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Governing documents and resources

- Membership information http://membership.ussailing.org/
- U S Sailing uses Robert Rules for Parliamentary procedure. A useful reference for Board Members and Committee Chairs is: Robert’s Rules in Plain English. Doris Zimmerman, 1997. It has a glossary of parliamentary terms in addition to short chapters on Voting, Bylaws, and the Board of Directors. There are also useful discussions on preparing an agenda and a Guide for Writing Minutes.
Welcome to the US Sailing CREW:

Whether you’re a newcomer or a veteran, as a volunteer for US Sailing we thank you for coming aboard. You are playing an important and visible role in providing leadership for US Sailing and the sport. Your generous commitment of your time and energy is wholeheartedly appreciated.

You probably signed up for a focused role within the association that will absorb most of your time. However, I hope you will keep in mind US Sailing’s extended role and do your best at all times to act as an ambassador for the sport and the association. We are the leader of the sport of sailing in the United States – in training and certification, in support for the racing sailor, and in facilitating access to sailing for people of all ages and abilities. Most importantly, we affirm the principles of good sportsmanship, safety, fair play, and equal opportunity.

This guidebook is intended as a resource about US Sailing and the way we operate. If you have suggestions to improve it, please let us know. Keep in mind that many more resources are available at www.ussailing.org in addition to the suggestions in this guidebook.

US Sailing’s strategic objectives and priority goals are detailed on the following page. You’ll also find a copy of the US Sailing C.R.E.W. agreement, which defines our values and the way in which we expect volunteers and staff members to interact. Simply put, C.R.E.W. stands for commit to exceptional service, respect fellow C.R.E.W. members, expect excellence and work together. We fully intend that the values these represent go way beyond the buzz words.

Above all, I hope you’ll find your service to the organization and sailing to be an enjoyable and fulfilling experience. I know you will find no shortage of bright, enthusiastic, and vital sailors to meet and work with on behalf of the sport. And don’t forget to have fun!

Many thanks for your active commitment to the sport of sailing,

Tom Hubbell
President
US Sailing C.R.E.W. Member Agreement

Because US Sailing has an extraordinary set of responsibilities as a world leader in the sport, its volunteers and staff must function as efficiently as a skilled sailing crew.

Those responsibilities encompass the following:

- Encouraging participation in sailing and racing
- Promoting excellence in sailing and racing in the United States
- Affirming principles of good sportsmanship, safety, fair play, equal opportunity and fun in sailing for people of all ages and abilities

Only through clear expectations, mutual respect, and a commitment to collaboration can US Sailing staff and volunteers achieve peak performance in all efforts.

As US Sailing C.R.E.W. members, we promise to:

**Commit to exceptional service to our constituents**

- We will be positive about US Sailing and fellow C.R.E.W. members at all times.
- We will be easy to reach, friendly, and on time in responding to constituents and fellow C.R.E.W members.
- We will give C.R.E.W. members and constituents who seek us out our undivided attention and establish deadlines for unfinished business or the next agreed-upon actions.

**Respect the integrity and work of fellow C.R.E.W. members**

- We will interact using candor, honesty, and constructive criticism as benchmarks.
- We will value each other’s work and our need/right to have a life away from work.
- We will be aware of the similarities and differences in the roles and responsibilities of volunteers and staff.

**Expect excellence as a group and personal standard of accomplishment.**

- We will establish goals and give those responsible the tools and freedom they need.
- We will remember that asking each other for help is a powerful tool.
- We will complement each other for work well done, and acknowledge when we haven’t kept our promises.

**Work together in a responsible, consistent fashion.**

- We will listen carefully to understand each other’s positions before making judgments.
- We will negotiate first, then compromise to find win-win solutions.
- We will acknowledge what we have heard and agreed to do, as a measure of good communication.
- We will address serious disagreements or concerns in person or by phone, before involving others.
## Mission, Vision and Strategic Initiatives 2012 -2014

### MISSION
Provide leadership, integrity and advancement for the sport of sailing.

### VISION
Be the recognized leader in training and certification, in support for the racing sailor and in facilitating access to sailing.

### STRATEGIC INITIATIVES
- **Promote Participation, Education, Opportunity and Safety**
  - Develop and deliver unique education offerings that are inclusive and accessible to all
  - Provide first class support and service for sailing organizations
  - Strengthen paths and programs to retain sailors and encourage advancement

- **Raise Standards and Expand Competitive Sailing in the U.S.**
  - Strengthen and expand race management education, programs and support
  - Promote participation and increase access to and support for all types of racing – youth, one design, handicap
  - Evolve and enhance US SAILING National Championships

- **Achieve Success at Highest Levels of International Competition**
  - Ensure development path and resources for athletes to be competitive internationally
  - Prepare and enable elite athletes to achieve success in high level international competition, world championships and the Olympics
  - Increase awareness; integrate athletes and teams throughout US Sailing and into local/grass roots organizations

- **Strengthen Governance and Organizational Efficiency**
  - Evolve organizational structure and composition
  - Adapt to the 21st century volunteer, energize recruitment, offer rewarding opportunities and provide resources and support
  - Reinvigorate local/field representation, programs and support

### PRINCIPLES
- Support 21st Century Sailors
- Engage the 21st Century Volunteer
- Collaboration & Inclusion
- Relevant and highly personalized communications
- Lead: proactive and bold
- Think nationally (globally), connect locally
- Environmental consciousness and stewardship

### FINANCIAL INTEGRITY AND SUSTAINABILITY GOALS
- **Grow Membership**
  - Expand member base to advance current programs, develop new programs and promote participation, access and opportunity
  - Develop and pursue targeted, proactive acquisition plan; focus on constituent groups, organizations – one design classes, community sailing, etc.; leverage media/industry; invest in growth
  - Increase member value, benefits, resources and service
  - Improve relevance; target/personalize communications and benefits

- **Ensure Financial Stability**
  - Expand resources and financial base via membership and growth in core programs
  - Upgrade financial planning and management tools and processes
  - Improve productivity and efficiency
  - Evolve US SAILING’s Development program and grow its revenue contribution
  - Continually assess current product and service portfolio against Strategic Goals and Guiding Principle

### Programs and Activities
- Provide products and services that add value to members and support our strategic goals
- Be of high quality and integrity
- Be financially viable
- Support and promote membership

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www.usasailing.org
Mission, Vision and Strategic Goals 2012 -2014, cont.

**CONSTITUENTS**

- **Sailors** – interests; role for US SAILING:
  - *New* - just getting into the sport; provide access, direction and educational programs
  - *Inspired* – looking to advance skills, knowledge and experience; provide paths and programs
  - *Casual racer* – foundation of competition; strengthen connections, focus on enjoyment and racing quality, and opportunity to improve
  - *Avid competitor* – racing is main interest; improve competition and advance their performance level
  - *Elite* – professionals; engage as advocates and role models
  - *USSTSTS* – win medals; train and provide resources, engage as ambassadors and role models

- **Sailing Organizations**
- **Instructors and Coaches**
- **Races Officials**
- **Volunteers**
- **Parents**
- **Donors**
- **Sponsors**
- **Media**
- **Government**
- **Corporate members/Industry**
- **Power boaters**

[www.ussailing.org](http://www.ussailing.org)
Responsibilities of a US Sailing Director, Division or Committee Chair

- Act as an ambassador, promoting US Sailing’s benefits to constituencies, members, industry leaders, media, etc. Be prepared to explain and support policies and programs.
- Ensure that the full range of member perspectives are heard and represented.
- Solicit opinions of members.
- Focus on the association’s goals and the broader needs of sailors. Set aside personal agendas.
- Be diligent in preparing for and attending meetings.
- Monitor the finances of your group and the organization.
- Disclose any real or perceived conflicts of interest, including acting as agents or a representative of any organization the association has a relationship with.
- Recue yourself on matters in which you have a financial interest.
- Recruit and help retain members and volunteers.

The president is the association’s official spokesperson. When speaking to third parties, exercise caution in taking positions, making promises or undertaking commitments on behalf of the association.

Board of Directors

The Board members agree to be bound by the following principles:

- Confidentiality: Discussions in executive session must not be revealed outside of the board.
- One Voice: We shall be one voice for US Sailing. Depending on the situation, the Executive Director, President, and/or the Communications Manager will be the spokesperson. We shall keep our differences of opinion within the Boardroom.
- Dedicated to the whole, not the part: As board members, our duty is to the whole organization and the sport, rather than the constituency with which we are most closely connected.
- Assist the Divisions: Each board member shall adopt one division about which to be very well informed, in collaboration with the division chair.
- Be kind, patient and respectful.
- Collaboration: communicate and prepare for the meetings by having your homework done beforehand. Meetings are for the purpose of writing down what was decided in the hallway.
- Plan ahead: Let fellow board members know early about upcoming issues and subjects you are working on. The more lead time we have, the more likely we will make a good response.
- Ask questions: Welcome questions. If you are proposing something, help us see the objections as well as your advocacy points.
- Read and understand the Bylaws, Regulations, and the CREW agreement.
- The Board of Directors is responsible for the policies of US Sailing as the sport’s national governing body.
- Attendance at meetings is expected.
- Board members are responsible for protecting the organization's assets.
- The board is responsible for ensuring that the organization meets legal requirements and that it is operating in accordance with its mission and for the purpose for which it was granted tax-exemption. Individual board members must exercise the duty of care.
- **MNA Responsibilities**: US Sailing is the Member National Association of the International Sailing Federation (ISAF), and as such represents the interests of our nation’s sailors to ISAF and to the International Federation for Disabled Sailing (IFDS). It is from the ISAF that the rules of the sport are created and given authority, and so is the authority to host World Championships in our territorial waters granted to US Sailing from the ISAF.

**Division Chairs**

**The Division Chair shall:**
- Act as primarily contact, facilitator, coordinator, and spokesperson for their Division to the Board of Directors and the Association.
- Provide written quarterly updates to the Board on the status of the Division.
- Ensure the Committee Chairs submit their membership lists to the Secretary of US Sailing by the date specified by the Secretary for approval by the Board of Directors.
- Serve as committee mentor and advisor when a committee wishes to bring a recommendation or question forward to the Board for consideration. However, the Division Chair shall NOT block the flow of communication from a committee to the Board or alter the committee’s recommendation. They may share his/her opinions and/or recommendations with the Board as the Division Chair, even if they are in conflict with the committee’s perspective.
- Consult with the president and outgoing committee chairs when selecting a new committee chairs within that division.

**Board Members Serving as Division Liaisons**

The President may ask one or more members of the Board of Directors to serve as liaison(s) with a specific Division for a year. The liaison is not the Division Chair and should leave the detail of a Division to its chair. In this role, the Board Member will:
- Be available to the Division Chair.
- Advise Division Chair and Committee Chairs on Board issues.
- Assist Division Chairs with their Board reports.
- Advise Division Chairs on how to make recommendations to the Board.
- Facilitate understanding of any issues that come before the Board.
- Serve as an information conduit between Division Chair and Board when a Division Chair is unavailable.
Committee Chairs

- Committees are the place where great ideas happen to better serve sailors, the sport, and the lifestyle.
- Submit your list of committee members to your Division Chair and Secretary each year for approval no later than the November/December Board meeting.
- Ensure your committee has athletic representation as required by the Amateur Sports Act.
- Prepare quarterly written reports to the Division Chair who will present them to the Board. The rotation is posted on the website and below. Reports are one week before all teleconference meetings. Reports should include:
  - Trends and activity – big picture
  - Updates on specific projects & progress toward goals with focus on key projects and less detail on established or stable areas
  - Feedback from the constituents relative to the division
  - Action items/proposals – anything that changes existing policy
- Share appropriate information from other sources (budget, reports, rules changes, other committees' work, etc) with your committee members.
- Follow procedures action items and ensure that all proposals have been vetted by all appropriate committees (bylaws, budgets, other committees affected by your proposal) and fits all official US Sailing documents listed at the beginning of this guide.
- Track your committee’s budget; however, the staff is responsible for the budget development in consultation with committee chairs.
- Assign a web liaison to ensure the committee’s webpage is current and complete and include a web report at each meeting.
- Identify your replacement and help ensure smooth sailing with the transition.
- Update your committee’s Terms of Reference as needed. ToR’s will be posted to the web by the Secretary of the Association once approved by the Board.

Meeting Guide

Board Teleconferences
Submit all items for board distribution to the secretary at least one week before the scheduled meeting. (The meeting schedule is in is document and posted to the website.)

In Person Meetings
- Meeting attendees are required to register.
- Share the meeting agenda with committee members and posted to the website in advance of the meeting.
- Be green by keeping copies to a minimum. Copy facilities will no longer be provided at the Annual Meetings. Agendas, reports, action items should be posted to the web. Take copy projects to a print shop.
- Printers are available in the US Sailing office for committee secretaries.
- Request Audio/Video services (flip chart, LCD, speaker phones, etc.) in advance and only if your committee budgets for these expenses. *A/V requests made at the meeting site cannot be guaranteed.*

- Assign someone to take minutes if the group does not have a secretary. This is usually limited to reports and action requests that were proposed and voted on. It is a legal document and is separate from the Board report.

- Avoid overly long discussions by using time limits.

- Allow some time to seek ideas from newcomers or observers.

- Use the quarterly board report format for in person meetings and present to the Board according to the set schedule.

- Post the meeting minutes to the committee website labeled as “Draft” until they are approved either in person or electronically.

- Post the Board Report on the committee website.
2012 - 2013 Board Meeting Schedule

Please submit all items for board distribution to the Secretary one week before the meeting.

**November 26 7:30 pm EST Conference call**
- Committee list finalized for approval
- ISAF Report from Representatives

**December 17 7:30 pm EST Conference call**
- Budget
- Committee list approval

**January 26 8 am- 3 pm EST [Saturday] In-person in Cleverwater FL – coincides with NSPS**
- Olympic Budget
- Division Chair Reports: Education, Management
- Update strategic plan and approve 2013 goals

**February 18, 7:30 pm EST Conference call**
- Division Chair Reports: Small Boat, Offshore, Championships
- ISAF Submissions due March 1

**March 18 7:30 pm EST Conference call**
- Division Chair Reports: Race Administration and Venues
- ISAF Report from Representatives? When is the ISAF spring meeting?

**May 3 8am- 5pm EST In-person in Newport, RI – Board plus Division Chairs & Department Heads**
- Division Chair Reports: Education, Management
- Initial 2014 planning discussion

**June 17 Conference Call**
- Division Chair Reports: Small Boat, Offshore, Championships
- Nominating Committee Report

- Herreshoff nominations open in June
- ISAF Submissions as needed

**July 22 Conference Call**
- Division Chair Reports: Race Administration and Venues
- Herreshoff Award Nominations due in July
- ISAF Submissions due August 1

**August 19 Conference Call**
- ISAF Submissions due September 1

**September 23 Conference Call**
- Division Chair Reports: Education, Management
- 2014 Budget Planning Review

**October 16 to 19 Captiva, FL**
- Elections
- Division Chair Reports: Small Boat, Offshore, Championships

**November 18 Conference call**
- Committee list finalized for approval
- ISAF Report from Representatives
- Division Chair Reports: Race Administration and Venues

**December 23 Conference call**
- Budget including Olympic department budget
- Committee list finalized for approval
- Division Chair Reports: Education, Management

**Monthly Reports:** Executive Director, President, Treasurer, Olympic
**Quarterly Written Reports:** Directors, including Olympic

Oct 2013
Action Request to the Board of Directors

When asking the Board of Directors to vote on a proposal, committee chairs should submit the preformatted Word file (see below).

The Board of Directors approves the following:

- Adopts regulations covering policy, organization, and procedural matters as appropriate.
- Approves the budget and, when necessary, changes in the budget.
- Appoints committees and chairs as described in Bylaw 521 and Regulations 6.01 - 6.03.
- Approves Terms of Reference for each committee.
- Sets dates and formulates arrangements for various championship events through the Championships Committee and the Olympic Sailing Committee
- Approves World Championships held in US waters.

Before submitting a proposal:

- Review the Bylaws and Regulations with the assistance of the US Sailing Secretary or the Bylaws Committee.
- Determine the budget impact including consulting with the staff and the Budget Committee chair.
- Generate the pros and cons of the proposal including asking other committees affected.
- State the organizational impacts.

This includes:

- Actions on their current product, program or service
- Issues addressed in Bylaw 301
- All matters related to USOC, ISAF and IFDS.

Proposals are due to the Secretary one week before teleconferences.
Action Request Form

Request No. _____(assigned by Secretary)        Date Submitted: ____________________

Submitted By: _________________________________________________________________

Subject: ________________________________________________________________

Action Requested (word this in resolution form):

 Member Impacts: Describe below the impacts (i.e. Will it be seen as a member benefit or not? Explain)

Any perceived positive effects:

Any perceived negative effects:

Will this proposal bring in new members?

☐ Yes, __________ Estimated Number       ☐ No       ☐ Unknown

 Mission Impacts: Describe below how and why this creates value.

Positive impact (be specific):

No impact (be specific):

Financial Impacts: Describe below any expected financial impacts on US Sailing. Include figures.

Positive effects

Negative effects:

Summary:

I certify that this proposal has been checked Governing Documents affected:

☐ Bylaws                                ☐ Committee Terms of Reference
☐ Championship Conditions              ☐ Ted Stevens Act
☐ Regulations                           

Submitted by ________________________________

Oct 2013
Committee Terms of Reference Template

Name of Committee

Revision Date:

PURPOSE

To (coordinate, promote, administer, create) something in general terms and preferably in one sentence, but no more than three sentences.

COMPOSITION

The _____________ Committee shall consist of a Chairman and (X additional members)
(in representatives of ______ committees, councils, outside orgs, etc.).

The term of office of the Chairman shall be one (1) year beginning and ending at the close of
the Annual General Meeting (AGM). The Chairman shall be appointed by the Board of
Directors at the recommendation of the President, and may not serve more than [four (4)].

The term of office of each committee member shall be _____________ year(s) beginning and
ending at the close of the US Sailing Annual Meeting.

FUNCTIONS AND ACTIVITIES

The _________________ shall:

Verb (Coordinate, Consider, Promote, Publish, Organize, Create) something.

Verb, etc.

Verb, etc.

Perform other duties related to the _________________ Committee’s purpose as directed by
the President and the Board of Directors.

REFERENCE

US Sailing Bylaw _____

US Sailing Regulation _____

_______________, CHAIR

Month DD, YYYY
US Sailing Accounting Policies

Committees are encouraged to create new programs and events so long as they are structured to meet the mission, the strategic objectives and the priority goals of the organization. A business plan must be developed, evaluated and approved by the Board before any resources will be committed.

US Sailing staff develops budgets.

Approved expenses will be reimbursed to volunteers if a request for reimbursement is filed with the staff liaison within 60 days. Mileage will be reimbursed at the rate then allowed by the Internal Revenue Service. Food expense will be reimbursed at a maximum of $45.00/day unless otherwise approved by the Executive Director. All reimbursement expenses must be in the budget and pre-approved.

Expenses for US Sailing delegates attending international meetings will, on request, be reimbursed for the cost of reasonable round-trip travel and provided a per diem. (See Regulations for current rate.)

US Sailing is a 501(c)(3) organization. Expenses related to your work on behalf of US Sailing may be deductible. Consult with a tax attorney or accountant. Meeting attendees will receive a letter confirming their attendance for tax purposes.

Additional information including Guidelines for Managing Projects and New Programs, the Budget Process, current financial policies and more can be found on the web at: www.ussailing.org/budget.

Resources:  
Taran Teague, Treasurer  
Nancy Glover, Budget Committee Chair  
Diana Kareta, Director of Finance

US Sailing Name and Logo Use Guideline

LOGO AND NAME USAGE
Members of US Sailing are encouraged to use the standard US Sailing logo, or US Sailing name, banners, flags, or burgee in a non-commercial way to promote the organization’s visibility within the sport and to the general public and promote a positive, healthy image. This use does not imply any endorsement by US Sailing for the associated activity. Variations of the logo and name usage guidelines must be approved by the US Sailing Marketing Department.

The success of the US Sailing image and identity system lies in the correct usage of the logo in all applications.

- Electronic logo files are available from US Sailing Marketing Department.

REQUIREMENTS
- The United States Sailing Association’s only other official name is US Sailing. Do not use any other variation.
- If not using “US Sailing,” United States Sailing Association, Inc. must be spelled out in its entirety.
- Unacceptable uses of the US Sailing name include: USSA, US Sailing Association, United States Sailing Assoc., US SAIL, and any other variation.
# US Sailing Common Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>AAC</td>
<td>Athlete Advisory Council (of the USOC)</td>
</tr>
<tr>
<td>AMERICAP</td>
<td>A rating rule, now replaced by ORR</td>
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<tr>
<td>AMYA</td>
<td>American Model Yachting Association</td>
</tr>
<tr>
<td>ARO</td>
<td>Area Race Officer</td>
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<tr>
<td>BBC</td>
<td>Bareboat Cruising (program)</td>
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<tr>
<td>BC</td>
<td>Basic Cruising (program)</td>
</tr>
<tr>
<td>BK</td>
<td>Basic Keelboat (program)</td>
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<tr>
<td>BOD</td>
<td>Board of Directors</td>
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<tr>
<td>C.R.E.W.</td>
<td>Commitment, Respect, Expect excellence, Work together</td>
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<tr>
<td>CelNav</td>
<td>Celestial Navigation (program)</td>
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<tr>
<td>CN</td>
<td>Coastal Navigation (program)</td>
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<tr>
<td>CPM</td>
<td>Coastal Passage Making (program)</td>
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<tr>
<td>CRO</td>
<td>Club Race Officer</td>
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<tr>
<td>CT</td>
<td>Coach Trainer</td>
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<tr>
<td>ICSA</td>
<td>Inter-Collegiate Sailing Association (college)</td>
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<tr>
<td>IFDS</td>
<td>International Foundation for Disabled Sailing</td>
</tr>
<tr>
<td>IJ</td>
<td>International Judge (certified by ISAF)</td>
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<tr>
<td>ILC</td>
<td>International Level Classes</td>
</tr>
<tr>
<td>IMS</td>
<td>International Measurement System (a measurement rating rule)</td>
</tr>
<tr>
<td>IOC</td>
<td>International Olympic Committee</td>
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<tr>
<td>IOR</td>
<td>International Offshore Rule</td>
</tr>
<tr>
<td>IRC</td>
<td>A rating rule</td>
</tr>
<tr>
<td>IRO</td>
<td>International Race Officer (certified by ISAF)</td>
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<tr>
<td>ISAF</td>
<td>International Sailing Federation</td>
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<tr>
<td>ISSA</td>
<td>Inter-Scholastic Sailing Association (high school)</td>
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<td>IT</td>
<td>Instructor Trainer</td>
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<td>JO</td>
<td>Junior Olympics</td>
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<td>LSO</td>
<td>Local Sailing Organization</td>
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<tr>
<td>LSR</td>
<td>Learn Sailing Right (training book)</td>
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<tr>
<td>MIT</td>
<td>Master Instructor Trainer</td>
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<tr>
<td>MNA</td>
<td>Member National Authority (of ISAF)</td>
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<tr>
<td>MORC</td>
<td>Midget Ocean Racing Conference</td>
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<tr>
<td>NatFac</td>
<td>National Faculty</td>
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<tr>
<td>NGB</td>
<td>National Governing Body (of the USOC)</td>
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<tr>
<td>NOC</td>
<td>National Offshore Council</td>
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<tr>
<td>NRO</td>
<td>National Race Officer (certified by US Sailing)</td>
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<tr>
<td>NSPS</td>
<td>National Sailing Programs Symposium</td>
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<td>NWSA</td>
<td>National Women’s Sailing Association</td>
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<td>OCR</td>
<td>Olympic Classes Regatta</td>
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<td>ODSS</td>
<td>One-Design Sailing Symposium</td>
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<td>OPM</td>
<td>Offshore Passage Making (training program)</td>
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<td>ORA</td>
<td>Offshore Racing Association</td>
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<tr>
<td>ORC</td>
<td>Offshore Racing Congress (International)</td>
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<tr>
<td>ORR</td>
<td>Offshore Racing Rule (formerly AMERICAP)</td>
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<td>OSC</td>
<td>Olympic Sailing Committee</td>
</tr>
<tr>
<td>PBH</td>
<td>Powerboat Handling (program)</td>
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<tr>
<td>PHRF ©</td>
<td>Performance Handicap Rating Fleet (a performance handicapping rule)</td>
</tr>
<tr>
<td>POW</td>
<td>Prince of Wales (match race trophy)</td>
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<tr>
<td>PRO</td>
<td>Principal Race Officer (assigned for event)</td>
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<tr>
<td>RAJ</td>
<td>Regional Administrative Judge</td>
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<td>RMC</td>
<td>Race Management Committee</td>
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<tr>
<td>RORC</td>
<td>Royal Ocean Racing Club</td>
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<tr>
<td>RRO</td>
<td>Regional Race Officer (certified by US Sailing)</td>
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<td>RSA</td>
<td>Regional Sailing Association</td>
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<td>RRS</td>
<td>Racing Rules of Sailing</td>
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<td>RTC</td>
<td>Regional Training Coordinator</td>
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<td>SA</td>
<td>Sailing Association</td>
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<tr>
<td>SAC</td>
<td>Sailor Athlete Council</td>
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<td>SASC</td>
<td>Safety at Sea Committee</td>
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<tr>
<td>SB</td>
<td>Small Boat (program)</td>
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<tr>
<td>SBS</td>
<td>Sears, Bemis, Smythe (the US Junior Sailing Championships)</td>
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<tr>
<td>SOARS</td>
<td>Sailing Officials Automated Reporting System</td>
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<tr>
<td>SRS</td>
<td>Safety, Rescue and Support (training book)</td>
</tr>
<tr>
<td>TOR</td>
<td>Terms of Reference</td>
</tr>
<tr>
<td>US Sailing</td>
<td>United States Sailing Association (never use USSA!)</td>
</tr>
<tr>
<td>USADA</td>
<td>United States Anti-doping Agency</td>
</tr>
<tr>
<td>USOC</td>
<td>United States Olympic Committee</td>
</tr>
<tr>
<td>USOF</td>
<td>United States Olympic Foundation</td>
</tr>
<tr>
<td>USP</td>
<td>United States Paralympics</td>
</tr>
<tr>
<td>USSF</td>
<td>United States Sailing Foundation</td>
</tr>
<tr>
<td>USWA</td>
<td>United States Windsurfing Association</td>
</tr>
<tr>
<td>WADA</td>
<td>World Anti-doping Agency</td>
</tr>
<tr>
<td>YRA</td>
<td>Yacht Racing Association</td>
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</tbody>
</table>