400,000	\$142,106 across 6 partnerships/ \$600K Olympics (Kilroy); Two new partnerships (to be announced) have completed contracts - \$39.6K in new revenue. Two new VIK/ budget relieving partnerships being finalized for USST	Green
1. Create Opportunities for life-long participation		
Implement Skill Up: launch app; adopted by 20 LSO's	Skill Up mobile app has strong use among Early Adopters. Not ready for broad advertising yet, due to the need for additional features and content, as identified by Early Adopters. Working with New Start Mobile to craft the 2.0 build for this fall, to be ready for demo at the National Coaching Symposium in December, and ready for full launch prior to Sailing Leadership Forum in early 2020, with accompanying marketing plan and support infrastructure.	Green
Launch Siebel Sailors: 2 centers activated; 3 others selected	24 RS Fevas have been delivered to San Francisco in preparation for Siebel Network launch this fall. Chicago and Baltimore Networks will launch simultaneously. Blair Overman is in detailed conversations with Siebel Center candidates and Siebel Coach applicants.	Green
2. Provide a broad spectrum of activities		
Product Development: S@S; Teaching and Coaching Fundamentals Online (TCFO); Race Management; Measurers	First video shoot for S@S online modules 11-15 have been completed. TCFO launched. RC Fundamentals is in beta. <i>Sailing Drills Made Easy</i> is headed to the printer. <i>Bareboat Cruising</i> is printed and in the store. <i>Passage Making</i> is in development. Mentoring program	Green

	and Women's Coaching Initiative being framed out in conjunction with the Siebel Coaching Education Program. Updating support/admin documents for all programs.	
National Handicap; Portsmouth YS	RFP for national rule drafted; working with Offshore Committee for feedback.	Yellow
3. Regionalize		
8 Regional Symposiums; SLF Plan	Five complete, 200+ attendees; two already planned for the fall. SLF call for presentations and speakers went live 5/1.	Green
Est. USST/ODP Regional Training Centers and Partners	Oakcliff/ODP2 clinic June 7-20 is strong with excellent collaboration and participation; USST coaches will provide a presentation at Texas Youth Race Week July 13; ODP Clinics are scheduled for Miami, Long Beach and SF.	Green/Yellow
4. Volunteering – easy, rewarding, beneficial		
Volunteer Connect	Add athletes prior to SAC election; terms of reference updates; new Sailor Athlete Board nominee; US Sailing bylaw/regs changes; SAC bylaws update.	Yellow
Enhance Race Admin: uniformity, quality, participation	Developing working groups with goal of identifying specific steps to be taken, within the broad goal of promoting a culture of customer service to sailors. Enhanced training, mentoring and communication with current and potential race officials is a primary area of development.	Yellow
SafeSport and Background Check Implementation	2019 SafeSport policy approved and implemented. Background check for org policy coming Sept 2019. MarCom working on messaging.	Yellow
5. American Success		
ODP and USST Performance: ODP - 2 Gold medals, 6 top 10, 3 rd overall Nations Trophy USST - 6 medals in first quarter, 2 top 5, 3 top 10 at key events	USST - Miami World Cup - Silver, Bronze, 4 of top 5, 7 of top 10; Princess Sofia Cup - Gold, 2 Bronze, 1 of top 5, 1 of top 10; Genoa World Cup –Bronze, 2 of top 10; Easter Finn Regatta - Silver, 1 of top 10; Marseille World Cup - 470 M 8 th ; Radial Euros 8,9 overall. ODP - 2 Gold medals, 6 top 10, 3rd overall Nations Trophy at Hempel Youth World Championships in Gdynia, Poland	Green
Communications: Executing comm plan and increasing exposure	Transition to MailChimp completed with over 26K new digital subscribers identified in the database. Team launched inner circle foundation communication – 63% open rate Over 5.3K new followers in Q2 on USSA/USST social media channels	Green

CEO Summary – Jack Gierhart

The first half of the year has come and gone quickly, and we have made strong headway in a number of areas as you will see in the following pages. From a financial perspective, we are on track or ahead of plan with solid program revenue, membership revenue very close to target, fund raising going well, and new sponsors joining our organization. On the expense side, the controls and streamlining we put in place for this budget year are producing the intended results and we are under budget on spending.

Events are in full swing and so far, running well. The Offshore Department delivered another great season of service supporting the major races around the country. Championships are working well with both the participants and hosts enjoying the experiences. I had the pleasure of attending the Youth Champs at Little Egg Harbor Yacht Club in June, where the resources of the Barnegat Bay YRA came together to deliver a fantastic regatta. We had the good fortune to welcome sailors from American Magic who came to coach the young athletes; big hit. The club and all the volunteers did a truly wonderful job hosting this very demanding event.

We also hosted a member/donor viewing party in New York City during the Sail GP event. About 80 people showed up for a beautiful afternoon to watch these impressive 50' foiling Cats speed across the lower Hudson between Manhattan and New Jersey. Great to see old and new friends; all sailors really excited to be there and supportive of what we are doing.

A few other updates:

- Membership continues to be a focus. While revenue is on track and retention is reasonable, total membership numbers are below target. As we have shared with the Board, we are implementing two acquisition programs to address that deficiency: one with the direct endorsement from clubs where the Board, volunteers and staff have connections; and another building on the *Sail with US* campaign that is targeting 27,000+ nonmembers from whom we have contact info and have had some engagement over the past several years—qualified leads. More on this in the report. We appreciate the assistance many of you are providing with this project.
- Lee Parks has officially transitioned into retirement and handed the reins to Justin and Katie, along with several other staff members across the organization. Our new team members are acclimating well to US Sailing and the new roles, and already having a very positive and productive impact on the organization and our members.
- The Professional Sailors working group led by Tony Rey had its first face-to-face meeting earlier in July. The group consists of Tony, Cory, Phil Lotz, Sally Barkow, Joe Morris, Andrew Kerr, Andrew Campbell and me. We have formulated what an association of professional sailors would look like, its objectives, the value it will bring to the sailors and the sport, and the outline of next steps. We are in the process of documenting the key elements and will be taking these out to a broader audience of sailors and stakeholders to validate the concept

and plan. The general response from sailors and others in the sailing community has been quite positive, acknowledging it is something certainly needed, but that the devil will be in the details.

- The USSF Chair search is in full swing with a strong group of potential candidates identified and outreach begun. This process will not only help us recruit a committed and experienced Chair, but also raise awareness with the sailing community about the Foundation and our goals that will help cultivate future supporters. Our timeline is to have a group of four to six candidates identified by the end of July, who we can then begin to engage on a one-on-one basis. Our goal is to have a final candidate identified and on board by late summer, early fall.
- Some sad news arrived last week with the announcement from Patrick Meade that he would be leaving to take a new position in Boston with the Academy of Arts and Sciences. Patrick has been a valuable member of our Member Engagement team, strengthening relationships with organizations, and helping develop our 2019 membership acquisition plans with Josh. While we are disappointed he is leaving, on the positive side this will afford us an opportunity to further develop our member engagement, retention and acquisition strategy and the resources we put towards that. We are engaging in a top-to-bottom review of the membership process and will be making appropriate changes to best accomplish our objectives.
- We have begun planning for the development of the RRS 2021-2024. The staff team has met internally—Education, Marketing, Race Admin, IT/Production/Operations—and outlined a framework for the project. Matt will be engaging the Racing Rules Committee to get their feedback on the plan and then will assemble a multifaceted working group comprised of volunteers, subject matter experts and staff to advise on the project as we move forward. We understand this is a huge investment on the part of our volunteers and one of the highest value products we provide, and we want to make the process efficient with a very high-quality product that meets the needs of our varied constituents.
- The week of July 22 I will be headed to California to visit San Francisco, Long Beach/LA and San Diego. I plan to meet with our supports and partners to discuss the roadmap for 2028 and US Sailing's involvement/presence on the West Coast. I will be listening to the Long Beach sailing community on how we can support them in the lead up to 2028, as well as share our plans for what we envision in the area. I also plan on connecting with some of our athletes who are training in the area and attending the awards ceremony for Junior Women's Doublehanded Championship for the Ida Lewis Trophy at the San Diego YC.

There is a lot of great thinking and work currently underway within the office around how US Sailing can rethink how we approach our mission and challenge the core elements of our business. The team here understands we need to challenge old assumptions, think creatively about problems we are facing, be curious, adventurous and innovative and keep in mind one of our core values—collective success. This is evident in many areas: the work on Skill Up, both from a product design and development perspective; the thinking around the RRS 2021-2024; the redesign of education delivery currently underway; the approach we are taking to engage and empower professional sailors; the programs we are rolling out to address diversity; and how we change our model for membership and supporting sailors and organizations.

The world around us is changing at an ever-increasing rate; organizations and industries are transforming themselves, not by moving from paper to digital or refining work flows or creating cool apps, but challenging the core of what they do to deliver value to their customers and reshape what their products and services look like. We have to do the same. For example, how do we respect the value of hands-on, on-the-water training, but embrace and lead with Virtual Reality in education to make it more accessible and attractive to a whole new population, removing the biggest hurdles of access and apprehension? We have to think about every aspect of our business in this disruptive, transformational way.

We hope you are all managing to spend lots of time on the water and around the waterfront, having fun, and engaging with our members and collecting input on what we can be doing better. Thanks to many of you who have been able to attend events around the country, and I encourage those who have not to drop in on any if at all possible. The local communities really enjoy welcoming US Sailing and it is always great to interact with the sailors. Finally, the Pan Am Games begin shortly, and you can follow progress via the website and our social media channels. Stay tuned for specific communications on upcoming coverage. As always, thanks to our Board members, volunteers and my team for your contributions and commitment to our sport.

Cheers,

Jack

June 2019 Dashboard & Financial Report – Donna Kane

Statement of Revenue & Expenses Summary at 06/30/19

	Total: USSA/USSF/Olympic		
	YTD	Budget	Prior YTD
Revenue	6,440,764	5,453,737	7,070,624
Expense	5,231,945	5,532,440	6,075,017
Surplus/Deficit	1,208,819	(78,703)	995,607
Payments on Prior Years Pledges	929,815	753,150	382,500
Less New Pledges	(150,000)	0	(831,500)
Cash Flow	1,988,634	674,447	546,607

Membership at 06/30/19

Membership Categories	Active June '18	Active June '19	% Change '18 vs '19	% Retention Rates '18	% of June '18 Expires	% of June '19 Expires
Individual	21,642	21,416	-1.0%	68.5%	48.8%	43.8%
Family	12,430	11,773	-5.3%	80.7%	57.2%	46.9%
Youth	2,938	3,047	3.7%	74.0%	49.2%	43.7%
Contributing	1,194	1,315	10.1%	84.6%	70.5%	56.2%
MVP	3,147	2,635	-16.3%	75.4%	50.6%	43.9%
Keelboat	2,902	3,191	10.0%	15.3%	8.2%	6.5%
Organizations	1,620	1,624	0.2%			
Total	45,873	45,001	-1.9%	67.5%	46.7%	40.0%

Membership - Josh Toso

Sail with US Branding Campaign

Ran branding campaign for May and June. Nine *Sail with US* videos released through Facebook. Also listed on YouTube in the [Sail with US playlist](#).

Some stats are below:

- Over 80K total views – avg 9K views per video
- Over 35K total 10 second views – avg 4K 10 second views per video
- Average % of 10 second views – 42.5%
- Over 700 total likes – avg 80 likes per video
- Over 275 total shares – avg 30 shares per video
- Over 165K total reach – avg 19K per video
- Over 150 total link clicks (to Membership page) – avg 17 link clicks per video

Ground War with Orgs

Have identified first wave of clubs to approach and have enlisted the help of the BoD to make the ask for these clubs to participate in the *Sail with US* campaign by communicating the message and importance of US Sailing membership through their own membership. Once a club has said “yes” to the campaign, the Board Member will pass off a contact at the club to the Membership Team to assist in execution. The asks to these clubs are currently being made.

Direct Marketing Campaign

Building on the momentum created by the *Sail with US* branding campaign, a direct marketing campaign is being developed and will go to market in mid-July.

- This campaign will target a list of approximately 30,000 qualified individuals who are “in our world” but have never been a member.
- This campaign will be aspirational in nature and will focus on themes that will advance the sport of sailing for the future, each connecting to specific US Sailing programming, and will make the direct ask for the individual to Join US Sailing.
- This campaign will be split up into five mini campaigns that will run for 10 days each. Each mini campaign will include both video and graphical assets and will be delivered through email as well as social.

The Moorings/Sunsail Membership Promotions

- Launched The Moorings Membership promotion last week. Asking individuals from that qualified list of 30,000 to fill out a survey to be entered to win a Moorings charter. Of those who fill out the survey, we will be offering a specially priced membership as well as a second entry to win the charter.
- Launching the Sunsail Membership promotion towards the end of July. This will be targeted to existing members and will be a referral program/contest to get our members to get their friends to be members. People participating in this program will be entered for a chance to win a Sunsail Charter. Details of execution and promotion are still being worked out.

New Member Benefits

- Have come online with new benefits from Zim Sailing, Sail22 and Racegeek within the last month. We are working on a couple other new Member Benefits from Lon Gundie and from Zodiac that should come online within the next month.
- Developed a standard New Benefit launch plan including a dedicated email blast, inclusion in the *Weekly Lift* and a social post.
- Revamped the My US Sailing Member Coupons page to be more interactive, organized and dynamic: <http://www1.ussailing.org/constituents/MyCoupons.aspx>

Membership Statistics

- In June, we rebounded to 45,001 active members seeing this number drop below 45,000 in May. The youth members that have been processed by our Youth Department intern, Ariana and our Member Experience Representative, Deb, have increased youth membership by over 250 members. For the first time in years, our Youth Membership category has a positive active number of members compared to the prior year (3.7%).
- Our renewal rates dipped to 40% for the month of June. As of the beginning of July, the renewal rate for June is already up to 49% so it appears to be timing. Another renewal discrepancy was related to a few MVP programs who mailed their member lists to be renewed at the beginning of July where we received them in June of last year. An additional 21 contributing memberships were purchased in June continuing the upward trend we first

started to see in March. The weekly lift and new member benefits will help retain current members and we seek to gain new members from our other marketing campaigns mentioned above.

Chief Marketing Officer – Peter Glass

The MarCom team continues to push ahead with driving growth and striving to exceed 2019 goals. Below is an update on key activities that have been executed in 2nd Quarter and will guide strategic direction moving forward:

Communications:

Goal: Increase outreach and communications frequency to build stakeholder engagement

- Upgraded data segmentation and distribution through streamlining email communication on one platform - MailChimp
- Announced the Siebel Sailor's Program nationally and developed a long-term strategy for providing updates. Building toward a fall launch event/media opportunity
- Through a partnership with Sperry, highlighting leaders in the sailing community as part of the Sperry Ambassadors Program
- Brittney will be at the Pan Am Games and Test Event in Japan providing key communications to keep stakeholders up to date and supporting team athletes
- Introduced a new inner circle donor communication—short and concise reports on USST news—average of over 50% open rate
- Over 5,300 new social media followers on US Sailing and US Sailing Team channels in Q2. Increases in engagement also demonstrate that the build of more frequent communications is driving interest.





Content Development and Distribution

Goal: Leverage internal content and creative services to produce original content

- Developed and distributed *Sail with US* brand campaign - achieved over 165K total reach
- Leveraged SailGP partnership creating four features that highlighted the “pathway to the sport” and ran during the CBS Sports Network TV Broadcasts featuring races from San Francisco and New York
- Developing Race Committee Fundamentals video
- Developing partner videos for: Kilroy, RS, Regatta Craft Mixers
- Supporting National Education Messaging through video

Marketing

Goal: Build brand value

- The *Sail with US* brand campaign is transitioning into Phase 2, which is a more direct membership appeal through showcasing initiatives that will positively impact the future. This phase will be executed through Board of Directors and staff work with member organizations as well as marketing communications outreach to untapped sailing audiences.
- Analyzing US Sailing store sales and using a data-driven approach to new marketing and promotions
- Partnering with premiere regattas US Sailing presence and on-site activation
- On June 22nd, US Sailing hosted a SailGP stakeholder event in NYC with over 75 in attendance. The event was very well received by those in attendance and the racing did not disappoint.
- Katie and Josh are planning SLF in 2020 and actively visiting venues for NSPS in 2021.
- Work is underway for the Chicago Stakeholder Summit, Rolex YOY 2020, and a joint event with Mystic Seaport

Partnerships

Goal: Drive organizational revenue and support through expanding the value proposition, growing existing partnerships and identifying new partnerships

- Good teamwork in 2nd Quarter will result in two new partnership announcements in Q3. These partnerships showcase increased value from new partners and expansion with present partners.
- The MarCom team is dedicating new time and effort to create new opportunities with industry and corporate partners.
- Regatta Craft Mixers supported the US Sailing viewing party in NYC of the SailGP event

- Commercial activities have increased for support of the US Regatta Series and US Sailing Team headed to the 2020 Games.
- Partner agencies - Berteau Group and Topsail have been in active dialogue with potential partnerships for 2020.
- Partner activations are in full swing with Sperry, Regatta Craft Mixers, Kilroy Realty, Zim, Chubb, RS and more.

Program Support

Goal: Work across the organization to provide program support and growth

- Continued collaborative efforts to support new education product launch *Bareboat Cruising*
- Sustainability plan development continues with internal committee
- Marketing outreach working with Adult to support present schools & build new relationships
- High-end photoshoot to build USST imagery leading into 2020

USSF Managing Director - Georgia McDonald

The US Sailing Foundation is accomplishing 2019 goals. Against a YTD combined budget of \$226,561, USSA and USSF have secured \$228,662. Driving revenue to exceed established 2019 goals is our top priority.

During the first half of 2019, the Foundation launched the Spring Appeal and a President’s Club appeal. Each achieved their respective goals and received enthusiastic feedback about the work US Sailing is undertaking to address critical issues in our sport.

Spring Appeal	Goal:	\$20,000	Actual: \$20,339
President’s Club Appeal	Goal:	\$12,000	Actual: \$12,000

The Spring Appeal was introduced in 2017 and received \$9,880 in donations. The 2018 Spring Appeal received \$15,710 and the 2019 Spring Appeal received \$20,339. The trendline indicates that our members are becoming accustomed to a solicitation from USSF each spring, not just at year-end, and we look forward to steady increases going forward.

The President’s Club appeal was targeted to women in sailing and generated 12 new members and much enthusiasm for Cory’s leadership support for gender equity in the sport. Women are a generous philanthropic demographic, and we will continue to cultivate engagement in the coming years.

Over the first half of the year, donations received through premium level memberships increased over 2018 by 10.1%. The acquisition communications implemented over the last two years are steadily gaining ground. YTD, USSA and USSF have secured 459 new donors.

The 2019 Foundation major gift campaign will center on the Fund for Diversity and Opportunity to leverage the Siebel Foundation gift for significant support from other affluent and philanthropic sailors. We’re selecting and recruiting advocates, starting with Tom Siebel, and will begin to contact prospective donors later this summer.

Infrastructure and Administration

- Revised the donor acknowledgement process to deliver more personalized thank you communications to donors, including revised tax/acknowledgement letters and a new process to engage USS leadership in sending handwritten thank you notes to all donors of \$1,000+
- Identified a Project Management platform and created templates to standardize and track progress on the execution of each key Foundation function: Campaigns & Appeals; Events; Donor Relations; and Communications.
- The Foundation and MarCom are initiating a new partnership to collect and disseminate impact stories that illustrate the organization's progress toward its Strategic Plan and our donors' impact on the sport.
- Formalized a donor stewardship plan and communications calendar.

Q3 and Q4 campaigns will include four separate fundraising/relationship building initiatives:

- **Fund for Diversity and Opportunity – Quiet Phase for Major Gifts**

Leverage the Siebel gift to attract major gifts from a new audience of affluent prospects. September 2019 - June 2020

Following the quiet phase, we will launch a broad market campaign to secure additional funding and create awareness of US Sailing's commitment to expanding access to the sport.

- **Year-End Appeal**

November and December

- **Planned Giving**

Finalizing an agreement with a planned giving vendor to create targeted marketing communications for a select group of 2,500 members/donors identified as being the most likely prospects for a planned gift. Launching September 2019, this long-term investment can yield significant results for the future.

- **Donor Engagement Events**

November, TBD

Chief Operating Officer of Olympic Sailing – Greg Fisher

2019 kicked off strong for the US Sailing Team. Winning six medals in the first quarter is indicative of the depth of the team and their dedication, efforts and progress. Although there were no podium finishes in the recent European or the Laser World Championships, there were some great highlights.

In the Radial Europeans, both Paige Railey and Erika Reineke finished 8th and 9th respectively. Caleb Paine finished 11th at the Finn Europeans which qualified the USA for the 2020 Games. Paris Henken and Anna Tobias sailed to 10th in the FX at their Europeans. Charlie Buckingham finished 6th country, 11th overall, in the Laser Worlds and therefore qualified as an A2 funded athlete for 2020.

July and August are busy for US Sailors with 14 US athletes sailing in the Youth Worlds in Gdynia, Poland, July 13-20.

The Latest News is the US Team performed well winning 2 Gold medals, 6 finished in the top 10, and Team USA came home with a 3rd overall in the prestigious Nations Trophy. Congratulations to Maddie Hawkins and Yumi Yoshiyasu who took Gold in the Girl's I-420 and to Berta Puig and Bella Cassaretto won the Girl's 29er class!

The Radial World Championships in Sakaiminato, Japan starting July 19 and the 470 Worlds will be at the Olympic Venue in Enoshima in early August. **At this printing**, US women sailors hold 2 of the top 6 positions!

Seventeen US Sailors will travel to the Pan American Games in Peru, July 26-August 11 sailing in 11 classes, led by coaches Malcolm Page, Greg Fisher and Leandro Spina, with Team Leader, Meredith Brody. The summer will wrap up in Japan with back to back events of the Olympic Test Event and World Cup held at the venue for the 2020 Games. These events are part of the Trials system.

The Olympic Development Program has held a series of successful camps and clinics starting with a strong Skiff/Nacra two-week camp and partnership with Oakcliff in early June. Meanwhile, a Youth Worlds training clinic was hosted in Miami followed by a Laser camp at FAST in San Francisco. The following week, a Radial Camp was hosted again at FAST and a second Laser camp in Long Beach. The Youth Worlds Team used the Youth Champs at Beach Haven, New Jersey as their last training session before travelling to Poland while the ODP Women's radial team enjoyed their last session before the Radial Worlds in Newport, early July. Meanwhile the RS:X Board sailors are training in Lake Garda, preparing for their Worlds in September.

ODP sailors finished an impressive 7th in the Radial and 5th in the 29er in Kiel Week. Finally, before heading to Oakcliff for the Triple Crown series in September/October, there will be an ODP heavy air camp at St. Francis YC open to all classes. Regional programs are encouraged to attend and bring their coaches. Kites will be an addition this year as well!

What is perhaps most impressive about the scope of these ODP clinics is that upwards of 110 different elite young sailors will have benefited from the expert coaching provided and supported by Quantum Racing throughout the 2019 season.

The financial projections for the Olympic program continue strong. Cash Flow year end is positive and projected above the original 2019 forecast. Total expenses are below the original budget and revenue still slightly above. Thank you and congratulations to the members of our Olympic Sailing Committee who strive to help maintain the present positive financial status for the program.

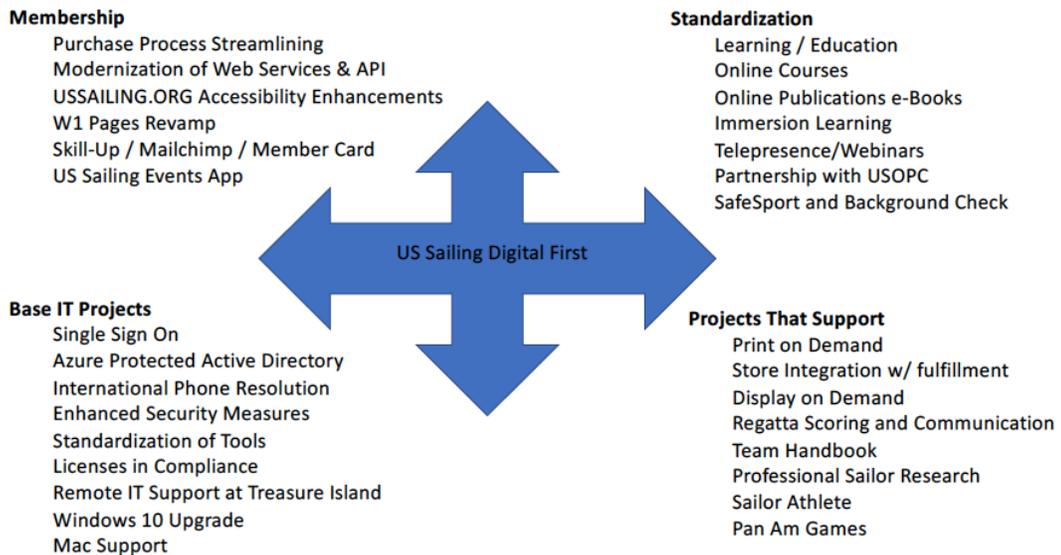
Chief Technology Officer - Mike Waters

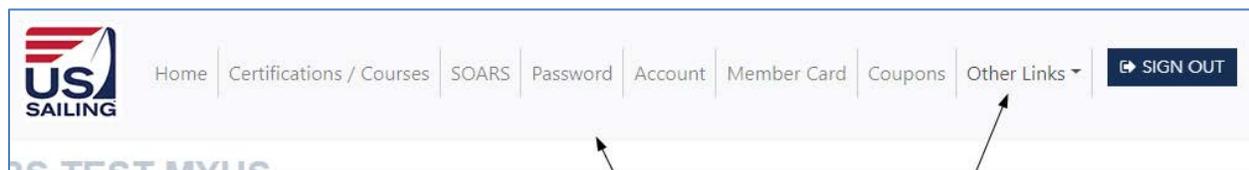
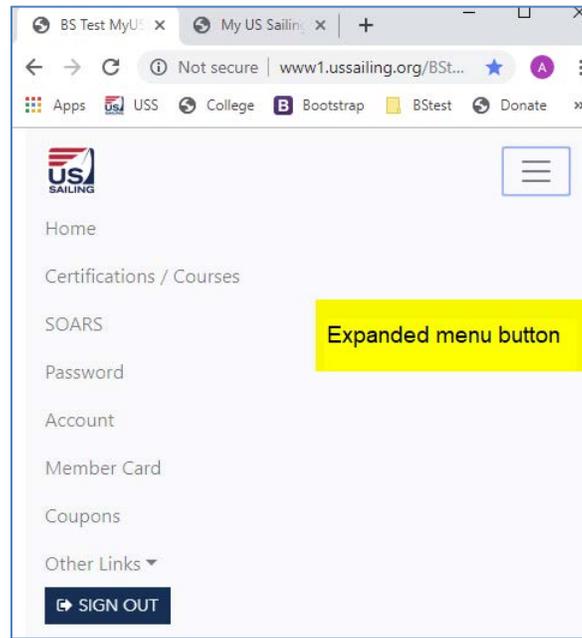
Project Layline is on track and we are quietly achieving some significant wins that are the foundation to the US Sailing digital experience. This is the move to the future, but we remain mindful of the membership we serve: everything can be on your phone, but not everyone wants to consume information that way.

We are working on vendor partnerships that will help us fill those needs. An example is our print-on-demand program. Publications will be acquired as needed, thus eliminating waste and warehousing costs, and will unlock 'quality tweaks' with timely changes in photos, text and diagrams.

It is important to note we are making these strides with current staff, some crack interns and leveraging Sailorbase data that is sound and useful if efficiently leveraged. Our focus is to create experiences that are customer centric and time saving for staff so they can move to more valuable pursuits. Our goal is to be a partner to all departments and not just a service bureau.

All projects at US Sailing touch Information Technology on some level. Maintaining quality and saving costs across the organization is our charter. Here is a sampling of what is recently completed and in the works.





SafeSport and Compliance – Justin Sterk

The end of the second quarter saw preparation for two major SafeSport and USOPC deadlines.

First, the US Center for SafeSport's Minor Athlete Abuse Prevention Policies (MAAPPs) were officially rolled out to our membership in late June. US Sailing had previously incorporated and tailored the MAAPPs for our sailing-specific constituency in the US Sailing SafeSport Handbook, which was updated in mid-May. All adult US Sailing members who have regular contact with sailors and other participants who are minors or who work at a facility under the jurisdiction of US Sailing, and any adult authorized by US Sailing to have regular contact with or authority over a sailor or participant who is a minor, must adhere to the MAAPPs, which govern conduct over five core areas of adult-minor interactions:

1. One-on-one interactions generally between adults and minors
2. Social media and electronic communications
3. Team and local travel
4. Locker rooms and changing areas
5. Massages, rubdowns, and other athletic training modalities

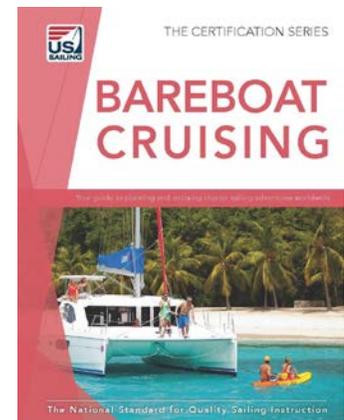
The end of the second quarter was also busy in preparation for the mid-July USOPC compliance audit. This audit annually assesses US Sailing's compliance with federal law, including the Ted Stevens Olympic and Amateur Sports Act and the 2017 SafeSport Authorization Act, as well as a

range of other USOPC standards and practices. Numerous US Sailing departments contributed to this effort and assisted in submitting documentation to the USOPC covering US Sailing finances, board and committee membership, member grievance and due process procedures, and anti-doping efforts. Final submission to the USOPC occurred on July 12th.

Moving forward, the focus shifts to continued education of SafeSport policies and procedures to our membership. We have received many inquiries from individual members—as well as member clubs—regarding their SafeSport obligations. Additionally, numerous member clubs and sailing centers have shown interest in voluntarily implementing SafeSport policies and principles at their sites. In responding to this need to educate our membership, we will be working on reorganizing the SafeSport portion of the US Sailing website and creating concise materials and guides covering SafeSport reporting requirements, grievance procedures and rights, and policy best practices for use by members and member organizations.

Director of Education - Stu Gilfillen

Bareboat Cruising (4th edition) was completed in June and is currently available for sale in our store. Key volunteers Karen Prioleau, Ray Wichmann and Richard Johnson deserve a ton of credit for helping create this great new resource and staff members Bradley Schoch, Jessica Servis and Pat Crawford helped make sure that the final product matches our standards. The Production Team is now focused on completing updates to *Passage Making*, which is the fourth book in the Keelboat Certification System. Renowned author Tom Cunliffe modernized the current text and we expect the 2nd edition to be published before the end of the year.



Our Publications Team also spent time on the West Coast shooting footage for Safety at Sea Online Modules 11-15. The shoots occurred in Port Townsend, WA and Newport Beach, CA. An additional shoot is planned for Newport, RI.

Sailing Drills Made Easy is headed to the printer. Last produced in 2000, this updated version features content from Grant Spanhake, Amanda Callahan, Shannon Bush and Jim Menzies. It serves as a resource for coaches of all levels and includes a new Team Racing section.

The Education Department is also laying the foundation for the new rulebook and a rulebook app, which we will be collaborating on with other departments. The intent is to have a standalone app for the rulebook (rather than just within our digital bookstore) that features additional resources to help race organizers and competitors. We are also looking at the possibility of building in components that could be used as part of our Race Administration seminars.

Teaching and Coaching Fundamentals Online was added to a number of our courses in the spring, but it won't be added to the Small Boat Level 1 course until September, as that particular course required a significant modification to the curriculum. We are beta testing this new curriculum this summer and will be providing a number of communications to our Instructor Trainers about how to implement the new structure so as to ensure a smooth roll out.

While the management of the Siebel program has shifted over to the Youth Department, Education is working on developing a multi-faceted coaching education program that will support the Siebel Coaches but have applications in other areas of our programming. We've contracted Reed Maltbie (former Sailing Leadership and National Coaching Symposium keynote) to help create a "Siebel Select Coaching Camp" which will be held at the USOPC Headquarters in October and also a continuing education program. Reed will also work with us to build a continuing/ongoing education module to help provide coaches with regular learning opportunities.

With guidance from Cory Sertl and Elizabeth Kratzig, we are exploring holding a women's coaching clinic before this year's National Coaching Symposium and developing a mentorship program that would help connect female coaches with top level coaching and other resources. We expect to leverage some of the work Reed is doing and may also potentially utilize the mentorship framework of the USOPC's International Coaching Enrichment Certificate Program. That structure includes a multi-phased approach that includes both hands-on and distance learning. This same approach may also be applied to our coach certification programs. This is something we will look at more closely in the fall.

Director of Operations - Lauren Cotta

The potential of a new membership database with the Salesforce platform, Fonteva, last fall sparked a conversation about our email platforms. When we envisioned a database migration from Sailorbase to Fonteva, we decided that it would be connected to one of our current platforms, Mailchimp. When the database project stopped, Jake and I decided that a connection of our current database, Sailorbase to Mailchimp, would still be a worthwhile project. Before this connection we were simultaneously using an email platform provided by a mailing vendor and Mailchimp. We wanted to create this connection to reduce staff time spent downloading member lists from the database to only them have to upload them to one of the email communication platforms.

The connection from the database to Mailchimp was accomplished by Andrew who worked to create an API. After meetings with departments to review use cases and meetings with a Mailchimp expert, we narrowed down the scope of the first phase of this connection to include recently lapsed and all current members. For those members, we fed unique Member IDs, certification history and membership information to Mailchimp. The data is now live and has been used by departments for the last two weeks. We're now able to use one list and segment our audience. This creates a better view for our Marketing Department to see what stakeholder communications are deploying from each department. It's also a better experience for our members, as they are able to manage their email preferences through one platform. This project saved us time and money. By connecting our database, we went from 170,000 subscribers that included the same people on multiple lists to 88,000 unique subscribers. This saves us \$325 a month.

The digital member card launched in June and we're continuing the rollout to members in July. The initial launch was to over 700 college members. Only 9% of those members downloaded their card. This first rollout informed our decision to try the next deployment to members who just purchased a membership. We're targeting new members, as this is their first impression of what they'll be receiving as a member. The digital member card is being launched to replace our mailed member

kit that currently includes a letter with a punch out card, Gowrie insert and a sheet of stickers. The new members receiving the digital card are also receiving a link to visit the US Sailing Bookstore app to download a copy of *The Racing Rules of Sailing* in Yudu. This next rollout of the digital member card to new members will be tested for two weeks. We'll learn from any feedback to enhance the process as we roll it out to renewing members. We were spending approximately \$100,000 on printing and \$60,000 on postage yearly related to the member kit. The digital member card is a monthly subscription of \$900 so we stand to reduce our mailing costs and seek to deliver an experience to members that's in line with our core value of sustainability.

Youth, Adult, Race Administration, Education, IT and Operations kicked off our course process revision project. We identified an opportunity to streamline registration, process and policies for our courses. We are working with Nile Hatcher, our Project Manager, to facilitate discussions and create a project plan for this goal. We hope to create a better process internally and also provide an excellent experience for our customers. We look forward to working on this over the next few months and have a sense of where we are headed by this fall.

Adult Director - Betsy Alison

Safety at Sea

With the end of Q2, 80% of the SAS courses have been completed. The final 10 courses will be held primarily in the fall with preparation by sailors for the 2019 Fall/Winter events in the SE and the approaching 2020 race season. The approval by the Offshore Committee of the equivalency of the Offshore Online SAS course with the Offshore In-Person course has been a resounding success, resulting in far more sailors being safety trained in 2019 and more Hands-On Only courses (for the International Offshore Certificate) being offered by host organizers.

# of SAS Courses by Type - Comparison Year to Year		
Type	2019	2018
Coastal	3	4
Offshore	6	7
World Sailing (2-day in person)	13	18
Hands-On Only (upgrade)	22	8
Refresher (WS/ISAF in past 10 years)	7	4

Surveys post course have indicated that sailors feel that they were very prepared going into hands-on courses by having completed the online course. By end of Q2, 1,348 sailors completed the online course compared to 643 in total in 2018. The number of office-generated certificates to date stand at 1,982 compared to 2,323 for the same period last year, but it is important to remember that the 2019 number of certificates generated by the office does not include sailors that received

an Offshore Online SAS Certificate but did not take a Hands-On course to upgrade to the International Offshore Certificate.

As mentioned by Education, the development of the final five chapters of Safety at Sea Online that will enable our online offerings to match the complete set of approved topics in the World Sailing SERs is underway. These online offerings have been made possible by financial contributions made by US Sailing along with our partners at CCA, NYYC, STC and The Sailing Foundation.

We are also acquiring raw footage that can be worked into supplemental video inserts that can and will be made available through our website. Our immediate intent is to share some finished video segments from the current course on Life Jacket Care and Maintenance on the US Sailing Safety at Sea pages at no cost to the visitor.

Keelboat and Powerboat Programs

As of mid-year, five new keelboat schools have joined the US Sailing network and 49 Keelboat Instructors have been trained. More schools have been adopting use of the Basic Keelboat Online course to supplement and better prepare students for the practical portion of the Basic Keelboat student level course.

Data for student certifications processed at all levels are up by approximately 30% across the board—this includes basic Keelboat, Basic Cruising and Bareboat Cruising. International Proficiency Certificates, which require current US Sailing membership and proof of student course completion through Bareboat, are up by 30% over 2018 data through Q2.

Release of the latest and updated version of *Bareboat Cruising* has been well received. Kudos to the Education Department and the three volunteer Master Trainers for Keelboat Instructors: Karen Prioleau, Ray Wichmann and Richard Johnson for the completion of what has been a labor of love. It has taken some time to get this project across the finish line, but it is complete. The update for *Passage Making* is also due for completion by end of 2019 and for release in 2020. All current Cruising Instructors will receive a copy of the new *Bareboat Cruising* book next week as part of their recertification and current teaching status. It is important that we keep our cadre of instructors well supported when new material is released so they can better serve the students in the field.

Powerboat programs are on a par with 2018, with a slight increase in student certifications. Three new Powerboat schools have joined our network. This program needs attention to grow.

We currently are working on splitting the *Start Powerboating Right!* book into two publications: *Start Powerboating Right for Sport Powerboats* and *Start Powerboating Right for Cruising Powerboats*. This should help on two fronts: first for NASBLA reapproval which needs to happen for 2020 (that effort being led by volunteer Timothea Larr); and for sensible promotion to students and schools.

Marketing and Promotion for Both Programs: A marketing toolkit was provided to Keelboat Schools in March, with a national marketing push to follow. It is our hope that the national push will begin within the next two weeks via social media channels and other marketing related media. A similar approach will be made for USPB for 2020.

Summer Sailstice and First Sail

In keeping with the objective to get more folks out on the water, Adult staff worked with John Arnt to promote Summer Sailstice to our Adult Programs and First Sail locations. This effort was led by Nancy Mazzulli. This year on June 22, over 55 US Sailing LSOs, Keelboat and Powerboat schools and 15 First Sail locations participated in Summer Sailstice, getting folks out on the water. US Sailing was recognized as a Gold Level supporter and we provided some prizes for a participant drawing that included memberships and education publications supplied by the Youth and Adult Departments.

Communications

Adult staff is working on a plan and schedule to begin regular communication to several constituent groups like Adaptive, Keelboat and Powerboat through bi-monthly or quarterly Mailchimp newsletters to highlight best practices of programs, highlight individual achievements and/or stories, and updates on new developments and products to name a few. Furthermore, we intend to also produce a combined newsletter with the Offshore Department to send to nearshore, offshore, and cruising sailors as well as Safety at Sea attendees highlighting topics of interest that are targeted to those specific groups such as safety related items, design or ratings issues, preparation of equipment, etc.

Offshore Director - Nathan Titcomb

The second quarter is the busiest time of year for the Offshore team, specifically with regards to the major portion of the rating rule certificate processing happening in Q2. As expected, we produced the greatest number of ORR certificates. The slight surprise was the ORC rule which has seen a growing number of participants this year. The growth of the ORC rule has been the result of strong ORC classes at Charleston Race Week, Block Island Race Week, the Annapolis Newport Race, and the New York Yacht Club Regattas. The IRC rule continues to post consistent numbers of certificates, while most all the use of the rule happens on the East Coast.

Q2 # of Boats with Certificates

IRC	ORC	ORR
129	209	590

As the boats in New England prepared for this year's races, we used most of the measurement opportunities conducted by office staff as training exercises for future measurers. We expect to have certified three measurers by the end of the year in time for the ramp up to the 2020 season, which includes both a Newport to Bermuda Race and the combined IRC and ORC worlds in Newport.

The Offshore staff is now shifting gears working on the fleet data packages that will support the Rating Rule RFP project. We are also crafting the plan to overhaul the Portsmouth Yardstick Rating system for implementation later this year.

Race Administration Director - Matthew Hill

Race Administration course participation for the first half of 2019 tracked close to that of 2018, with the same number of seminars and just 25 fewer participants. We are planning for increased promotion and participation in the fall season.

Planning for *The Racing Rules of Sailing for 2021-2024* is under way, with a detailed work plan in development and the formation of a small working group to explore what types of rules products will be most useful to our members. In keeping with our goal of being as environmentally responsible as possible, we anticipate offering a digital rules app as our primary product and making printed rulebooks available to those who need or want them in order to best support our volunteers and other frequent users of the racing rules.

"Race Committee Fundamentals," a new course aimed at training RC volunteers, has completed beta testing and is now in review prior to committee approval and rollout as a production course in the fall. Comment from participants and organizers was both positive and helpful in focusing and streamlining the course. We are planning significant promotion for this course through our organizational channels.

Youth Director - John Pearce

It's been a busy Q2 in youth sailing! We are very pleased to have our Youth Department team growing, with the additions of Justin Sterk as US Sailing's Compliance Manager and Blair Overman as Siebel Sailors Program Manager. Similarly, the addition of the Siebel Sailors Program and the Skill Up mobile app are both really exciting "Start Up" programs that have tremendous long-term potential.

Blair has hit the ground running with the Siebel Sailors Program. After starting her new role on June 21st, she's already developed strong relationships with many of the key stakeholders, including a three-day visit to Chicago in early July to meet with the leaders of the organizations that have applied to be Siebel Centers. Blair has also spent quite a bit of time getting to know the US Sailing staff and volunteers who are contributing to the Siebel Program. Next steps include finalizing the Siebel Centers and Supporting Centers in each region, hiring the Siebel Coaches, and planning the roll out and local outreach as the program gets underway this fall. Q3 and Q4 will be exciting for the Siebel Sailors Program!

The Skill Up mobile app has been live for about six weeks. The initial focus has been on the 12 "Early Adopter" programs that signed on after NSPS and have been providing feedback and ideas throughout the design and launch. This approach is recommended for app development, as it allows for real time feedback, troubleshooting, and learning within a focused group of users. Currently we have 374 active users nationally, who have completed 3,800 sailor skill assessments, 1,200 drill views, and 36,000 total page views. The Early Adopter program has created over 400 new youth members at the special \$10 skill up youth member price point. It's worth noting that a vast majority of these new members are brand new, learn-to-sail students. It's a great opportunity to grow our

base and increase awareness and affinity for US Sailing. Next steps include working with New Start Mobile to craft the 2.0 build for this fall, to be ready for demo at the National Coaching Symposium in December, and ready for full launch prior to Sailing Leadership Forum in early 2020, with accompanying marketing plan and support infrastructure. Additionally, the creation of new video and skill content is an ongoing effort, with support from committee members, volunteers, class associations, and other stakeholders to build out a complete library of skill development resources.

The critical 2nd Quarter has been successful for Small Boat and Reach courses. First off, thank you to the Education Department for the mountain of work that goes into scheduling and executing so many courses in such a small period of time. Peri and Andi deserve medals! Our Youth Education Manager Jen Guimaraes has been refining our targeted promotional emails and working to connect waitlisted students with courses, which has helped fill courses and increase total participants. The table below includes course information through the end of June:

	YTD	2019 Goals	# to meet goal	% complete	2018 TOTAL
<i>Sailing Counselor</i>	173	191	18	91%	157
<i>Level 1 Instructor</i>	1485	1661	176	89%	1598
<i>Level 2 Instructor</i>	205	265	60	77%	227
<i>Level 3 Head Instructor</i>	7	32	25	22%	30
<i>Level 3 Coach</i>	26	32	6	81%	25
<i>Reach</i>	97	108	11	90%	122

Junior Olympic Sailing Festivals are running well, with many regattas coming up in the next month. We will miss Lee Park’s leadership on the JOs, but I’m excited to explore the future of these events. We are planning to have a focus group of JO event chairs this fall to discuss how to grow value and add support for these regattas.

Lastly, Championships season is in full swing! Meredith Carroll is spearheading this area and doing a tremendous job juggling five major championships, while also supporting the ODP program and the Youth Worlds Team that is competing in Poland. A few quick updates on the Championships:

- The U.S. Youth Championship at Little Egg Harbor, NJ went extremely well. Great sailing conditions, an incredible host club and event chairs, and great race committee work made for a high-level competition and quality experience for the sailors. In fact, the post regatta survey produced a Net Promoter Score of 88%, which is incredible! Last year’s event was an 81% (which is still excellent). Congrats to the Youth Champs Committee on a great regatta!
- The U.S. Youth Match Racing Championship at San Diego Yacht Club was also fantastic, as usual. The post regatta survey is not yet complete, but I’m sure it will impress! The regatta was livestreamed on the US Sailing Facebook page thanks to the generous support of Andy Rose and his production, camera, and commentary team. Thank you, Dave Perry for your continued dedication to the Youth Match Racing Championship!

- The Junior Women's Championships are currently underway and have very strong fields. The addition of the Laser 4.7 to the Leiter Trophy yielded 11 additional registrants and brought the field to 44 sailors (up from 31 last year)! The 29er fleet will race at the Ida Lewis fleet for the first time, alongside the always strong C420 fleet. We are excited to evaluate the effect of these new equipment options after the regattas are complete and begin planning for 2020.