



Year in Review



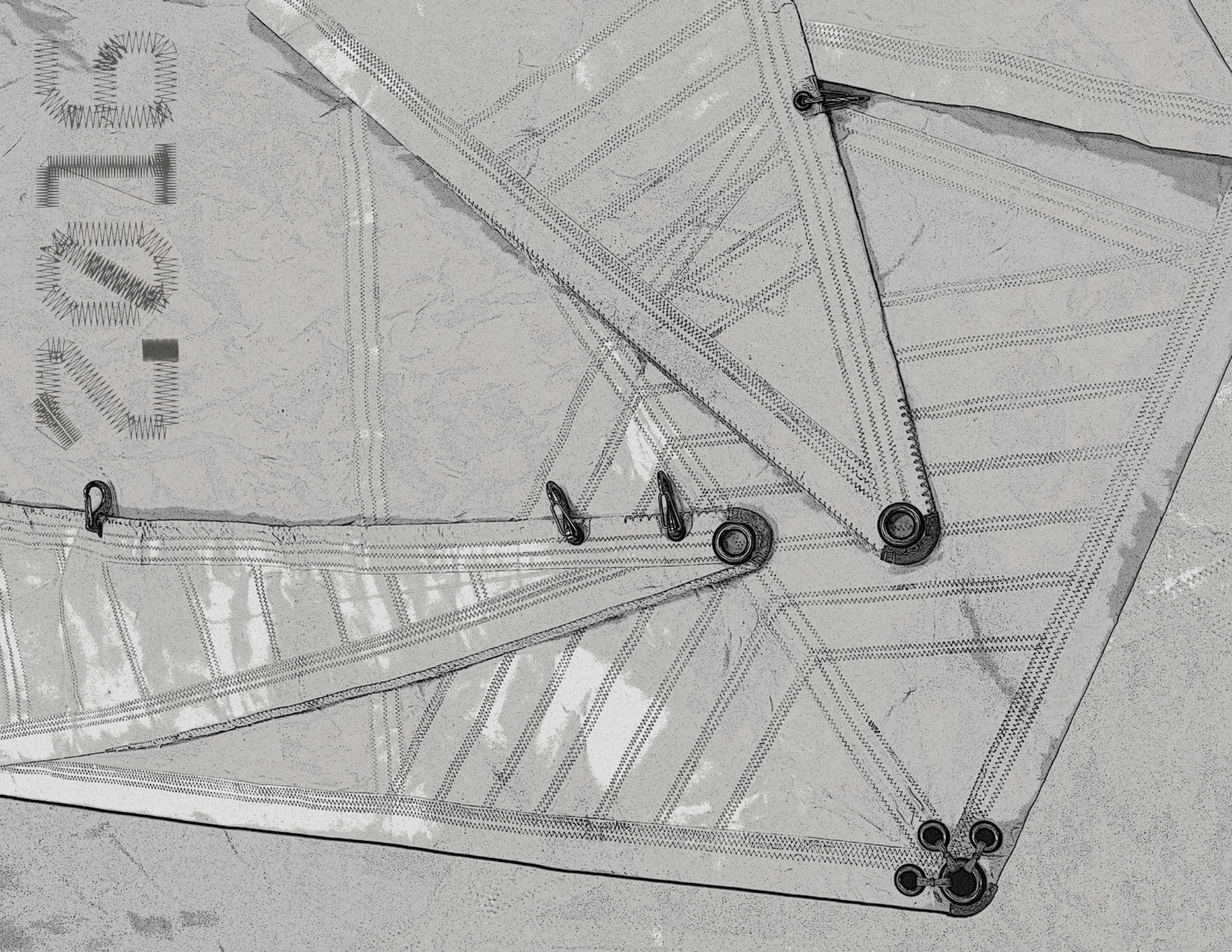


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Board of Directors

Board Officers

Bruce Burton - President
Cory Sertl - Vice President
Martine Zurinskis - Secretary
Steve Freitas - Treasurer
Jack Gierhart - Executive Director

Board Members

Sally Barkow
Clerc Cooper
Tarasa Davis
JJ Fetter
Gary Gilbert
George Hinman
Rich Jepsen
Jim Walsh
Ron White

Division Chairs

Charlie Arms - Education
Brian Hawboldt - Inshore / Smaller Boat Sailing
Sarah Alger – Management
Bruce Burton - Olympics
Shannon Bush - Championships
Hank Stuart - Race Administration

US Sailing Department Contact Information

Administration – Provides front and back office support for US Sailing's Portsmouth office, as well as board and volunteer support, responsible for all financial functions, and supports all of US Sailing's technology systems.

Executive Director: Jack Gierhart x631 JackGierhart@ussailing.org
Finance: Donna Kane x616 DonnaKane@ussailing.org
Operations: Lauren Cotta x624 LaurenCotta@ussailing.org

Adult Programs & Championships – Provides marketing, promotional and technical support for US Powerboating, Safety at Sea Seminars, Keelboat programming, First Sail, Adaptive Sailing and management of all US Sailing Adult Championships.

Director: Betsy Alison x625 BetsyAlison@ussailing.org
Championships: Liz Walker x651 LizWalker@ussailing.org

Competitive Services – Provides fair ratings for measurement rules, supporting the PHRF and Portsmouth Yardstick Handicapping fleets and setting racing and cruising safety standards. Additionally oversees, coordinates, and promotes the activities of US Sailing that concern the running, judging and umpiring of races.

Offshore: Nathan Titcomb x628 NathanTitcomb@ussailing.org
Race Administration: Matthew Hill x655 MatthewHill@ussailing.org

Education – Responsible for development, and scheduling, of all training and certification activities and the management of Accreditation Programs (Community Sailing, Keelboat, Powerboat and Adaptive).

Stu Gilfillen x645 StuGilfillen@ussailing.org

Foundation – Responsible for fundraising activities that provide additional resources for US Sailing programs and services. Campaigns include the annual appeal, major gifts as well as donor stewardship and communications.

Georgia McDonald x641 GeorgiaMcdonald@ussailing.org

Marketing and Communications - Responsible for US Sailing brand direction, communications, sponsorship management and fulfillment for the organization.

Dan Cooney x612 DanCooney@ussailing.org

Member Engagement – Responsible for building and maintaining relationships with LSOs, as well as individual members, managing the Association's events, and providing organization-wide customer service.

Katie Ouellette x610 KatieOuellette@ussailing.org

Olympics - Manages US Sailing Team and World Cup Series Miami

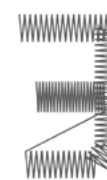
Malcolm Page x630 MalcolmPage@ussailing.org

Youth Programs & Championships - Provides marketing, promotional and technical support for Smallboat programs, Reach (STEM Education), Windsurfing, Junior Olympics, and management of all US Sailing Youth Championships

Director: John Pearce x620 JohnPearce@ussailing.org
Championships: Liz Walker x651 LizWalker@ussailing.org

Governance & Association Support - Responsible for One-Design, Review Board, Board Elections, Sailor Athlete Registration, Sportsmanship, Insurance, USSF and Awards

Lee Parks x650 LeeParks@ussailing.org



Executive Director Report for 2016

From all of us at US Sailing, we thank you for your ongoing commitment to US Sailing and our sport—as members, as donors, as volunteers, as parents, and as participants. Your support has enabled us to make progress on our key initiatives for 2016.

As you will read in the following pages, 2016 was a busy year for US Sailing; it was a year of progress, change, and accomplishments that we can all be proud of. In addition to working toward accomplishing the goals we set for the year, we were busy with the development and implementation of our new organizational structure (staff) and go-to market strategy: Customer Connect (see following pages). During the year, we experienced the usual attrition, with employees leaving for new and exciting opportunities. Rather than replacing the departing staff immediately, we delayed the hiring process until we had defined the new roles and identified the best candidates. This put additional pressure on a smaller staff to handle our normal business in addition to developing our plans for change. I want to commend the staff for their dedication and perseverance in a year that demanded a great deal from everyone. They certainly met the challenges head on, and we accomplished a great deal.

As for our performance against objectives, overall, we should be proud of our accomplishments. We achieved many of our goals and fell short on some. Financially, while we achieved a surplus, we did underperform against budget. On the program side, we were successful in accomplishing most of our key programs and strategic objectives. With regard to our financial performance, overall, our core programs were on budget, if not above. However, there were a couple of key items that had a negative impact. On the revenue side, we aggressively

budgeted for a contributing member campaign that fell short of our goal. There was a good deal of fundraising activity underway (Medalists, Project Pipeline, and general association projects), and the contributing member campaign was lost in the shuffle. The general membership categories were slightly ahead of budget.

We also fell short on our publications revenue. This is primarily due to aggressive projections and decisions that took 2013–2016 rulebook products off the shelves early. On the expense side, the youth department was not a budgeted expense, non-staff travel expenses for World Sailing meetings were under budgeted, and we had unbudgeted legal fees associated with the Roger Williams lease we negotiated. Finally, fundraising expenses were above the original budget as we invested in the relaunch of the US Sailing Foundation and invested in our long-term development strategy. Our key programs were on track, core membership revenue was on target, and we came very close to our stretch fundraising goals.

One non-programmatic development we are really excited about is our upcoming move to the campus of Roger Williams University in Bristol, RI, just 10 minutes up the road from our current office. The university is renovating a newly acquired building and fitting it to our specifications. We will have access to the resources and facilities of the university, including the new sailing center, classrooms, distance learning facilities, and athletic facilities for the staff. Interns from the university will also help us move forward with our mission. There are also exciting opportunities to partner with the university on events, program development, and other strategic initiatives. The office itself is designed to support the new staff structure and provide

a collaborative environment that will improve our efficiency, creativity, and member service. Financially, the university has been very helpful in our lease agreement to provide a favorable and stable rent that over time will actually reduce our rental expenses. Our Portsmouth office and the Hood family (landlord) have been very good to us over the past 20 years as our organization has grown and evolved. However, it is time for a change. We look forward to opening the doors later this fall and welcoming you all to come and visit us.

US Sailing remains committed to better serving all types of sailors at every level in 2017 and beyond. We are excited about the prospects of 2017 as it promises to be another engaging year with great events, new programs and initiatives, and a refined focus on our part to serve and support you, our members, and the sport.

Sailing is evolving, and at US Sailing, we are dedicated to a healthy and sustainable future that inspires new sailors and provides a pathway to a lifetime of sailing that will be carried on to future generations. To thrive, sailing must grow participation in all areas and at all levels while upholding the highest standards of excellence and fairness.

We understand that local sailing organizations—yacht clubs, community sailing programs, sailing schools, class and owner associations, event organizers, etc.—are the foundation for the sport and central for the future, and the work we do must meet their evolving needs.

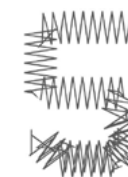
At US Sailing, we are working on programs and services that align the sailing community and drive innovation within three key areas: **access, education, and competitive excellence**. These are the areas that are the driving force behind Customer Connect, our new optimized organizational structure. The Customer Connect operations and resources are designed to improve communications and provide a responsive and efficient support system.

Please take a few minutes to review our 2016 Staff Report that highlights a number of our significant ongoing initiatives.

In closing, we hope that you and your family have had opportunities to remain active in your respective sailing communities, and we hope you enjoy your time here in Austin at the National Conference and NSPS. We are looking forward to spending time with you.

Cheers,

Jack Gierhart and the US Sailing Staff



2016 Objectives

Financial Metrics based on December 2016 Financial Statements and Membership Report.

Goal	YTD (Status)
Financial Metrics – by 12/31/16	
<i>2016 Surplus: \$41,000</i>	\$ 110,867 vs. budget of \$341,708; variance of \$ (230,841*). Includes SAP contribution. (Fell short) *See Financial Summary and Reconciliation
<i>Membership: 46,900</i>	45,801 active members as of 12/31/16 vs 45,154 as of 12/31/15 (Fell short)
<i>Development: \$5.52 Million</i>	
Medalist , 2016: \$3,000,000	\$ 2,883,399 (Fell short of stretch goal, achieved internal budget goal – \$2.5 million)
Project Pipeline: \$2,175,000	\$ 2,183,704 (Achieved)
US Sailing General: \$ 340,000	\$ 324,255 (Fell short of top line revenue, achieved net revenue)
Projects - Status	
<i>First Sail Launch</i>	
Launch and recruit 50 LSO's to implement	100+ Official First Sail Locations have signed on. First Sail was also promoted by Lake Lanier Sailing Club at the Atlanta Boat Show. A strategy has been developed to identify 5-10 model First Sail Locations across the country and work closely with them to have First Sail Experiences run and to capture photo, video and resource assets through these experiences. Developing 2 different communications channels, one to First Sail Locations, which will serve as a resource monthly newsletter, the other direct to participants through the MailChimp email list, which will provide updates, and offers from partners. Next steps are to revamp website, develop first communication to locations reminding them of their marketing materials available and encouraging them to post Experiences on the calendar, and develop budget and ask to the industry for sponsorship and funding. Once new Adult Director gets placed, there will be a formal home, leader and champion for First Sail. (Achieved)

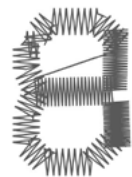
SAP	
Complete UMS Phase 1 (ORR)	All ORR certificates for 2016 were issued via the SAP UCS (UMS). Of the 726 valid certificates, 450 individual users created online profiles to access their rating information. For 2017 serious effort will be exerted to encourage all certificate holders to use the online portal for the UCS. (Achieved)
Launch Tracking (Sail InSights)	Investigating events for further tests of Sail InSight during 2017. Press release regarding UCS and Sail InSight and US Sailing/SAP partnership went out on Wednesday, 11/17. Nathan, Jack and Josh have been in discussions with NYYC and SAP to implement SAP Sailing Analytics within some of NYYC's existing events that are already using dedicated trackers. (Achieved)
Begin UMS Phase 2	Progress continues to bring the ORC rule into the UCS. Meetings have been held between the ORC technical staff, SAP and the US Sailing Offshore team. The Alpha version of the ORC handling within the UCS is on target for delivery on the 26th of January. Additional improvements to the UCS include boat owner initiated certificate requests for the 2017 season for ORR and ORC. This includes the ability for owners to request new, renewal, and amended certificates for both ORR and ORC. (Achieved)
2017-2020 RRS	
Publish and Distribute: in members' hands before end of 2016	We continue to communicate with members about how they can obtain their complimentary copy of the rulebook. The Apple version of the US Sailing Bookstore app is now available, and members can obtain it free of charge and download the RRS digital publication. The Android version should be available in about a week. We are continuing to update and reprint Race Administration training publications and manuals for the 2017-2020 rules cycle. (Achieved)

Strategic/Long Term Projects - Update	
<i>US Sailing Foundation</i>	
Est. New Bylaws; Recruit New Board Members	New Bylaws completed and approved. New accounting practices outlined. New board in place with two new members. (Achieved)
New Brand and Messaging	Message and branding complete. The US Sailing Foundation is focused on the future of sailing. To thrive, the sport must grow participation in all types and at all levels of sailing, while upholding the highest standards of excellence and fairness. (Achieved)
Initiate Campaigns and Achieve Financial Goals (above)	Met Project Pipeline matching grant challenge; achieved Medalist budgeted goal (\$2.5 million), fell short of stretch goal (3.0). Annual Appeal revenue fell slightly short, but expenses were below budget, net on target. Some 2016 appeal donations being recognized in 2017. (Partially Achieved)
<i>US Sailing Organization Optimization: Customer Connect</i>	
New Go-to-Market Strategy	Customer Connect phase 1 complete. Staff transitioned to new roles and positions; new hires in new roles. (Achieved)
Organization & Operational Plan: in place for 2017 Budget	2017 budget and plan built on new structure and strategy close to final. Presentation and approval slated for National Conference. (Will be complete)
Est. Youth Program: Phase 1	Completed- Competitive and recreational youth programming is now integrated into a single department, with optimization underway in 2017. (Achieved)
<i>Achieve Success at Highest Levels of International Competition</i>	
Deliver on 2016 High Performance Plan	Complete.
Expand and execute Olympic Development Program	Complete.
Prepare Games Operations for Olympic and Paralympic Teams	Complete.

Financial Summary and Reconciliation

Draft YE 12/31/2016	FY 2016 Actual	Budget	Variance	Prior YR
DEPARTMENT TOTAL W/O OLYMPIC PROGRAM				
REVENUE	5,998,063	5,963,533	34,530	6,034,499
EXPENSES	5,887,196	5,621,825	265,371	5,706,928
NET	110,867	341,708	(230,841)	327,571

ASSOCIATION WITHOUT OLYMPIC PROGRAM RECONCILIATION TO BUDGET	
Year End surplus	110,867
Add back in Fundraising expenses not transferred from the Olympic department	191,000
Add back in the expenses for Youth Director not budgeted for in 2016- approved by board after budget was approved.	44,000
Reconciled Total	345,867
<i>Approved budget: 41,708 plus VIK 300,000 for SAP</i>	341,708
Variance Reconciled Draft Year-end to Budget	4,159



Introducing Customer Connect

US Sailing and its volunteer committees, board, and departments have evolved considerably over the past several decades to adapt to the changing face of sailing. The role of US Sailing staff has also evolved from an administrative role to a strategic leadership role in which we work closely with the volunteers in developing and executing programs that move the sport forward. What has not evolved is the way our staff is organized. We have come to recognize that local sailing organizations (LSOs), including yacht clubs, community sailing organizations, sailing schools and one-design associations, are critical to our members' involvement in sailing. Our organization's structure is fairly effective in supporting our volunteers, but it is not optimized to best support our members and the LSOs, which we have collectively come to call our customers.

In late 2015, as the new board leadership took the helm, we began to analyze how US Sailing could be more effective in advancing sailing within the United States and supporting both our members and volunteers. We looked at how we can do the following:

- be more relevant and responsive to local sailing organizations and sailors by providing tools that will help them meet their challenges and changing needs
- better support all the roles filled by our invaluable volunteers by improving their productivity, providing resources to complement their expertise, and helping them make the best use of their valuable time
- more effectively connect LSOs, volunteers, and members to the wealth of information, experience, and knowledge within the sailing community and US Sailing
- deliver first-class customer service to our members and the LSOs and exceed their expectations

We call this effort Customer Connect, and we chose the term "Customer" carefully to reflect that we need to treat our members and LSOs as customers. We are striving to turn the team at US Sailing from an inward-facing organization to an outward-facing organization, thereby increasing our connection with our customers—the sailing community in the United States. The objective is for US Sailing to proactively deliver relevant and excellent value to our customers. Customer Connect is the framework and strategy we developed to optimize the staff and volunteer resources to best serve our members and deliver against the three key goals of our organization:

- 1) Promote participation and facilitate access to sailing.
- 2) Develop and deliver first-class education programs that support all facets of sailing: on-the-water skills, safety, instruction and coaching, officiating, and high performance.
- 3) Establish a culture of competitive excellence and create supporting programs and products that drive this culture through to our constituency.

Within Customer Connect, we identify our primary delivery channel as the LSOs. The LSOs provide access to the water and deliver programs at the local level. US Sailing provides the products, services, and resources to support the LSOs' efforts, thereby leveraging their resources and connection to the local sailing community. Our individual members are also important customers, but in the vast majority of cases, their primary affiliation is with their LSO. The LSOs are ultimately responsible for creating excellent experiences for their members through education, recreation, and competition. A primary goal of Customer Connect is to make the LSOs more successful.

Our analysis of the needs of U.S. sailors and the capabilities of US Sailing helped us formulate the new organizational structure of US Sailing. We will focus the resources of US Sailing into three key areas: youth, adult, and competition. Our previous structure was fragmented from the customer's perspective. Youth and adult programs were each spread across four departments with no one aligning the programs. Our services supporting competitive programs were spread across three departments. Each department housed its own product development, distribution, fulfillment, and customer service functions, and they all followed different processes. Customer Connect aligns our people, products, and services:

- We now have three key customer-facing program departments: Youth, Adult, and Competitive Services.
 - o Youth: programs that support the development of young sailors
 - o Adult: programs that engage adults learning to sail or continuing their involvement
 - o Competitive Services: grow competitive sailing and help make events more efficient, effective and enjoyable.
- We refined our support functions to provide common services to each customer-facing group.
 - o The new Member Engagement department will bolster our member services, streamline our response time, and improve our effectiveness; within this department are resources dedicated to serving LSOs.
 - o Our Marketing and Communications department will work closely with the three key program departments to proactively engage and serve the LSOs.

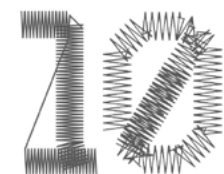
- o Our Education department will consolidate our product development and distribution/scheduling by pulling best practices from each of the key disciplines and standardizing our processes to improve quality and efficiency.
- o Our Administrative department will consolidate internally focused services of finance, IT, human resources and fulfillment, and also standardize the process and improve quality and efficiency.

As far as the impact on committees and volunteers is concerned, we expect these changes to strengthen their ties to staff members and improve effectiveness. Previously, committees had one staff member supporting them; many now have a multi-staff department and have improved the following:

- coordination across related committees and programs
- feedback from the customer to the volunteers
- leveraging of resources and sharing best practices across committees and volunteers

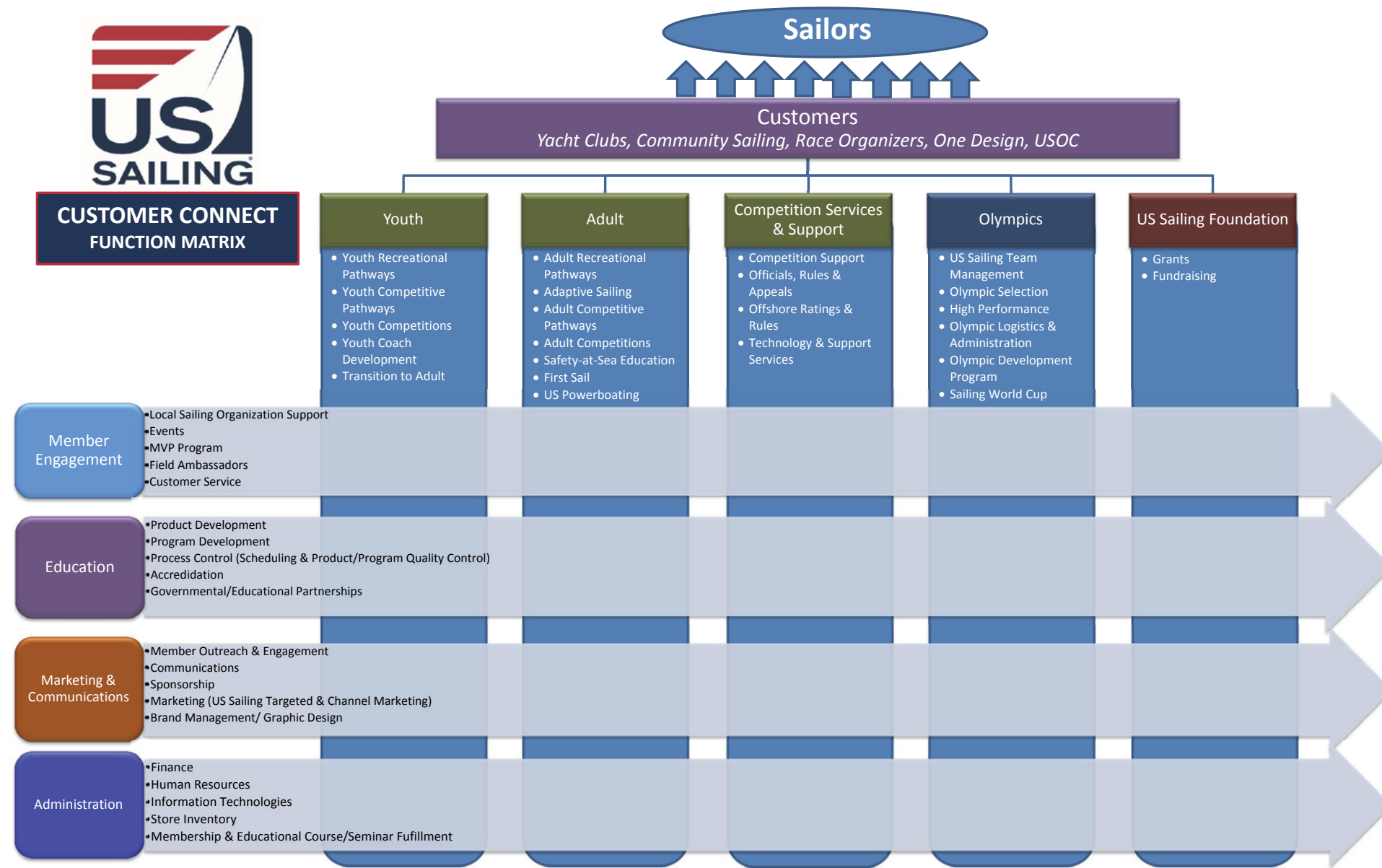
We have already seen positive results from this, as evidenced at the collaborative National Faculty meeting in St. Petersburg last October. We are in a period of adjusting to these significant changes and many new team members. We know there will be hiccups and gaps that we need to fill, and we will be attentive to correcting them immediately and minimizing the impact on our members and volunteers. We welcome feedback and understand the need to adjust along the way. We look forward to everyone's support as we settle in on this new tack and trim for speed.

The following graphics present where the various functions and programs fall within the new structure as well as what the departmental alignment is with the current committees.





**CUSTOMER CONNECT
FUNCTION MATRIX**



The US Sailing Foundation

In 2016, we finalized a plan to re-energize the US Sailing Foundation (USSF) and concentrate the organization's fundraising activities through one central development office. We are excited about this project and are confident that this will open new doors, expand support for the entire association, and have a positive impact on sailing across the country.

As part of this restructure, we have clearly defined the position that the Foundation will carve out in the sailing community, as stated in our new tagline: *Our Focus Is on the Horizon*. While many non-profit sailing organizations are dedicated to preserving the rich traditions of the past, the USSF will secure the resources required to lead the sport into the future through innovative and dynamic programs that focus on expanding participation and excellence in sailing education and competition. These resources are for the sole benefit of US Sailing programs and initiatives.

In 2016, the newly restructured USSF staff undertook several key initiatives for the benefit of the association, including the Olympic Program. A fundraising campaign successfully met the AmericaOne matching grant challenge and secured significant resources for our new high-performance youth-development initiative, Project Pipeline. Our initiatives to support the 2016 Rio Olympic Games fundraising efforts resulted in new funding and new donors.

While 2016 was an important year for Olympic fundraising, the USSF's development plans for 2017 and beyond include initiatives that support the association as well as specific US Sailing programs.

Looking to make a donation to a worthy cause in the sport of sailing? Contribute to [US Sailing's Launch a Lifetime Annual Appeal](#). Your support allows us to provide advanced programming from basic sail training and education to competitive excellence.



Member Engagement

US Sailing Membership Initiatives

Membership in US Sailing experienced incremental growth in 2016 for our individual, family, and contributing membership categories. Visibility through the 100% Challenge with college sailors, Charleston Race Week, and the Sailorbags promotion contributed to the growth of our membership base.

The 100% Challenge, launched in 2015, provided a great platform to engage with college and high school sailors during the winter sailing season. In the spirit of March Madness, we launched the #burgeebasket. College sailors were encouraged to vote for their favorite college sailing burgee. The campaign generated **27,602** impressions, **2,822** shares on Twitter, and over **151,000** votes cast through our Survey Monkey bracket. Through collecting the team burgees, we also collected a contact name and email address. This was the ideal audience to receive an email from US Sailing promoting the 100% Challenge for those who were not already participating.

In April, we reached **45,900** active members. One contributing factor to this surge in membership was our large staff presence and member engagement on-site at Charleston Race Week. The US Sailing brand was highlighted on-site through our sponsorship of the Buzz Bar, Saturday's Rio to Rio Regatta Party, and the launch of SAP Sail Insight. This visibility, combined with the start of our USA Junior Olympic Sailing Festival season and course registrations, helped us reach our highest membership number for the year.

We worked with SailorBags to create a special US Sailing members portal on SailorBags' website. Members had the opportunity to redeem a free wallet, wristlet, or wine bag and purchase discounted SailorBags products—all featuring the US Sailing

logo. There were 296 members who took advantage of the free item with membership purchases in the summer. We also implemented the promotion at the end of the year and gained an additional **223** members.

The Racing Rules of Sailing 2017–2020 launched on October 17. Sailors were encouraged to join US Sailing or renew their membership before December 31 to receive a special waterproof version of the new rulebook. Current members who were not scheduled to renew had the option to verify their mailing address and request a paper copy of the book. By year's end, **4,988** members received a waterproof copy and **1,000** current members requested a paper version. We sent a complimentary waterproof copy to Race Officials and President's Club members as a thank you.

US Sailing at Boat Shows

US Sailing and US Powerboating made a concerted effort to take part in several boat shows around the country. US Sailing had a presence at these boat shows in 2016:

- United States Sailboat Show in Annapolis
- Newport International Boat Show
- Chicago Boat, RV & Strictly Sail Show
- Pacific Sail & Power Boat Show
- St. Petersburg Power & Sailboat Show

US Sailing conducted Reach Scavenger Hunts, Partner Passport activities, and Opti sailing demonstrations, and we also gave away US Sailing merchandise and other products. Our primary goal was to support our US Sailing certified keelboat schools and partner organizations attending the show while connecting in person with our members and sailors.

Sailing Leadership Forum

Over **550** leaders throughout the country participated in the 2016 [Sailing Leadership Forum](#) in February at the Hilton San Diego Resort. These enthusiastic participants came to Southern California with a wealth of positive energy that was inspiring for everyone. The attendees, presenters, and contributors created an atmosphere conducive to learning, sharing, and having fun. The attendees' motivation to connect, discover, and grow made this special event a reality. It is you, the sailors, who drive these important discussions that shape the future of sailing.

Many of the attendees returned from the inaugural Sailing Leadership Forum in 2014. Two years later, they reported back on the progress they experienced in implementing the new strategies and tactics they learned.

Regional Symposiums

At the local level, the [Regional Symposiums](#) provide an opportunity for organizations to share ideas and updates about sailing education and programming within the various regions. The event is set in a roundtable format designed for productive exchanges between participants, and all are welcome to attend.

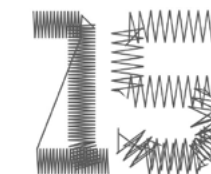
In 2016, 162 individuals attended six Regional Symposiums hosted in five different regions throughout the country. Find out how you can [host a Regional Symposium](#) at your organization.

Supporting Local Sailing Organizations

Throughout the year, our staff and volunteers spent a great deal of time on the waterfront supporting events and sailing organizations.

We hosted coffee Buzz Bars and sponsored socials at events including Sperry Charleston Race Week, Long Beach Race Week, Helly Hansen Marblehead NOOD Regatta, Bayview One-Design Regatta, and the Orange Bowl International Youth Regatta. The Buzz Bars provided catered coffee to current, past, and future members of US Sailing at regattas across the country. It was a simple way to say thank you to our members and provide a platform to discuss current sailing topics with US Sailing staff on-site.

US Sailing had a unique opportunity to support the Red Bull Foiling Generation U.S. Qualifier and World Final hosted by Sail Newport in Newport, RI. US Sailing organized a team of experienced coaches and sailors to review the applications and select the field of young sailors to compete at the U.S. Qualifier. We also supported their event coverage and communication efforts throughout both events. These young sailors enjoyed their Flying Phantom catamaran experience, and we enjoyed the opportunity to learn more about this exciting segment of our sport.



Education

The Education Department (formerly known as the Training Department) is responsible for the design and development of educational products, programs, and resources. These may range from the creation of a student-level smallboat curriculum to a Safety at Sea Online course. The projects are determined by the needs of the various channels, and the ultimate goal is supporting the needs of sailors and organizations.

We also oversee the various accreditation programs for US Sailing. These include keelboat schools, powerboat training centers, and adaptive and community sailing centers. As part of that process, we manage a quality control program that ensures the consistency of both our accredited locations and the standards within our courses.

The Education Department oversees all course scheduling in a regional structure. This means that, for example, an organization in California that wants to host a Level 1 Instructor course, Powerboat Instructor course, and Safety at Sea Seminar will only have one point of contact.

This new approach allows the Education Department to serve membership in a completely new and more efficient manner. Having great advocates from the youth and adult channels on the front lines allows members to get personal attention and also be exposed to the variety of products from US Sailing's portfolio that are specifically developed for their needs. Additionally, having a team that is responsible for getting courses on the calendar means that we are able to have more offerings in more locations than ever before. This gives members options and gives our channel managers an opportunity to present a more comprehensive calendar of courses.

Our goal is to ensure an exemplary experience for anyone who signs up for a course with US Sailing. From beginning to end, we want to ensure that we meet their needs at every step of the process.

National Faculty

One of the pillars of US Sailing continues to be our educational offerings. To support people's aspirations for more education, we continue to develop products and programs that help support a wide array of interests. To accomplish that, US Sailing is fortunate to have a group of subject matter experts, known as the National Faculty, who come together from the various departments to serve as a think tank to exchange new ideas and best practices. In 2016, the National Faculty met in St. Petersburg, Florida, and spent three days creating and improving our offerings. We are grateful for their passion and service.

Online Learning

US Sailing has put an emphasis on evolving the accessibility of our educational offerings and making them more available in a digital platform. We are prepared to be at the forefront of online learning.

Developed in partnership with Fresh Air Educators, US Sailing announced the launch of [Basic Keelboat Online](#), a web-based supplement to the Basic Keelboat course. The online course is designed to prepare aspiring sailors for on-the-water instruction in the Basic Keelboat course while allowing US Sailing instructors to ensure a consistent level of knowledge for incoming students.

A complete [Safety at Sea Online](#) course is now being offered that provides a standalone platform for safety education appropriate for all sailors and that complements the intensive hands-on seminars for offshore sailors.

We also built a web service to integrate with our new Yudu mobile app, providing a framework to deliver email content to our members, including the *Racing Rules of Sailing for 2017–2020*.

Coaching Summit

Raising the bar as a country requires a broad, collaborative coaching effort that links the top Opti coaches with top Olympic coaches, regional high school coaches with the national class experts, and industry professionals with up-and-coming coaching talent. It requires all coaches to go beyond the daily challenge of educating their own sailors and to share our coaching techniques and best practices with each other.

In an effort to facilitate this sharing, the Olympic Department, in conjunction with the Education Department and Youth Department, held a roundtable discussion in Miami in November that set the tone for continued dialogue and collaboration in the future. The discussions covered a variety of topics, including ways to customize training for specific sailors and how to integrate technology into coaching programs. The expectation is that this event will occur again in the future and help raise the level of coaching nationwide by sharing resources both within that group and with the larger audience.

Improved Coaching Education

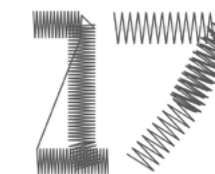
Building off the Coaching Summit, the Youth Department and Education Department are working with Dave Dellenbaugh to create an advanced-level coaching program that aligns with our Smallboat programming. Leveraging Dave's significant experience and the strong training track record of the Education Department, we expect to have the framework for a program completed in late 2017. However, components and resources that support active coaches will be available before then.

Junior Instructor Program

In 2017, US Sailing will be launching a Junior Instructor program that's designed to help organizations train their younger members on the skills required to be a successful instructor through a structured program. It also serves as a great platform for those candidates interested in our Smallboat Level 1 certification. The program involves multi-discipline training, including powerboating modules, so that candidates receive a solid training foundation.

Smallboat Education

The Smallboat Level 1 Instructor Program continues to be one of the strongest in our portfolio with **1,580** students going through **144** courses nationwide (vs. 1,464 students in 135 courses in 2015). The Level 2 Instructor and Level 3 Coach courses also continue to be outstanding offerings, and 2016 saw the first Level 3 Head Instructor course was held on Long Island. The course, which is classroom based, is focused on the administrative and management side of the course and provides guidance to both the senior instructors and those who are volunteers on sailing committees.



Olympics

US Sailing Team

As an Olympic and Paralympic Games year, 2016 saw a renewed focus on US Sailing's high performance sailing initiatives and a chance to measure the success and impact of our strategic direction since 2012. The Games in Rio de Janeiro saw four years of intense effort pay off for the [US Sailing Team](#), which came away with medals at both the Olympics and Paralympics in addition to other strong performances across a range of classes. 2016 also saw US Sailing's Olympic Development Program expand and flourish to the great benefit of America's next generation of top sailing talent.

The 2016 U.S. Olympic Sailing Team was composed of 15 athletes hailing from eight U.S. states and territories. The sailing events were based at Marina da Gloria on Rio de Janeiro's harbor front, marking a rare Games where sailing took place near the heart of an Olympic city. Rio de Janeiro's breathtaking scenery served as perhaps the most memorable backdrop in the history of Olympic sailing, and the mixture of open-ocean and inner-harbor racecourses provided competitors with a challenging mixture of racing conditions. The sailing events of Rio 2016 took place during August 8–17, and a young U.S. Sailing Team featuring only two returners from London 2012 submitted a strong performance. First-time Olympian Caleb Paine (San Diego, CA) won a bronze medal in the Men's Heavyweight One-Person Dinghy, and Team USA qualified for six medal races across the ten sailing events.

The Paralympic Sailing Team was composed of six sailors hailing from six different U.S. states, and with disabled sailing having been tragically eliminated from the Tokyo 2020 Paralympic sports program, an added sense of urgency was present. Team USA arrived in Rio de Janeiro determined to put the US Sailing Team, the world's most successful Paralympic sailing team, on the podium one last time and continue a streak of medaling at each Paralympic Games that sailing has been a part of. With a victory in the final race of the event, U.S. Paralympic Team sailors Rick Doerr (Clifton, NJ), Brad Kendell (Tampa, FL) and Hugh Freund (South Freeport, ME) won silver medals in the Sonar class, the three-person Paralympic keelboat.

With the help of its supporters and sponsors, the US Sailing Team established a world-class training base in Rio in early 2013, and a full fleet of Olympic-class boats was acquired for the facility through the generosity of Hunt and Betsy Lawrence. American athletes campaigning for the Games had unprecedented access to the racing areas on Guanabara Bay and outside the harbor on the Atlantic Ocean. By living and training extensively in Rio for over three years, U.S. sailors gained a level of comfort and confidence with the competition venue that would prove to be of great value during Rio 2016.

The strong pool of results for the national team was not limited to the Rio 2016 medalists, and ten US Sailing Team athletes

were finalists for US Sailing's Rolex Yachtsman and Yachtswoman of the Year awards, including the following: 470 South American Championship Silver Medalists Annie Haeger (East Troy, WI) and Briana Provancha (San Diego, CA); Laser Radial World Championship Silver Medalist Paige Railey (Clearwater, FL); Melges 32 World Champion and College Sailing's Women's Singlehanded National Champion Erika Reineke (Fort Lauderdale, FL); Paralympic Silver Medalists and Para Sailing World Champions Doerr, Kendell and Freund; Melges 24 World Champions and 470 North American Champions Stu McNay (Providence, RI) and Dave Hughes (Miami, FL); and Olympic bronze medalist Caleb Paine. Paine was ultimately selected as Yachtsman of the Year for his clutch performance in Rio.

With Josh Adams' decision to step down after a productive four years of leading the U.S. Olympic effort, two-time gold medalist Malcolm Page (Sydney, Australia) was named as the new Chief of Olympic Sailing in the late fall.

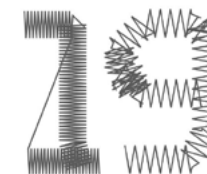
Olympic Development Program

In addition to an experienced returning pool of national team athletes, the US Sailing Team's future looks bright thanks to strong training initiatives on the youth racing level. This was visibly demonstrated in 2016 as US Sailing's 13-member Youth Sailing World Championship Team (YWT) secured three medals

at the world's premier youth regatta in New Zealand, which followed soon after Henry Marshall's (Newton, MA) victory at the Laser Radial class Youth Worlds. The YWT's performance in Auckland was the first three-medal performance for the United States since 2011, when Americans claimed a trio of silver medals in Zadar, Croatia. The 2016 regatta was the 46th edition of the event, and 380 sailors from 65 nations competed in nine classes.

The [Olympic Development Program \(ODP\)](#) expanded and coalesced around a sustainable schedule and framework in its second full year of operation and helped hundreds of top junior competitors develop high-level skills. The 2016 ODP schedule included dozens of training camps and evaluation regattas that are key assets in the ongoing effort to boost American high-performance sailing at the youth level.

Soon to enter its third year of operation, the ODP will be active at more events in 2017 and expand the scope of the program to include more classes.



Youth Sailing

Youth Sailing Strategy

US Sailing identified the need for a comprehensive youth sailing strategy that supports local sailing organizations and other key stakeholders and encourages the development of young sailors who advance their skills, achieve competitive success internationally, and to embed a lifelong love for the sport. We developed a framework and outlined a set of goals, strategies, and measurements to enable US Sailing to launch an effective youth sailing strategy that builds on the strengths of existing programs, such as the Smallboat program, USA Junior Olympic Sailing Festival, and U.S. Junior Championships.

The hiring of [John Pearce](#) as the organization's youth sailing director was one of the first steps we took to initiate this new strategy. The Youth department is working with key stakeholders in youth sailing from around the country to develop highly skilled young sailors by providing multiple pathways with innovative and world-class programs and services, instruction, and coaching.

The USOC and the National Governing Bodies of many other sports have worked together to create long term development models for young people in sport, and we are applying these concepts to the sport of sailing. Our focus will be on building and refining a similar plan to support sailor development at all levels and all sailing disciplines, both recreational and competitive.

US Sailing strives to create the best possible experience for the sailors, educators, professionals, and families that form the fabric of the youth sailing community, and in 2017, our new youth sailing strategy will be the conduit for that service.

Reach

The [US Sailing Reach](#) program makes sailing accessible to young students from all backgrounds and walks of life. Using sailing as a platform for learning science, technology, engineering and math (STEM), we are working with school systems and community programs, as well as yacht clubs and summer camps, to bring Reach to a diverse community of children.

This STEM education initiative continued to have a tremendous impact last year with **22,557** youth impacted via 55 programs and US Sailing events. Additionally, data showed that **90%** of all students who participated in Reach were first-time sailors, which shows that Reach is helping to grow sailing.

In only five years, the Reach program has far exceeded expectations for success with over **400** organizations implementing the program for over **120,000** young students. Reach programming was on display at several sailing events around the country in 2016, including the Louis Vuitton America's Cup World Series in New York, Tall Ships America,

Atlantic Cup presented by 11th Hour Racing, boat shows in Newport (RI), Annapolis (MD), and Chicago (IL), and Strictly Sail Pacific in Oakland. Since 2013, US Sailing has trained **540** STEM educators, who are the true ambassadors of this worthwhile program. In 2017, we will continue implementing a comprehensive plan to open Reach hubs serving underprivileged children in underserved communities across the country. Check out the [2016 Reach Impact Report](#) for details on participation and progress.

USA Junior Olympic Sailing Festival

The [USA Junior Olympic Sailing Festival \(JO\)](#) continues to experience growth in participation, due largely in part to a revamped approach at working more closely with our JO hosts, communicating with prospective sailors, and providing resources for coaches and junior program directors.

In 2016, **30** USA Junior Olympic Sailing Festivals were held in **17** states with over **4,100** participants in **14** different boat classes. These are the highest numbers of events and participation totals since 2004.

Skill-builder clinics were held in conjunction with three JO Festivals in 2016. The first Coaches Symposium took place at the Mentor Harbor Yacht Club (Ohio) JO Festival, bringing together coaches from all over the region to share knowledge and skills with their peers.

U.S. Junior Championships

Our [U.S. Junior Championships](#) experienced another banner season with nearly 400 youth sailors competing at the U.S. Youth Championships, Chubb U.S. Junior Championships, U.S. Junior Women's Singlehanded Championship, U.S. Doublehanded Championship, and U.S. Youth Match Racing Championship combined. Coaching and instruction remain paramount at these youth sailing events, and the clinics featured a noteworthy list of college sailing coaches, Olympians, and junior sailing instructors.

US Sailing's Youth World Team was selected based on the results from the 2016 U.S. Youth Sailing Championships, hosted by the Coronado Yacht Club in August. The U.S. Youth Sailing Championships is the pinnacle regatta for sailors under 20 in the U.S.

In an effort to build match racing among young women, starting in 2017, the U.S. Youth Match Racing Championship will include at least one male and one female sailor on each boat.



Adult Sailing

First Sail

While most yacht clubs are maintaining active memberships, we are seeing an increased demand for sailing at public access community sailing centers. Individuals and families who are interested in sailing but are not yet certain of their commitment to the sport are learning to sail at affordable, convenient, and inclusive community programs.

At US Sailing, we are doing everything possible to support this thriving entry point. In the summer of 2016, after over a year of working with a range of stakeholders in the sailing community, US Sailing rolled out the plans for [First Sail](#), a nationwide initiative designed to educate the public on the benefits of sailing as a fun and exciting recreational activity and sport for people of all ages and abilities and connect them with opportunities to get involved. First Sail offers a pathway to participation through resources on finding a place to learn and on how to get started. The First Sail Experience, offered by our growing list of First Sail Locations, offers beginners an introduction to sailing in a casual setting that will motivate newcomers to take the next step.

US Sailing looks forward to fully launching First Sail in 2017, and we encourage all types of sailing organizations to participate by signing up to be a First Sail Location and offer this snapshot of sailing to interested individuals.

Keelboat

The keelboat program had another strong year with over **3,100** Basic Keelboat student-level certifications being issued. We also saw a growth in our instructor course numbers, holding **31** courses across all disciplines, which was six more than our goal. Additionally, the Performance Sailing Keelboat Course was launched in 2016. This course focuses on supporting those who have a strong interest in the competitive side of the sport. Look for it at Accredited Keelboat schools across the county in 2017.

Safety at Sea

Thanks to Chuck Hawley and our friends at Fresh Air Educators, US Sailing will be launching new [Safety at Sea](#) products in 2017, including a five-module Coastal Safety at Sea online course. We have recently launched the new eight-module Safety at Sea Online course and a new publication: *Safety at Sea: A Guide to Safety Under Sail and Personal Survival*. These new products are incredible resources either as a standalone resource or as an accompaniment to our Safety at Sea Courses.

Adaptive Summit

Representatives from **26** [Adaptive Sailing](#) programs came together at Southwestern Yacht Club (San Diego, CA) in early December for the 2nd Annual Adaptive Sailing Summit. The conversation focused on ways to grow adaptive sailing participation and offerings through programming, events, communication, and resources. Connecting with sailors with disabilities was a main topic, as was the goal of integrating more adaptive programming into both yacht club and community sailing programs. The summit was also followed by a very successful Adaptive Sailing Instructor Workshop that provided the candidates with hands-on training for working with students with disabilities. The workshops are an important program within the Adult Department and will be available at select locations across the U.S. in 2017.

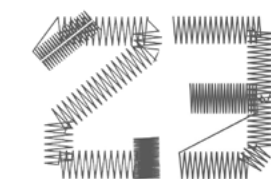
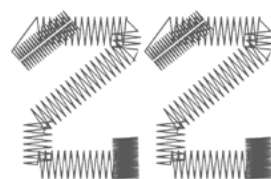
US Powerboating

Over **1,750** participants completed US Powerboating's Safe Powerboat Handling course in 2016, showing that there is a demand for proper education on powerboats. Additionally, [US Powerboating](#) was active in promoting the program, attending four separate boat shows. In 2017, a new series of videos highlighting powerboat maneuvers will be released to support training for those engaged in our US Powerboating courses and provide a resource for those taking the Small Boat Level 1 Instructor course.

U.S. Adult Championships

Highlighting another exciting season on the water at [US Sailing National Championships](#) was the re-introduction of the International Women's Keelboat Championship, a cornerstone of women's sailing. Sailors from New Zealand, Germany, Canada, and the U.S. participated in J/70s at the American Yacht Club in August. With the support of J/Boats and North Sails, the event was a tremendous success. In 2017, this international championship will be hosted by the Royal Hamilton Dinghy Club in Bermuda, and we are actively working on a host in Europe for 2018.

We have made several enhancements to two of the adult championships. One of the biggest trends in sailing right now, and a popular trend in Europe, is the league sailing format or sailing league format. In this type of sailing, short races are run with a rotation amongst all the boats. Races are short, approximately 10–15 minutes in duration, and there are no discards. We have elected to use two championships which are open to all sailors, the U.S. Adult Sailing Championship for the Mallory Trophy and the International Women's Keelboat Championship. Russ Silvestri, winner of the 2016 U.S. Adult Championship for the Clifford D. Mallory Trophy, and Clemmie Everett, winner and top American at the International Women's Keelboat Championship, will be the U.S. representatives at SAILING Champions League World qualifiers in 2017.



Competitive Services and Support

US Sailing and SAP

An important initiative for US Sailing is to expand access to offshore racing and focus on developing new strategies that increase participation. It is our goal to provide data and analytics to competitive sailors to help them better prepare and perform during races.

US Sailing and SAP, market leader in enterprise application software, announced a multi-year partnership that designates SAP as the "official technology partner and cloud solutions provider" of US Sailing. The initial phase of the partnership focused on increasing access to offshore racing in the U.S. by simplifying the process for boat owners to get on the starting line. The user-friendly [Universal Certification System \(UCS\)](#) platform drastically lowers the hurdles for new racers to get involved and, through SAP technology, we are now able to streamline the process and empower sailors and boat owners to make better decisions about their boats.

More than 720 boats were certified under the Offshore Rating Rule (ORR) and over 450 registered users were able to request and access their certificates directly through the UCS. The International Rating Certificate (IRC) system and the newly introduced Offshore Racing Council (ORC) Rule are expected to be incorporated in 2017, making the UCS the primary interface for rating certificate processing.

We worked closely with SAP on the creation of a live-tracking and analytics mobile app, SAP Sail InSight, that provides sailors and teams with valuable data for post-race analysis. SAP Sail

InSight, available for iPhone, iPad, and Android phones, uses a connection to the SAP Sailing Analytics solution and allows sailboat racers to manage their regatta participation and performance anywhere and anytime, providing sailors and teams with valuable information for post-race analysis.

SAP Sail InSight is being beta-tested by US Sailing and SAP at select racing events, with the first test by hundreds of users at the Sperry Charleston Race Week last April. We will continue to test SAP Sail InSight throughout 2017 at select regattas around the country. US Sailing and SAP will be releasing more details about product developments, updates, and availability in 2017.

Racing Rules

In the fall and winter, we rolled out [The Racing Rules of Sailing for 2017–2020](#), Dave Perry's *Understanding the Racing Rules of Sailing through 2020*, *100 Best Racing Rules Quizzes*, and a variety of supporting products. We have updated and improved these products, such as the special waterproof edition and the mobile-friendly digital platform featuring new content from Dave Perry's *Understanding the Racing Rules of Sailing through 2020*.

Our dedicated volunteers made it a priority to ensure we provided the resources necessary for racing sailors to understand new rules and changes to existing rules as they venture onto the race course in 2017. More rules and race official publications and products will be released this year. [Find out how you can access our new rules products.](#)

SOARS - 2.0 (Sailing Officials Automated Reporting System)

US Sailing produced updates for SOARS in the fall after reviews and testing were conducted by a large group of volunteers. The new version allows race officials to better record their actual service on and off the water, and it gives Area officials and committee members more advanced reporting capabilities for race official certification and renewals. Thanks to comments and suggestions by our members, we already have a list of suggested upgrades for version 2.1.

Race Official Continuing Education

Judges Roundtables are growing in popularity. This day-long gathering delivers quality continuing education in an informal but structured learning situation, in which both experienced and neophyte judges can share their wisdom and discuss real-world challenges and best practices.

The Race Management Committee has also developed a variety of continuing education opportunities, including the mentoring of rising race officers by their more experienced peers.

Measurers and Equipment Inspectors

The Board of Directors approved a new Race Administration Committee to represent Measurers and Equipment Inspectors. The committee is developing curriculum to train associate measurers to assist class and rating rule measurers at major events.

New Race Committee Curriculum Offerings

Three representatives from the Race Administration joined the National Faculty for the first time in October. Working with content area experts from the Powerboat Department and Education Department, they planned new educational offerings, including enhancements to the Race Management Seminars and a new Race Committee training course, tentatively named "Race Committee 201."

World Sailing International Officials Seminars

US Sailing hosted an International Race Management Seminar in October at Chicago Yacht Club and an International Measurers Seminar in December at St. Petersburg Yacht Club, and we have an International Judges Seminar on the calendar in April at Annapolis Yacht Club.

Race Management Education and Certification – 2016 Statistics

There has been steady growth in the [race officials](#) corps over the last three years, with over **10%** growth in the number of certified officials in each of the past three years. Club judges and club race officers have led the way, with substantial increases in both certifications.

- Race Administration Seminars in 2016: **97**
- Total participants in seminars in 2016: **1,176**
- Total number of certified Race Officials (as of 1/25/17): **984**
 - Race Officers: **608**
 - Judges: **307**
 - Umpires: **66**
 - Classifiers: **3**

