Dear Member,

2011 was an exceptional year for US Sailing, and we would like to start by thanking you for your ongoing support and confidence in our organization. You enable us to deliver the programs that are important to our sport, and inspire us to continually strive to improve sailors’ experiences on the water.

Last year we committed to focus on the future, challenge the status quo and support the 21st century sailor by enhancing our programs, modernizing our processes and expanding support for organizations. We’ve made progress. We increased the number of Certified Instructors and Race Officials, and completely revamped the Level 1 Instructor program and student materials. We developed new services and tools to support PHRF fleets. Following the successful Yacht Club Summit, we launched a series of local conferences, and are supporting regional yacht club summits. The US Sailing Road Show stopped at 50 clubs and sailing centers, inspiring over 17,000 young sailors. We further enhanced our Science, Technology, Engineering & Math (STEM) education program in preparation for a national rollout. We extended our commitment to safety with our investigations of last summer’s sailing tragedies. Clubs across the country are reviewing these reports and recommendations, and implementing new practices to reduce accidents in the future.

Despite the economic challenges, 2011 was another strong year financially. We experienced our second consecutive year of membership growth, increasing over 3%. This, accompanied by generous contributions from our donors, strong results in Training and Sponsorship, and solid performances in the other departments produced healthy surplus. We clarified our strategic goals that will drive our activities, and help us focus and prioritize. We outline these on the next page and expand upon them throughout this report. Stay tuned as we implement our plans and programs to accomplish them.

This is an exciting year for us, with many projects coming to fruition. Additionally, it is the culmination of many years of hard work for athletes on the US Sailing Team Sperry Top-Sider, as they compete in England at the Olympic and Paralympic Games later this summer.

We are listening to our members, volunteers and sailors about how we can improve the things we do and better serve the sport. We are excited to take on these challenges, and will continue to advance our core programs, strengthen support for sailing organizations, and build strong pathways and connections to get, and keep folks involved in sailing.

A key to our success will be to encourage sailors that are not part of our organization to join us. Later this spring we will be launching a major membership campaign, “Membership Matters” to do just that. As a current member that understands the value of US Sailing, you know why it matters. You are our best advocate, so please encourage your fellow sailors to support us as well.

We hope you enjoy reading through the 2011 Annual Report and that it conveys to you the progress and positive impact US Sailing is having on sailors across the country. From the Board of Directors, our volunteers and staff, we thank you for your ongoing support and confidence in our organization. You enable us to deliver the programs that are important to our sport, and inspire us to continually strive to improve sailors’ experiences on the water.

Sincerely,

Gary Jobson
President

Jack Gierhart
Executive Director

Take a look at some of the 2011 US Sailing programs and events.
### National Sailing Programs Symposium (NSPS)

The NSPS is an annual continuing education and networking event for program directors, instructors, parents and volunteers representing a wide variety of community sailing programs, yacht clubs, camps and other boating programs. The 2011 National Sailing Programs Symposium, held in Clearwater Beach, FL, broke attendance records with nearly 300 participants. The 2013 event will return to Clearwater Beach, January 23-27.

### Community Sailing Center Sanctioning

This new accreditation program acknowledges organizations that best exemplify community sailing’s strengths nationwide. These facilities routinely offer sailors the highest level of education through US Sailing reviewed and approved curriculums, a proven track record, quality equipment and facilities, and strong safety protocols.

The first group of sanctioned sailing centers was announced in 2011, and includes:

- Westwind Sailing / Dana Point, CA
- SHYC Sailing Foundation / Stonington, CT
- Edison Sailing Center / Ft. Myers, FL
- Community Boating, Inc. / Boston, MA
- Courageous Sailing Center / Boston, MA
- Duxbury Bay Maritime School / Duxbury, MA
- Sail Sand Point / Seattle, WA
- Milwaukee Community Sailing Center / Milwaukee, WI
- Lake Champlain Community Sailing Center / Burlington, VT

### Instructor Training

Small Boat Level 1 Instructor promotional / informational video footage was shot and interviews were conducted just prior to NSPS with support from the Clearwater Sailing Center. The video aims to provide information about the course to better prepare new instructors for what’s expected, while striking a balance between the information and the fun!

The Level 1 instructor program will see an impressive upgrade in curriculum and materials in 2012, thanks to thousands of hours committed by US Sailing volunteers in 2011.

### Powerboat Training

Powerboat safety is important to sailors everywhere, especially in our training programs where so many instructors are coaching from safety boats. Thanks to funding from the U.S. Coast Guard, a newly redesigned website to promote the Powerboat training program, uspowerboating.com, and a corresponding Facebook page, went live in the spring. One new feature is the online course calendar, helping to connect potential students to actual on-the-water courses in their local areas.

### Racing Rules of Sailing

Racing rules seminars beginning in November 2010 and is now running.

**Seminar Attendance 2011 vs. 2010**

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>One Day RM</td>
<td>578</td>
<td>429</td>
</tr>
<tr>
<td>Advanced RM</td>
<td>100</td>
<td>171</td>
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<tr>
<td>Club Judge</td>
<td>88</td>
<td>N/A</td>
</tr>
<tr>
<td>Judge</td>
<td>108</td>
<td>110</td>
</tr>
<tr>
<td>Umpire</td>
<td>56</td>
<td>28</td>
</tr>
<tr>
<td>Total</td>
<td>930</td>
<td>738</td>
</tr>
</tbody>
</table>

### Powerboat Training

- **New Products**
  - Plastic boat kits with handy water-resistant carrying pouch.
  - USB drives distributed at seminars for take home material.
  - Print on demand service Call Books for match racing and team racing

### Race Administration

- **International Umpire**
  - Reached 1,292 YTD Certifications - Race Officers, Judges & Umpires (US Sailing & ISAF)
  - 73 Race Official Seminars (45 Race Management, 11 Judge, 8 Club Judge, 6 Umpire, 1 ISAF International Judge and 1 ISAF International Umpire) vs. 45 in 2010.
  - Visibility of Certified Race Official in Gill Technical Apparel
  - Associated Handy Guide - Over 20,000 online views
  - US Sailing Racing Rules Committee Submissions to ISAF and Alternative Procedures for Dispute Resolution
  - Online Protest and Redress Hearings utilizing Gotomeeting and Boat Scenario software

- **Awards**
  - Annapolis Yacht Club – St. Petersburg Trophy Winner
  - Ken Legler – Harman Hawkins Trophy Winner

- **Certifications by Area**

<table>
<thead>
<tr>
<th></th>
<th>13</th>
<th>8</th>
<th>18</th>
<th>26</th>
<th>13</th>
<th>5</th>
<th>10</th>
<th>4</th>
<th>22</th>
<th>18</th>
<th>4</th>
<th>143</th>
</tr>
</thead>
<tbody>
<tr>
<td>Judge</td>
<td>20</td>
<td>12</td>
<td>16</td>
<td>21</td>
<td>10</td>
<td>9</td>
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<td>1</td>
<td>14</td>
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<td></td>
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</tr>
<tr>
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<td>7</td>
<td>17</td>
<td>4</td>
<td>2</td>
<td>5</td>
<td>1</td>
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<td>10</td>
<td>143</td>
<td>123</td>
<td>37</td>
<td>1,292</td>
</tr>
</tbody>
</table>

### U.S. Coast Guard Collaboration

In 2011, US Sailing was awarded significant project funding for three initiatives. The Powerboat “Drivers Education for Boaters Grant ($250,000) strives to grow on-the-water boating education and improve safe boating practices nationwide, and the Partnering grant ($19,000) helps US Sailing work more closely with other boating safety organizations. US Sailing was also selected to organize a team of subject matter experts to develop national on-the-water standards ($100,000). The first summit of these ‘team leaders’ was conducted in Washington, DC on October 15, 2011.

### Cruising Training

Our Keelboat & Cruising program aims to promote and provide excellence in sailing and cruising education. Only the best schools in the country are accredited under the strict program guidelines. Five new schools joined the program in 2011:

1. Best Boat Club / Fort Lauderdale, FL
2. Mariner Sailing School / Alexandria, VA
3. Northwest Maritime Center / Port Townsend, WA
4. Outward Bound / Spruce Head, ME
5. St. Maarten Sailing School
The Offshore Department focuses on all aspects of safety-at-sea and recognizes sailors for their efforts in this area. 2011 Highlights:

- Safety-at-Sea Seminars - The Offshore Department develops and administers regulations governing offshore racing and sanctions seminars that train and certify racers for offshore events. In 2011, 11 seminars were conducted with almost 1,100 attendees. A total of 156 participants received full ISAF compliant training. You can organize a Safety-at-Sea Seminar in your area: offshore.usssailing.org/sas

- ORR

- IRC

- Offshore Services

- Offshore Safety

- USCG SAR Procedure Modernization

- Junior Safety-at-Sea - In 2011, US Sailing partnered with the Storm Trysail Club to promote and endorse their highly successful safety training for junior sailors, which introduces young men and women to sailing on offshore boats and teaches them the specific safety requirements.

- Accident Investigations - Three significant capsize incidents involving American sailors occurred this summer: A young girl drowned when she was trapped beneath her capsized 420. Two people in the Race to Mackinac died when a squall capsized their boat. The 100 foot Rambler capsized after her keel fell off in the Fastnet race. Fortunately, all of that crew survived.

- US Sailing President Gary Jobson utilized from the expertise found in the Safety-at-Sea committee to form three independent investigation groups. Their findings were reported at the US Sailing AGM held in October.

- US Sailing Arthur B. Hanson Medal is an award given to sailors of any boat who contribute to rescues of victims from the water. The purposes of the award are to recognize the significant accomplishment in seamanship, and to collect further case studies in rescues for analysis for the US Sailing Safety-at-Sea Committee. In 2011, eight skippers and their crew received a Hansen Rescue Medals.

- IRC and ORR Certificates

- ORR – 608

- IRC – 761

Prominent events in 2011:

- IRC

- Offshore office provides support to 45 PHRF fleets that represent over 12,500 boats. In 2011 US Sailing/Offshore developed the capability to service PHRF fleets with on-line database and on-line fleet member Certificate Registration/Renewal/Amendment.

- Offshore Safety

- The Offshore Department focuses on all aspects of safety-at-sea and recognizes sailors for their efforts in this area.

- USCG SAR Procedure Modernization

- Currently, when a boat is reported missing, the USCG search focuses on a line from the last known position to the final destination. This new product will combine US Sailing ORR technology polars with real-time weather to better predict the course a sailboat would take. US Sailing will provide polars for the more than 1,000 production series boats we have measured, plus over 700 custom designs and a fleet of generic boats. These polars will have racing and cruising sail inventories for both fully crewed and shorthanded passages. In addition, tapping the expertise of our Safety-at-Sea Committee, heavy weather and light air decision making algorithms will be developed and delivered to the USCG. The final product will be a stand-alone unit that can be easily operated by SAR personnel.

- Inshore

- racing.usssailing.org

- One Design

- The 7th One-Design Sailing Symposium took place in November in Bay Head, NJ and featured Gary Jobson, Greg Fisher and 30 other one-design experts presenting 25 different workshops, panel discussions and keynote presentations. The Go Fast track was expanded with interactive workshops in order to attract more one-design sailors looking to improve their results. New leadership on the One-Design Class Council will re-invigorate existing programs and develop new programs of value to member classes and one-design sailors. A few ideas that are in the works:

- Compile a list of fleets for more direct communication with sailors.

- Find respected sailors in each class and recruit them to be US Sailing ambassadors.

- Increase the number of classes in the Member Partner Program.
Communication & Outreach
media.ussailing.org

The Marketing Department had an eventful and busy 2011. We support US Sailing programs and initiatives through various marketing and communication strategies. US Sailing leverages advertising opportunities, social media management and expansion, sponsor acquisition, fulfillment and activation, and branding.

Road Show
We were extremely excited about the impact made by the 2011 Roadshow program that was organized and executed last summer. The feedback we received from participating sailing communities was overwhelmingly positive. We also collected and shared outstanding content from our tour stops through our communication channels. A full Roadshow program report was put together separately and is available.

Some quick stats:
- 49 stops
- 8000 miles traveled between Portland, ME and Norfolk, VA
- 17,620 people met throughout the summer

Please check out our Roadshow blog at usroadshow.blogspot.com for video reports, tour stop recaps, photos and more.

Communications:
We strive to spread the word about US Sailing’s involvement in the sport. Our process of effectively communicating and presenting this information to the public continues to evolve.

News & Information by Email
- e-US Sailing Weekly Newsletter
- Quarterdeck Newsletter for sailing organizations
- US Sailing Store
- Breaking news and announcements
- Targeted emails for those with specific sailing interests

Social Media Statistics:
Facebook:
- Over 12,000 Facebook Friends
Twitter:
- Over 9,000 Twitter Followers

Sponsors
US Sailing is honored to have our 2011 family of sponsors. We are proud of the contributions they have made and the partnerships we have built together. In 2011 we added a new face to our sponsorship roster, Old Pulteney Scotch, and we received from participating sailing communities was overwhelmingly positive. We also collected and shared outstanding content from our tour stops through our communication channels. A full Roadshow program report was put together separately and is available.

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Successful Youth Development

Talented sailors on the US Sailing Development Team and the U.S. Youth World Team, who have aspirations to make the 2016 and 2020 Olympic Teams, stood on the podium at several international events in 2011. Four coveted medals were won, including three silver medals at the 41st ISAF Youth World Championships in Zadar, Croatia.

Enka Reineke won the 2011 Laser Radial Youth Worlds in La Rochelle, France, two weeks after winning a silver medal at the Youth Worlds. The U.S. Youth World Team won two additional silver medals: 29er (Antoine Screve / James Moody) and Girl’s 420 (Morgan Kiss / Christina Lawl).
The Information Technology (IT) department at US Sailing exists to help staff and volunteers better support our individual and organizational members. With this in mind, we have made considerable progress in 2011, improving our core hardware and software systems. These initiatives have left us well positioned to achieve even more in 2012.

The key areas of our 2011 efforts include hardware updates to provide stability and a sound foundation; software enhancements to provide new functionality as well as updating older programs; and exploring ways we can improve the quality and sustainability of our systems while reducing expenses.

All of these efforts have improved and expanded services for members, provided a more reliable infrastructure, and resulted in a better member experience.

2011 IT accomplishments:

- New PHRF Certificate System for the Offshore Racing - Desktop interface in Sailorbate to provide a simple interface for general public
- Online Job Bank
- Membership fulfillment process - reducing costs and quicker delivery to members

The enhancements to “My US Sailing”

- New online US Sailing store
- New E-Subscriptions page and US Sailing’s Rolex Miami Olympic Sailing website
- New US Sailing’s Rolex Miami, OB website
- Implemented a new virtual server environment to consolidate and replace several old servers
- Upgraded our corporate email software to the latest version increasing functionality and reliability
- Reorganized and inventory of all software, hardware, and documentation in all IT facilities (ongoing)
- The new Calendar Phase 1 rewrite project was started and will be rolled out Q1 of 2012
- Reviewed, consolidated, and streamlined services we provide and improved support to saving US Sailing time and money

Information Technologies

- Introduced collection of Sailor Profile information purchase and/or “My US Sailing”
- New Olympic Sailing website
- New donor page introducing “My US Sailing” Subscription Management
- New划 Geoffrey Wilson website
- Introduced collection of Sailor Profile information purchase and/or “My US Sailing” Subscription Management
The general operations division of US Sailing produced a surplus in 2011 and 2010, while the Olympic division recorded losses over the same periods. Accounting conventions require that fundraising revenue be recognized when promised rather than when received. While the majority of Olympic pledges are received early in the quadrennium and revenues are strong, expenses increase in the later years as the Olympics approach. This translates into surpluses for the division in the early years and losses in the later years. Over the quadrennium, the Olympic division’s goal is to achieve a surplus.

### Financials

#### BALANCE SHEET (unaudited)
As of 12/31/2011

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<thead>
<tr>
<th>ASSETS</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
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<td>Current Assets</td>
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<td>1,581,489</td>
</tr>
<tr>
<td>Property &amp; Equipment, NET</td>
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<td>680,150</td>
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<tr>
<td>Long-term investments</td>
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<td>3,515,644</td>
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<tr>
<td>Pledges Receivable</td>
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<td>898,148</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>6,242,739</strong></td>
<td><strong>6,675,431</strong></td>
</tr>
</tbody>
</table>

#### LIABILITIES & NET ASSETS

| Current Liabilities | 1,470,813 | 1,257,291 |
| Deferred Membership Fees | 147,234 | 179,655 |
| Capital Lease Obligation | 41,754 | 31,688 |
| **TOTAL LIABILITIES** | **1,659,801** | **1,468,634** |

**NET ASSETS**: 4,582,938 (unaudited) 5,206,797

**TOTAL LIABILITIES AND NET ASSETS**: 6,242,739 (unaudited) 6,675,431

#### FINANCIAL SUMMARY
For the years ending December 31, 2011 and 2010

<table>
<thead>
<tr>
<th>REVENUES</th>
<th>2011</th>
<th>2010</th>
</tr>
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<tbody>
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<td>Operating</td>
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<tr>
<td>Olympic</td>
<td>2,965,259</td>
<td>2,540,444</td>
</tr>
<tr>
<td><strong>TOTAL REVENUES</strong></td>
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<td><strong>7,463,442</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating</td>
<td>4,971,069</td>
<td>4,910,620</td>
</tr>
<tr>
<td>Olympic</td>
<td>4,971,069</td>
<td>4,910,620</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td><strong>8,612,949</strong></td>
<td><strong>7,911,823</strong></td>
</tr>
</tbody>
</table>

**INVESTMENT GAINS (LOSSES)** | 2,620 (401,876)

**CHANGES IN NET ASSETS** | (623,860) (46,505)

* Investments are managed by the U.S. Olympic Foundation

The general operations division of US Sailing produced a surplus in 2011 and 2010, while the Olympic division recorded losses over the same periods. Accounting conventions require that fundraising revenue be recognized when promised rather than when received. While the majority of Olympic pledges are received early in the quadrennium and revenues are strong, expenses increase in the later years as the Olympics approach. This translates into surpluses for the division in the early years and losses in the later years. Over the quadrennium, the Olympic division’s goal is to achieve a surplus.

### Volunteer Recognition

about.ussailing.org/directory

Mike Levesque  
Multihull Council

Kevin Wixom  
Council for Sailors with Disabilities

Bryan McDonald  
United States Windsurfing Council

Karen Reich  
Women’s Sailing Council

Amy Gross-Kehoe  
Youth Sailing Council

#### Staff Directors

- Kenneth Andreasen  
High Performance Director
- Janine Ahmed Connelly  
Training
- Dan Cooney  
Associate Executive Director
- Jack Gierhart  
Executive Director
- Dave Johnson  
Olympics
- Kelly Jordan  
Membership
- Jeff Kerins  
Information Technology
- Amy Larkin  
Marketing
- Dan Nowlan  
Offshore
- Lee Parks  
Inshore
- Chris Petracco  
Race Administration
- Liz Walker  
Championships
- Bobbi Warren  
Chief Financial Officer

#### Photos Courtesy of:

- Mick Anderson
- Billy Black
- Peter Braune
- Justin Chando
- Matthew Cohen
- Doug Collins
- Daniel Forster
- Fran Grenon
- Steve Jost
- Tom Kirk
- Adam Koch
- Richard Langdon
- Larry Ledgerwood
- John Payne
- Chris Petracco
- Amory Ross
- Troy Sunderland
- Jim Teeters
- Onne van der Wal