

## 2019 Q4/ YEAR END ASSOCIATION REPORT



*Jack Gierhart, Chief Executive Officer*  
*Betsy Alison, Adult Director*  
*Meredith Brody, Olympic Director*  
*Lauren Cotta, Director of Operations*  
*Stu Gilfillen, Director of Education*  
*Peter Glass, Chief Marketing Officer*  
*Matt Hill, Race Administration Director*  
*Georgia McDonald, USSF Managing Director*  
*John Pearce, Youth Director*  
*Justin Sterk, Compliance Manager*  
*Nathan Titcomb, Offshore Director*  
*Mike Waters, Chief Technology Officer*

**Financial Metrics Based on Year End 2019 Financial Statements and Membership Report**

Goal	Comments	Status
<b>Financial Metrics</b>		
<b>Cash Flow from Operations: \$118,000</b>	\$ 357,956	<b>Green</b>
<b>Membership: 46,000</b> <b>Retention: 68%</b>	43,842 (12/19) vs. 44,784 (12/18) Retention – 72.8%	<b>Red /Green</b>
<b>Fundraising: \$1,420,000 cash (new gifts)</b> <b>Olympics Team - \$833,000</b> ODP – n/a <b>USS - \$587,000</b>	\$1,401,990 vs. \$ 1,420,000 goal <b>OLY</b> - \$ 807,760 actual vs. \$833,000 goal <b>ODP</b> - \$ 12,000 actual vs. (no fundraising goal) <b>USS</b> - \$ 582,230 actual vs. \$ 587,000 goal	<b>Yellow</b>
<b>New Sponsorship: \$400,000</b>	\$ 192,500 USSA revenue \$ 600,000 new Olympic sponsorships	<b>Green</b>
<b>1. Create opportunities for life-long participation</b>		
<b>Implement Skill Up:</b> Launch app; adopted by 20 LSOs	Successful testing of version 1.0 by Early Adopter users has led to a strong roadmap for the current 2.0 build, including app improvements as well as an organization web console to allow LSO's to manage and monitor learning. Version 2.0 build is underway for completion at end of Q1 2020.  2019 app use by early adopters: <ul style="list-style-type: none"> <li>• 1,470 total 2019 users <ul style="list-style-type: none"> <li>○ Peak 1-day users: 68</li> <li>○ Peak 7-day users: 180</li> <li>○ Peak 28-day users: 383</li> </ul> </li> <li>• 7,858 sailor "assessments"</li> <li>• 1,991 access to "drills"</li> <li>• 65,699 screen views</li> </ul>	<b>Green</b>
<b>Launch Siebel Sailors:</b> Two centers activated; three others selected	San Francisco, Chicago, and DC/Baltimore regions are fully operational and will begin on-water programming in March. The Siebel Coaches have created the program curriculum, culture, and stewardship plans. Regions #4 and #5 will be announced in Q1 2020, with programming to follow.	<b>Green</b>
<b>2. Provide a broad spectrum of activities</b>		
<b>Product Development</b>	<b>Completed in 2019:</b> Teaching and Coaching Fundamentals Online, Video shoot for S@S Online Modules 11-15; RC Fundamentals betas, <i>Sailing Drills Made Easy</i> ; <i>Reach Educator Guide Middle School Modules 11-17</i> , <i>Level 1 Instructor Trainer Manual (update)</i> , <i>Training Policy Manual</i> , <i>Bareboat Cruising</i> , National Coaching Symposium, Women's Coaching Clinic, three National Faculty meetings.  <b>Will be completed in 2020 Q1:</b> <i>Education</i>	<b>Green</b>

	<i>Department Procedures Manual; Passage Making; Start Powerboating Right; Skill Up 2.0.</i>	
<b>National Handicap; Portsmouth YS</b>	This has been moved to the 2020 agenda for the Offshore leadership.	<b>Red</b>
<b>3. Regionalize</b>		
<b>Eight Regional Symposiums; SLF Plan</b>	Four Regional Symposiums offered in Q3 and Q4, for a total of eight symposiums in 2019.	<b>Green</b>
<b>Est. USST/ODP Regional Training Centers and Partners</b>	ODP – Regional programs are working well with ODP but the strategy is shifting. The designation of Regional Training Centers concept is no longer the key objective. Support is shifting to classes - Nacra 15 class and 29er class are good examples of regional programs and ODP class cooperation.	<b>Green</b>
<b>4. Volunteering – easy, rewarding, beneficial</b>		
<b>Volunteer Connect</b>	Most TOR updated. In 2020, launch Educational Ambassador program (pending TCOMM approval) which includes revising the Regional Training Coordinator (RTC) position	<b>Yellow</b>
<b>Enhance Race Admin:</b> uniformity, quality, participation	With strong support from the BoD, forming a Race Administration Working group that will identify ways to recruit a wider variety of sailors to the Race Admin community. Unify and streamline policies and procedures. Identify needed areas of support and apply best practices from other areas of the association.	<b>Yellow Green</b>
<b>SafeSport and Background Check Implementation</b>	<ul style="list-style-type: none"> <li>• SafeSport Audit completed December 5, 2019</li> <li>• Developing SafeSport Recognized Organization program</li> <li>• Develop SafeSport toolkit for use by member organizations</li> <li>• Update SafeSport page on US Sailing website for easier navigation by members and member organizations</li> <li>• Expanded background check policy to include certified race officials</li> </ul>	<b>Green</b>
<b>5. American Success</b>		
<b>ODP and USST Performance:</b> <b>USST -</b>	Auckland, NZL - 49er, FX and Nacra Worlds 49er FX – Henken/Tobias (9 <sup>th</sup> ) - Roble/Shea (13 <sup>th</sup> ) 49er – Snow/Wilson (13 <sup>th</sup> ) - 10 <sup>th</sup> country (missed country qualification by 1) Nacra 17 – Gibbs/Weis (14 <sup>th</sup> ) - 11 <sup>th</sup> country Melbourne, AUS – Dec Finn Gold Cup – Muller, 17 <sup>th</sup> with 3 <sup>rd</sup> in U23. Paine 25 <sup>th</sup>	<b>Yellow</b>
<b>Communications:</b> Executing comm plan and increasing exposure	Supported core programs and customer engagement/outreach <ul style="list-style-type: none"> <li>• Over 12MM social media impressions</li> <li>• Increased email communications by 2X</li> <li>• Supported key events/ activities of the US Sailing Team through press and video</li> </ul>	<b>Green</b>

## *CEO Summary – Jack Gierhart*

Looking back on 2019, we pursued new initiatives to drive innovation, increase access and opportunity and sharpen our focus as our athletes prepare for the Tokyo 2020 games. Here are a few highlights that are expanded upon in the report: the launch of the Siebel Sailors Program and 3 regional networks; Skill Up 1.0; the Kilroy Realty – US Sailing Team partnership; Sailing Team success at Pan Am games; the start of the Olympic trials; and full implementation of Safety at Sea Online Training. The year-end report contains each department's 2019 highlights, any relevant details from Q4 and things to look forward to in 2020.

With the recent departure of our finance director, we continue the process of closing out 2019 and will not be including the 2019 financials in this report. We will be providing internal year-end financials for the board meetings at the Sailing Leadership Forum in February. We have hired an interim CFO, Jeff Rutko who will be working to enhance our reporting and monthly dashboard, as well as financial processes and procedures, and departmental analytics. We have engaged an executive search firm to identify CFO candidates with the skillset and experience we need. We are looking for a professional that can turn our numbers into a tool and help with analysis, financial strategy, and business modeling. If you know any potential candidates, please point them to Lauren Cotta. We expect to have a new CFO in place by late Q1, early Q2.

We continue to experience some challenges with membership numbers, although financially we are tracking to budget. Reinstating the multi-year membership and implementing acquisition campaigns in Q4, we began to recapture some lost members. Membership will be a key focus for 2020. We will be working hard to recruit new members and to provide support with the ever-changing requirements and increase demand from SafeSport and compliance. 2019 saw the official launch of SafeSport, and we hired our first compliance manager, Justin Sterk, to support the number of SafeSport projects. During 2020, we will develop a SafeSport Recognized Organization program and a SafeSport toolkit for use by member organizations. Justin will be a part of a panel during Sailing Leadership Forum discussing what Clubs can do to be SafeSport compliant.

As we look towards 2020, one noticeable change will be US Sailing's local presence in new areas around the US. Our youth manager, Jen Guimaraes, has joined Siebel coach Chris Childers in the Bay Area and will focus on promoting Smallboat Instructor Courses, Reach program, and Community Sailing Accreditation around the West Coast and Midwest. Additionally, Justine O'Connor is joining the marketing department as partnership manager and will be based in San Francisco. During Q1, we will announce two new regional networks for the Siebel Sailors Program, which will place two additional US Sailing coaches in those areas. 2020 is obviously a big year for US Sailing, the Sailing Team and the sport as we prepare for the Olympic Games in Japan this summer. We are in the midst of our trials, which will continue until mid-May. Our athletes continue to train hard and focus on improving their performance and getting better every day - as our Head Coach Luther Carpenter terms it, focusing on the "difference makers". You can follow our team and athletes from the [website](#). LA 2028 is a significant focus for our Olympic mission, and we have engaged Grant Spanhake to lead the development of an Olympic business plan that will provide the road map to establishing a sustainable, competitive and world leading high performance organization that will benefit the entire sport of sailing in the U.S.

With Bill Ruh in place as the US Sailing Foundation Board Chair, and several new Foundation Board members, there is new energy and expertise in place to take advantage of the significant opportunities and for the Foundation to build a sustainable financial resource base. With these developments in the Foundation, Georgia McDonald has decided this is an appropriate time to transition out of her role in the Foundation and pursue new opportunities. We thank Georgia for her work in invigorating the Foundation and US Sailing's fund-raising activities and wish her the best of luck in the future.

I am looking forward to the upcoming [Sailing Leadership Forum in San Diego](#), February 6-8. The [schedule is full of great opportunities to make new connections and share knowledge and insight](#). We will share and present updates on many of our programs and new initiatives, including a preview of Skill Up 2.0; look for John Pearce and Betsy Alison during the Buzz Bar on Saturday morning to learn about other developments in the Youth and Adult departments. This year we will host our US Sailing Awards celebration along with the Rolex Yachtsmen and Yachtswomen of the Year that will be announced live aboard the USS Midway on Thursday, February 6, 2020. It is shaping up to be a great event.

We look forward to an engaging and productive year ahead and will continue to focus on supporting our members and volunteers, aligning the various stakeholders and moving the sport of sailing forward. Thank you to our Board members, volunteers and the staff for all they contribute to the sport and our organization, and to all our members who supported US Sailing during 2019. I look forward to seeing you around the waterfront in 2020.

Best Regards,

Jack Gierhart

## ***Chief Technology Officer – Mike Waters***

US Sailing IT remains a tight, smart group of professionals that work on their individual disciplines of Web, Data and Infrastructure and share some base cross coverages in times of need. We could not have functioned this well without the focused efforts of Tim, Bryan and Andrew. With a staff of this size, keeping the lights on and maintaining is the main job but challenged by need and external pressures, I want to call out some of the “quiet milestones” that the IT team executed on in 2019 all focused on customer service.

Purchase process streamlining	Close to “One Click Registration”
Modernization of our Web Service & API	Realtime data use between partners
ADA Accessibility Enhancements for the Website	Tools for compliance on USSailing.org
Mobile Friendly W1 Pages	Better views for all devices
SkillUp Integration	Focus Skill Up experience
Learning Platform Integration with USOPC	Learning management system chosen
Mailchimp Integration	100’s of lists to 1, Data that is useable
Membership Card	Wallet card of 2020, all info
Purchase process for courses, Digital Ready	Course materials sent digitally
Safe Sport and Background Check Integration	Protection of athletes, clubs and USS
Telepresence for All Staff, Board & Extended Team	Zoom used in all calls, face to face
Single Sign On	Elimination of multiple passwords
Active Directory in the Cloud	Elimination of downtime
Enhanced Security Measures	Multi Factor Authentication
All License in Compliance after Audit	Nothing unknown
Windows 10 Upgrade Completed	Security for all systems
Print on Demand and Printing Partnership	Buying & storing less, partner assistance

The point here is that all work is to the benefit to the entire membership and support many external partners. US Sailing IT is working as a partner with the departments and decisions are made with a more global view.

For 2020 security will remain at the highest priority. Training and events to enhance our posture will take place. Working with external services and partners will continually be reviewed for need and for safety of all US Sailing systems. We will increase the usability and tweak content on our websites for best member experience and will work to best support our growing numbers of staff that do not work out of Bristol.

## ***Membership – Mike Waters***

As was discussed at the Chicago Board of Directors Meeting, I am going to have all membership functions roll up to me. Lauren Cotta’s team in operations; Rachel Reagan and Cyndie Kramer and Deb Rainey, the IT Team and now adding seasoned membership manager Lucy Davidson. The goal here is to place

responsibility and accountability to the function that was 'everyone's job'. Although there are many creative ideas and tactics my direction will be simple: Focus on the member organizations to gain just a few more members from each and focus on the areas that are the greatest growth for the sport; youth, high school and college sailing. The important part of this focus is retention of members through engagement and demonstrated value. Focus to all will include our Safe Sport Program, background checking and other compliance views that we are doing the legwork on to help the organizations, large and small. Membership is that vehicle. We all look forward to the challenge and the aggressive goals that I have committed to.

### ***Director of Operations – Lauren Cotta***

In Operations, we continue to support the organization creating the best member experience related to our fulfillment, ecommerce and membership efforts.

We ended 2019 with a year under our belts for the new member communication, The Weekly Lift. This piece has resonated with members providing resources, tips and benefits that they can only access through US Sailing. We continue to evaluate the additional member retention emails we began sending in May 2019. Emails, such as Where to Sail resonate with our audience and drive great engagement with our members who are verifying the information listed for their organization or interested in finding a place to continue their sailing education. At the beginning of December we relaunched our multiyear memberships. These options were suppressed during 2019. From phone calls and monitoring membership retention rates, it became clear that in an effort to consolidate our membership offerings, we were actually eliminating the more popular options. At the end of December, we integrated certification data with our new digital member card. Rollout of members' latest certification will be populated on cards at the beginning of February 2020. We're looking forward to scanning digital member cards at Sailing Leadership Forum. Working with our Education department and printer, JetMail, we continue to become more sophisticated in managing and delivering inventory. Looking ahead to 2020, we hope to continue to leverage our digital first strategy. In Q4, we turned back on a live chat feature on our website. The ability to chat with staff online provide members a real time answer and us with valuable data on their inquiries.

### ***SafeSport and Compliance – Justin Sterk***

The end of 2019 saw continued focus on furthering a number of SafeSport projects.

We intend to announce the start of US Sailing's "SafeSport Recognized Organization" program which would allow member organizations to voluntarily certify its credentials as a club, community sailing center, or sailing school that follows certain enumerated SafeSport principles and policies. US Sailing will administer the certification process and provide successful applicants with badges for display on a club's website and physical premises informing the public of its status as a SafeSport Recognized Organization.

Along with the SafeSport Recognized Organization program, we are developing a toolkit of documents and resources for member organizations that will allow them to facilitate implementation of SafeSport

policies. This toolkit will be made available to all member organizations who attain “SafeSport Recognized Organization” status – as well as all other member organizations - to make adoption of SafeSport best practices as easy as possible. These resources will include clear direction on misconduct and abuse reporting requirements, misconduct and abuse prevention policies, response and resolution best practices, media relations, and others.

US Sailing went through its first SafeSport audit on December 5<sup>th</sup> 2019 and received a score of “partially implemented.” This partial implementation assessment stems from incomplete tracking mechanisms for all individual members of US Sailing who are required to be SafeSport trained and are subject to the Center’s Minor Athlete Abuse Prevention Policies (MAAPPs). We will be working with the US Center for SafeSport on the necessary management response to become fully implemented by all necessary deadlines. This will involve identifying all members of US Sailing who have “regular contact” or “authority over” minor athletes and requiring all of those individuals to be SafeSport trained and adhere to the MAAPPs.

US Sailing also implemented changes to its background check program by adding it certified race officials as individuals requiring screens. This change was necessary due to amended USOPC background check requirements. The policy as applied to race officials was adopted by the Board of Directors in November and is set to be initiated in early 2020.

### ***Chief Marketing Officer – Peter Glass***

In 2019 the MarCom team worked in a collaborative fashion to effectively deliver broad based program support to build existing key lines of business and develop new opportunities. We have outlined some of the key highlights below:

#### **Marketing/ Brand Development**

- Launched a robust brand campaign “Sail with Us” - 12 unique videos, website rebrand, social exposure
- Developed a national Keel Boat campaign supporting existing schools and attracting new ones
- Provided a sustainability platform at key events: #sailgreen
- Developed new US Sailing store products and promotional messages to increase sales
- Aligned with partners to include the US Sailing and US Sailing Team brands in their marketing and communications to build exposure

#### **Communications**

- Built our audience with over 12 million impressions across US Sailing and US Sailing Team social media channels
- Added stakeholder communications by almost doubling email frequency. 323/ 2018 vs 641/ 2019
- Increased website visits by 18.5%
- Transitioned various email databases into mail chimp to allow a more streamlined approach with audience segmentation capabilities
- Launched new communications

- Weekly Lift
- Increased frequency of key club/program communications
  - Quarterdeck evolved from quarterly to monthly

**Content**

- Launched new broadcast tv partnership with NBC – airing all world cups on the NBC Olympic Channel
- Developed an All Access digital series giving viewers a “behind the scenes” view of the US Sailing Team
- Through a new relationship with SailGP, developed 4 unique one-minute features that aired on CBS Sports Network
- Created videos to support: programs, partners, membership, education, Olympics

**Partnerships**

- Expanded relationships with an increase in program and financial investment with:
  - Sperry, Regatta Craft Mixers, Tuuci, Rolex
- Developed new partnerships with:
  - Kilroy Realty, RS Sailing, Zodiac, Tropic Sport, and Zim
- Conducted important meetings with race organizers to generate excitement and participation in the US Regatta Series
  - Drive increase in partnerships, content and participation

**Events**

- Continued to deliver premium US Sailing events:
  - NSPS, National Coaches Symposium, National Faculty, Rolex YOY
- Added new stakeholder events:
  - Sail GP viewing party, Siebel Launch, Stakeholders Summit

***USSF, Managing Director – Georgia McDonald***

<b>Fundraising - Cash-In</b>	<b>2019 New Gift Goal</b>	<b>2019 New Gifts Actual</b>	<b>Pledge Payments (from prior years)</b>	<b>Total 2019 Cash-In Actual</b>
<b>US Sailing</b>	\$ 587,000	\$ 582,230	\$ 14,500	\$ 596,730
<b>OLY Team</b>	\$ 833,000	\$ 807,760	\$ 718,850	\$ 1,526,610
<b>ODP</b>	n/a	\$ 12,000	\$ 605,000	\$ 617,000
<b>Total Fundraising, 2019</b>	\$ 1,420,000	\$ 1,401,990	\$ 1,338,350	\$ 2,740,340

**Olympic Fundraising**

- Olympics - with 2019-Q4, we wrapped up the One-Design Challenge (18 months initiative – \$778k raised – 76% of 1<sup>st</sup> time donors – 8 new Medalist donors), and launched the preparation for the Club Challenge 2020 initiative which will run from February to early September). In Q4, priority has been given to the development of the athlete toolbox and webpage which support the USST athletes’ own fundraising efforts.

**Association and Foundation**

Q4 is the busiest time of the year for any development effort, and a significant portion of philanthropic giving occurs in the last few weeks of December. To capitalize on this trend, US Sailing launched a two-component year-end appeal.

- The **Women in Sailing Leadership** Appeal seeks to expand the number of women members in the US Sailing President’s Club. The campaign initially launched in June 2019 and was followed-up in December 2019 as part of the year-end appeal. The year-end content included a letter and an email from Cory Sertl, and a newsletter focused on USSA’s programs for Women in Sailing in both print and digital format. **Altogether, we received a total of 45 gifts and enrolled 27 new members into the President’s Club.**

**Women in Leadership Campaign Goal:      \$12,000                      Campaign Results:      \$25,950**

- The 2019 Year End Appeal, **The Power to Empower**, combined our established appeal tactics and new platforms to deliver our fundraising message to a far wider audience outside of the USSA membership.

### Social Media

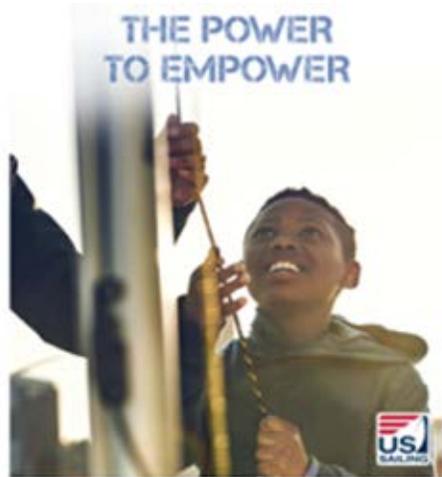
For the first time, we advertised on Social Media, using Facebook analytics to expand our reach to users who follow US Sailing and their friends, as well as users with an interest in watersports.



Ad Set Theme	Start Date	End Date	Clicks	Reach	Impressions
Creating Lifetime Sailors	12/9/2019	12/31/2019	467	56,464	69,055
Education	12/12/2019	12/16/2019	49	4,534	5,662
Creating Lifetime Sailors	12/19/2019	1/5/2020	183	44,880	63,459
Adaptive	12/20/2019	12/25/2019	660	3,400	4,277
Video - General Support	12/30/2019	1/3/2020	858	5,380	6,566
Team - Ambassadors*	Never Posted				

## Email Campaign

In addition to a social media presence, **digital outreach** was significantly expanded to include all subscribers to e-US Sailing, Youth Sailing News and the Olympic Medalist Newsletter as well as a Foundation non-donor acquisition list.



Community Sailing Centers point the way toward a strong, inclusive future for our sport.

With your help, we can empower Community Sailing to reach its full potential as an engine for growth and inclusion in sailing.

Your gift to US Sailing provides the training and tools community sailing can leverage to welcome new sailors, provide opportunities for advancement, support personal growth and build skills to navigate challenges on and off the water.

Please support US Sailing's Annual Appeal ▶



The spirit of giving back is everywhere you look in our sport.

Perhaps it's our passion for sailing and sense of community that compels us to reach out and **share our sailing experience with the sailors of tomorrow.**

As a US Sailing supporter, **you have the Power to Empower others** to give back to the sport: as instructors, coaches, race officials, safety experts, regatta leaders and Olympic champions.

Here's How ▶

Date	Message	Email List Count	# Opens	Open Rate	Clicked	Click-Rate
12/5/2019	Its Everywhere You Look	96,730	25,940	27%	377	1.5%
12/12/2019	Clemmie Everett - Instructor	41,291	11,561	28%	130	1.1%
12/19/2019	US Sailing Team - Ambassadors	49,376	10,944	22%	151	1.4%
12/26/2019	Chris Naughton - Adaptive Sailing	8,092	2,378	29%	32	1.3%
12/29/2019	Video 2019	58,566	13,084	22%	554	4.2%
12/30/2019	Community Sailing	58,908	19,917	34%	179	0.9%
12/31/2019	Every Child Has a Great Start	56,176	15,891	28%	169	1.1%

**Direct Mail**

To reserve resources for social media outreach, we used Blackbaud Target Analytics to more closely refine and reduced our direct mail list from 12,000 to 7,000 Acquisition, Donor, Lapsed Donor, VIP and High Value Non-Donor prospect lists. Our direct mail list received a newsletter, followed by an ask package including a letter, reply slip and return envelope.

**The Power to Empower**

The spirit of giving back is every where we look in our sport, and at US Sailing, we're fortunate to witness this generosity of spirit daily. Perhaps it's our passion and sense of adventure that connects us as sailors, friends and donors, or sailing experience, because every where we look, we see sailors showing, sharing and skills, bringing new ideas about, and how to give back.

As US Sailing's CEO, one of my greatest satisfactions comes from following the results achieved by sailors who give back to US Sailing training programs. It's not just the individual, it's the team, the effort, the safety experts and support staff. These sailors bring their training and enthusiasm to their own sailing communities and apply it in a way that is truly and a generosity of spirit that inspires others to do the same in the sport and on the water.

None of this would be possible without you, US Sailing members and donors. The following stories are specific examples of how donor support is broadening and empowering others to make a difference in the lives of individual sailors and the sport as a whole.

We hope you find our sense of enthusiasm because it's you who supply the power to empower!

It's no problem for your confidence and generosity.

**US SAILING** **US SAILING TEAM**

Learn more about how you can help at [usailingfoundation.org](http://usailingfoundation.org) or contact George McInerney, Managing Director, US Sailing Foundation at 401-842-7922.

**So Much More Than Racing!**

In partnership with the Thomas and Dorothy Cabot Foundation, US Sailing is expanding the Siebel Sailors Program at community sailing centers in the northeast U.S. area. Through the Siebel Sailors Program, we're providing for, and helping and help them (including for you) to give back to the sport and the water.

The Siebel Sailors Program is the first program of its kind in the Northeast, and it's a great example of how donor support is broadening and empowering others to make a difference in the lives of individual sailors and the sport as a whole.

It's no problem for your confidence and generosity.

**US SAILING** **US SAILING TEAM**

Learn more about how you can help at [usailingfoundation.org](http://usailingfoundation.org) or contact George McInerney, Managing Director, US Sailing Foundation at 401-842-7922.

**These kids will bring a new voice to the sport.**

Mr. Ben Sperry  
Sperry Sail, Inc.  
11 Maroon Ln  
Marion, MA 02738-1445

1 Roger Williams University Way  
Bristol, Rhode Island 02809  
Phone: 402-342-7922  
[www.usailing.org](http://www.usailing.org)

Dear Ben,

Thank you for the many ways you contribute to the sport of sailing. Your commitment and generosity are a model for others and encourages them to give back to the sport we all love.

We're truly grateful for your contributions to US Sailing. Your support is invested in the training and tools sailors use to share their sailing experience with others: as instructors, coaches, race officials, safety experts, regatta leaders and Olympic champions.

**You supply the power that empowers others to give back to sailing. Thank you!**

It's inspiring to follow the progress of sailors who attend US Sailing programs and events. They bring their training and enthusiasm to their own sailing communities and apply it creatively, effectively and with a generosity of spirit that motivates others to advance in the sport and sail for a lifetime.

Think of the people who shared their love of sailing to build your skill, your confidence and make you a capable, self-reliant sailor. The voices of our mentors become part of us and, in turn, we pass these lessons on to our own families and friends.

We hope you're proud to belong to a community so deeply committed to sharing their passion and experience with others. The sport relies on this generosity of spirit, and US Sailing relies on your generous donation to power the cycle of giving back.

Thank you for your past support. I hope we can count on your gift to the 2019 Annual Appeal.

Sincerely,  
  
Jack Gierhart  
US Sailing, CEO

P.S. With your help, we'll reach our \$125,000 goal for the 2019 US Sailing Annual Appeal. Your tax-deductible gift will empower others to give back to sailors from your own community, to sailors all around the country and even across generations.

Our Focus is on the Horizon

Thank you for supporting the US Sailing 2019 Annual Appeal

Your generous donation will empower others to give back to sailors in your own community, all around the country and even across generations.

\$10 \$25 \$50 \$100 \$250 Other \$\_\_\_\_\_

73408LJ  
Mr. W. Glenn McKean  
15 S. Of Commons Dr  
Little Compton, RI 02887-1549  
LY

**Where Most Needed**  
Give US Sailing leaders the flexibility to invest where funding is most needed.

**Youth Sailing**  
Develop well-rounded, skilled sailors who can adjust to sail any kind of boat, in any conditions, at any age.

**Olympic Sailing Team**  
Unlike our competitors, there is no government funding for U.S. Olympic Sailing. Please provide the US Sailing teams with the funds needed to compete successfully in Tokyo, 2020. It's Up to Us!

**So, Where Does My Money Go? 2018 Revenue Allocation**

US Sailing Foundation is a 501(c)(3) nonprofit corporation. All contributions are fully tax-deductible to the extent of the law. Tax ID 22-2667471

**2019 ANNUAL APPEAL**

**The Power to Empower**

### **Year-End Appeal Results:**

YE Appeal Stated Goal:	\$ 125,000
2019 YE Appeal Budgeted Goal:	\$ 100,000
YE Appeal Results:	\$ 122,000
# of Gifts:	544
# of Donors:	510
Average Gift:	\$224
New Donors:	134
Lapsed Donors Retrieved:	43

### **Year-End Appeal Evaluation:**

Although the 2019 Year-End Appeal reached a new audience through social media and email, it did not deliver significantly more new donors. We sent 360,000 emails to both existing donors and prospects and received \$24,720 in response, or \$69 per 1,000 emails sent. We are not surprised by these results since, according to the independent Nonprofit Source studies:

- “It can take 18-20 touchpoint to reach a donor for the first time”
- “nonprofits can expect \$17 in revenue for every 1,000 emails” (USS YE Appeal generated \$69/1,000 - includes existing donors.)
- “direct mail continues to have the highest return, and combine with digital ads yields 28% higher conversion rate”

Continued social media and expanded email strategies will yield steadily increasing results over time (3-5 yrs.) if consistently applied at high volume, targeted prospect lists into the future. Campaigns that combine print/email directed to sailors based on donation history, membership duration and Blackbaud analytics is the most successful approach to a successful annual appeal.

### ***Adult Director – Betsy Alison***

Adult Programs finished strong in Q4 of 2019. Of the twelve metrics we track through the year, we met or exceeded expectations in nine of them, and were in the ballpark in the other three. Of those three, plans were and are in place to meet and exceed those in 2020.

Safety at Sea courses and participation continue to grow from 2018. 49 Safety at Sea courses were scheduled and ran in 2020, a 25% increase from 2018. The number of online course users in 2019 increased by 182% with 1,812 people taking an online Safety at Sea course. 2,665 Safety at Sea Certificates were generated by the US Sailing Office in Bristol, RI all of those to people who participated in an in-person SAS course. Lastly, a new initiative was instituted this past year as a member benefit to Offshore sailors: linking Safety at Sea training to their US Sailing membership. This initiative resulted in over 600 members taking advantage of the new benefit along with over 300 new and renewed memberships.

Powerboat and Keelboat programs are strong. We issued 1,200 student powerboat certificates and over 4,700 student keelboat certificates in 2019. This is an indication of an active provider network. We added 5 new powerboat schools in 2019 and 5 new keelboat schools. Our education products and instructor training for these programs continue to set the bar for education in both power and sail boating in the USA. The Education Department has done an incredible job of supporting our programs with the publication of the new version of *Bareboat Cruising, with Passage Making* and the updated version of *Start Powerboating Right!* due for release in the early part of 2020. The updates of these publications strengthens our library of educational materials and increases our relevance in the marketplace. Digital versions of all adult education books are currently available to students as well making it possible for them to have the material in a format that is most convenient for them.

Eight Adult Championships were held this year with 350 participants attending. Many application events like US Team Racing, US Match Racing, US Offshore, Championship of Champions were oversubscribed. US Women's Match Racing, US Para Championship, US Multihull and the US Adult Championship for the Mallory were very well attended with all competitors receiving wonderful hospitality and great racing. Going into 2020, we have hosts finalized for 7 of the 8 events (still confirming the Adult Championship location). US Offshore is a biennial event and Women's Keelboat remains on hold for the time being.

We look with anticipation at 2020. It is shaping up to be an incredible year of growth for adult programs. We are working with Youth and Education on expanding the application of Skill Up to adult dinghy sailing, powerboat training, and keelboat programming. The convenience of skill tracking for the adult market on smartphones and tablets will be a gamechanger in the marketplace. We hope to begin Spanish language translation of *Basic Keelboat* and *Start Powerboating Right!* to accommodate boaters whose first language is not English. We continue to work with Offshore to provide more member benefits to that community related to Safety at Sea training and information dissemination. And, we look forward to sharing the results of the One Design Survey that was conducted in the fall of 2019, and establishing volunteer working parties to tackle some of the challenges and projects identified by the diverse group of one design sailors that responded to the survey.

### ***Youth Director – John Pearce***

The Youth Department wrapped up 2019 with a productive fourth quarter focused on preparation for 2020. October, November and December are the relatively "quiet" season for the core youth programs of Smallboat Instructor and Reach Educator courses, USA Junior Olympic Sailing Festivals, and US Sailing Championships, so Q4 is the best time to assess progress and make adjustments prior to the new year.

The biggest shift in strategy for 2020 is to focus on staff presence in key regions around the country. Jen Guimaraes, the Youth Education Manager, has relocated to the San Francisco Bay area. Jen will continue to be the point person for promoting Smallboat Instructor Courses, the Reach program, and Community Sailing Accreditation nationally, and her new location will allow US Sailing to develop stronger partnerships in the Western half of the United States.

The addition of the Siebel Sailors Program has also helped “regionalize” our presence, with Siebel Coaches Janel Zarkowsky, Meredith Dart, and Chris Childers now based in DC/Baltimore, Chicago, and San Francisco respectively. Siebel Program Manager Blair Overman is based in North Carolina, and all four of them are fantastic representatives of US Sailing for their regions. Two additional regions will be added to the Siebel Sailors Program in early 2020, further extending our reach into new regions. We hope that these friendly, knowledgeable staff members will help strengthen the bond between US Sailing and our local and regional member organizations, as well as increased participation in US Sailing programs. We will be tracking program trends closely in 2020 to monitor the impact.

Speaking of tracking, the Skill Up mobile app has made important progress in 2019. Feedback from early adopters has led to a clear roadmap for the 2.0 version, with features and content being built specifically on the needs of our member organizations. New Start Mobile has proven to be an excellent partner in app development, allowing us to learn from other NGB’s that have created similar learning and coaching apps. We are very excited to be moving forward with building the new 2.0 version in Q1 of 2020, with significant progress already made. In Q2 we will be testing the new version of the app, as well as a web console for organizations that will allow program directors and leaders to track student progress, communicate with students and parents, and track metrics. Once these new features are tested, we are excited to get more organizations using this exciting new teaching tool as a member benefit.

After two and a half years with US Sailing, Meredith Carroll has moved on from her role as Youth Development Manager to a “dream job” opportunity with the management of the 11<sup>th</sup> Hour Racing Team’s campaign for The Ocean Race. Meredith was a stellar staff member, including playing a key role with the wildly successful 2018 and 2019 US Teams at the Youth Worlds, managing fifteen Youth and Junior US Sailing Championships over three summers, and working with countless sailors, coaches, parents, class associations, and member organizations to improve youth racing. Meredith is already missed, and her shoes will be filled soon by a new hire starting in early February.

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

The fourth quarter of 2019 saw a flurry of activity including the first ever Women’s Coaching Clinic, the third National Coaching Symposium and National Faculty meetings for the Keelboat and Powerboat working groups. We also saw the completion of an overhauled *Level 1 Instructor Trainer Manual* which will provide guidance for Instructor Trainers on how to teach the Level 1 course while integrating the new Teaching and Coaching Fundamentals Online.

The National Faculty groups worked on a number of pressing issues, including the final touches on the new version of *Passage Making* and updates to *Start Powerboating Right!* So that we can include it with our reapproval application to NASBLA in March. The publications team also spent significant time working on the development of the remaining Safety at Sea modules so that we can begin the process uploading them to our Learning Management System platform in 2020. We are working with the IT department to begin transitioning all our online courses to the same platform that is used by the USPOC for Safesport. The hope is that we’ll be able to have better reporting capabilities, easier access to make

adjustments and a lower price point per user. The discussions are still on-going, but show promise.

Lastly, we spent a fair amount of time prepping for the launch of the rulebook in 2021. We spent time working with New Start Mobile (developers of Skill Up) on a project plan that will see us deliver the completed app in October 2020. We also expect to have the printed version of the rulebook completed in that same timeframe, with Dave Perry's books available shortly thereafter. Our expectation is that we will hit the ground running on January 1, 2021, if not before.

### ***Offshore Director – Nathan Titcomb***

Q4 for the offshore office focused on two major projects. The first centers around a data validation project to ensure the most accurate information regarding the boat configurations is being represented in the rating certificates. One of the principal points of this is the development of an online sail measurement certificate submittal portal. We have partnered with an outside developer who is creating online forms that draw a representation of the sail. This drawing makes mistakes and transposed measurements easily identifiable. Having an online portal makes submittal platform and software independent which has caused issues with sail reporting in the past. It also allows user validation via US Sailing member ID and password sign on.

The second project has been to add to our aging corps of UMS measurers. Claiming a small victory we have added four new measurers to the ranks in Q4. Two centered in Southern California, one in Wisconsin, and the last in Rhode Island, where we expect the heaviest workload in 2020.

Adding measurers and continuing efforts to improve the quality of the boat measurement data are key initiative to support what is guaranteed to be a busy season for the Offshore office for the 2020 year. 2020 is a Newport to Bermuda race year followed by the IRC-ORC combined worlds in September. We will be working on bringing even more measurers online, in part with the IRC and ORC staff with a Measurers seminar in March in Annapolis, as well as continued measurement training efforts through Q1 and Q2 of 2020.

With the Bermuda race and the Worlds events both taking place in 2020 we are expecting a modest uptick in the total number of certificates processed by the office setting the pace for a great year.

### ***Olympic Director – Meredith Brody***

The Olympic Development Program (ODP) had a very successful Racing camp in November. Working with new technology, the ODP sailors are continuing to refine their racing skills.

The US Team was focused in Australia and New Zealand for the month of December.

First up was the 49er, 49erFX and Nacra 17 Worlds in Auckland New Zealand where 22 US athletes raced. We had our best finish in years from the FX with a 9th place from Paris Henken and Anna Tobias. We also had our best finish with the 49ers with a 13th. To compare year over year, in 2018, we only had one US boat in the top half of the fleet. In 2019, all the US boats were in the top half, with two in the top 20.

Despite this progress, the US did not qualify for the 49er country spot at the 2019 Worlds. There were 4 spots allocated at the event, and the US was the 5th country who had not qualified. If a country does not take their allocation, or if an African nation doesn't compete, the US will receive an entry to the Tokyo 2020 Games.

December also had the Finns racing in Melbourne for the 2019 Gold Cup, the first of the Olympic Trials events for their class. Luke Muller finished 17th with 3rd in U23, with Caleb Paine in 25th. Although the scores aren't what the team was hoping for, there are still two more events to come for the Trials, Miami and 2020 Gold Cup in May.

### ***Race Administration Director – Matt Hill***

The 4th quarter saw completion of the approval process and resolution of some logistical hurdles to full implementation of the background check policy for officials required by USOPC, setting the department up to complete checking of officials by the end of the second quarter. New applicants for certification will be required to initiate a check as a condition of certification. US Sailing will absorb the cost of background checks for certified officials.

With the strong support of the board, a Race Administration Working group is forming to lend support to the multiple goals of:

- Recruiting younger officials and more women into the corps of race officials
- Clarifying and unifying certification and official review standards across the disciplines
- Adopting best practices from other areas of the Association

Preparations for *The Racing Rules of Sailing for 2021-2024* kicked into high gear at the end of 2019, with significant decisions made about the products to be offered, integration of materials and delivery methods. We anticipate receiving the text of the racing rules and the US Prescriptions by June, by which point substantial work on the mobile app and print versions will be completed. For more information about the mobile app, please see Stu Gilfillen's Education report above.

Considerable work has taken place in the race official education sphere this fall. Race officers and Umpires are actively developing continuing education programs, following the lead of the Judges Committee, and all disciplines are investigating alternatives to the traditional seminar and test model.