

US Sailing's 2017 Objectives - Summary

Financial Metrics based on February 2017 Financial Statements and Membership Report.

Goal	YTD/Status
Financial Metrics – by 12/31/16	
<i>2017 Surplus: \$25,000</i>	\$ 182,788 vs. (\$197,743) 2/28/16
<i>Membership: 47,000</i>	45,628 vs. 45,438 (2/27/16); 0.4% increase
<i>Development (budget): \$2,466,500 – Foundation and ancillary contributions to US Sailing</i>	
US Sailing General - \$690,000	Launching spring appeal; working on Foundation's initiatives.
Olympic Medalist - \$1,766,500	Planning quad strategy; reconnecting with Medalist supporters.
Strategic Programs - Status	
<i>Youth</i>	
Design and launch Sailor Development Framework	Jan & Feb meetings with key stakeholders (classes, ass) to introduce framework; planning with Olympics, ODP to improve integration
Develop recreational pathway	Attending camp conferences, finalizing pilot for Girls Go Sailing
<i>Adult</i>	
Promote US Sailing Education brand and implement proactive marketing to grow core programs	Met with key KB schools to identify needs and inputs for marketing program. Acquired url ussailing.com that had been directing traffic to non US Sailing sites. Refining KB marketing plan – digital and print – and redesign of website.
Launch and grow Safety at Sea 2.0	Book publish, online course complete. Busy seminar schedule. In conjunction with Education, working with host to streamline processes and build promotion
Activate First Sail	Transitioning to Adult Program, continuing to expand locations; focusing on developing event schedule; planning event at CRW (april)
<i>Competitive Services & Support</i>	
Complete UCS (Universal Certificate System)	UCS V9.0 to launch 3/20; ORC support live April 2017. IRC integration scheduled for Q2 and Q3 2017.
Develop and launch new RM education offering	Race Mgmt 2.0 is under development. A hands-on, non-certification seminar for clubs and LSO's to offer their RM volunteers.
<i>Olympics</i>	
Implement new 5-ring program strategy	Hired Jim Campbell, Chief Business Officer. Start date April, 1.
<i>Marketing & Communications</i>	
Improve member satisfaction – 20% increase in value, satisfaction and understanding	Benchmark survey released and data being collected; completing customer service project that was started in 12/17.
Implement Effective Communication Capability – broaden distribution, increase awareness	Short term revamp of website to support new customer focus Website redesign underway Weekly blog, regular video update being developed Integrating Association, Foundation and Team communications
<i>Administration</i>	
Complete move to RWU	Renovation underway; furniture vendor selected. Move planning underway
Improve processes and efficiencies	Research Document Mgmt Sys to reduce/eliminate paper – to be completed prior to move; implementing remote deposit for checks; consolidating all fulfillment activities and outsourcing add'l activities.

CEO Report – Jack Gierhart

The efforts from the past 12-18 months of planning are starting to bear fruit. The office is currently fully staffed except for the director that will be leading the Competitive services department, which will come later this year. The strategic programs – Youth, Adult, Competitive Services and Olympics – are in place and working together well, and the support departments – Member Engagement, Education, Marketing and Communications and Administration – are settling in to their new or revised roles and having a positive impact. We will be publicly announcing next week the addition of Jim Campbell as Chief Business Officer of Olympic Sailing who will be working closely with the OSC, Malcolm, Georgia and others to generate resources for the Olympic program. Will Ricketson and Martha Fortin are transitioning to the Marketing Department and while they will continue to support the Olympic program, they will be integrating with and supporting other Association activities and objectives.

Liz Walker announced her decision to retire from US Sailing and turn her attention to supporting her mother. March 17 was her last day. We would like to thank her for her 13+ years of service to US Sailing and her contributions to advancing the US Sailing Championships. We wish her luck in the future. With Liz's departure we will begin to realign some of the championship responsibilities. In the short term, Nancy Mazzulli will move into an administrative role supporting John and Betsy and the committees in delivering the 2017 Championships. We will be looking to fill the member services role Nancy currently occupies.

The new member engagement department is having a significant impact on our customer/member service. Feedback from our membership has been positive, with numerous kudos coming in via email and in person. The new system and team are able to be much more responsive and answer questions and solve problems more efficiently. We will be implementing a web based customer service tools that will provide immediate/automated answers via the website and live chat capabilities. We are also completing the Customer Service project next week that began in December. We expect additional tools and best practices to be implemented in the near future.

During the National Conference in Austin, the Board of Directors approve launching a strategic planning initiative to lay out our strategy for the next three to five years. We will be engaging a consultant to drive the process, and involving all the key stakeholders across the organizations. The board officers and Tarasa Davis have outlined a plan, and we will kick off the project with a face-to-face board meeting in Atlanta, April 23 and 24. The project will then progress through the spring, summer and early fall with input from across US Sailing and the sport. We will complete the project in time to build our 2018 plan and budget.

The SafeSport Center officially opened on March 10. This is the culmination of over four years of work by the USOC and NGB's to establish a framework and program to protect athletes against sexual misconduct and other types of abuse. Before the Board this month are bylaw changes and documents drafted by our staff and volunteers necessary to implement the program within US Sailing and provide awareness support and education to our members. See the brief summary of the program following my report.

We are currently working with the Corpus Christi Yacht Club and World Sailing to finalize the 2018 Youth Worlds agreement. We are excited that CCYC applied for and won selection for this great event, and are looking forward to making it a true showcase for world-class youth sailing. Unfortunately Houston Yacht Club withdrew from hosting the 2017 Blind Fleet Worlds as they experienced contractual challenges that they unfortunately could not accommodate. We are working with World Sailing to explain the legal climate in the U.S. and adopt an approach these agreements that fairly balance risk and responsibility, and create a climate for teamwork and collaboration.

We received good news earlier this month that 11th Hour Racing was awarding US Sailing a significant grant for the Reach program for 2017 to expand Reach centers, develop curriculum, enhance program marketing and resources, as well as provide administrative support. In addition to the 2017 grant, they are offering an equal grant for 2018 dependent upon us raising \$100,000 in matching funds. This generous contribution will help us continue to improve the effectiveness and impact of the Reach program. Congratulations to Jessica and John O'Flattery, Stu and the others involved in developing this strong partnership with 11th Hour, and a big thank you to 11th Hour for their commitment to Reach and US Sailing.

The last several weeks have seen a good deal of state legislation (Maryland and Florida) presented that could have had a negative impact on sailing by limiting the ability of minors to operate sailboats and powerboats and regulating operations that would restrict standard sailing practices (e.g. Hiking). Fortunately, thanks to the work of Jim Muldoon the Chair of our Government Relations committee, active sailors and other boating organizations including BoatUS, the Opit class, yacht clubs and other owners associations, the legislation has been drastically scaled back to exclude sailing, and in some cases tabled or stalled. Thanks to all that were involved in pushing back on this potentially damaging legislation.

Finally it was great to see so many friend and supporters of US Sailing in New York earlier this month at US Sailing's Rolex Yachtsman and Yachtswoman of the Year Award. Daniela Moroz and Caleb Paine exemplified the characteristics of world champions and Olympic Medalists, and truly inspired the room with their thoughts on the journey to this incredible accomplishment. They will provide inspiration to sailors of all ages, and we look forward to continuing to see them light up the racecourses representing the USA. Also a big thanks to the NYYC for hosting a wonderful afternoon, and to Rolex for its ongoing support of US Sailing and the sport.

Our new building at Roger Williams continue to progress. The team of Windy, Martha, Robin and Brad has been working for the past two months on our interior build out and furniture selection. Through their great work, last week we selected WB Mason to provide the new interior furniture and fixtures. ON top of high quality products and a great design, they were able to come in 20% under our initial projected budget. Well done! Lauren will be in charge of planning and organizing the move, and has begun that process. We are consulting with US Lacrosse that recently moved its entire office and to learn from its experience. The latest activity was measuring trophies for the design of the trophy display!

It was great to see many of you in Austin during the National Conference and NSPS. What a tremendous couple of events with excellent discussions and progress on many fronts, and extremely valuable presentations and networking opportunities. It was fantastic to see all the facets of sailing come together and engage as one community to move sailing forward. Thanks to all that participated, and all that contributed to the success of events, from the planners and presenters to the sponsors and exhibitors, and congratulations to the award winners who set the standards and provide the inspiration for all in the sailing community.

Looking forward to spring, getting back out on the water, and seeing you around the waterfront. As always if you have suggestions or I can help with anything, please give me a call or drop me an email. Thanks for all you do to support sailing and our great organization.

Cheers,

Jack and the US Sailing Staff

US Center for SafeSport was created as an independent entity from the USOC but in cooperation with USOC to prevent abuse in sport. In 2016, an independent Board of Directors was established for the Center with opening set for Feb 28, 2017. 47 NGBs in the United States that receive direct funding from USOC (those involved with Olympics, Paralympics, and Pan American Competition) are required to be part of the SafeSport movement, contribute financially to the Center and to adopt SafeSport policy into their Bylaws and Regulations. <https://safesport.org/>

The Center will:

1. Develop programs, standards, and policies (Education and Outreach Office)
2. Deliver education, awareness, and prevention programming (Education and Outreach Office)
3. Conduct independent investigations and arbitration (Response and Resolution Office)

The role of the NGB in the SafeSport process is related to several areas:

1. Rules:
 - a. The NGB must incorporate the Safe Sport Code/Policy into its rules, bylaws, regulations
 - b. The NGB may have specific conduct policies that go beyond SafeSport Code and it up to the NGB to enforce those
2. Reporting: When the NGB or Covered Individual becomes aware of conduct that could constitute sexual misconduct; misconduct that is reasonably related to an underlying allegation of sexual misconduct; and/or retaliation related to an allegation of sexual misconduct, the NGB and/or the Covered Individual must report it to the Office for SafeSport.
3. Jurisdiction:
 - a. The SafeSport Center has sole jurisdiction to investigate and resolve alleged SafeSport Code violations involving sexual misconduct.
 - b. The NGB retains the authority to investigate and resolve alleged SafeSport Code violations that are non-sexual in nature (this would be through the US Sailing Review Board). At an NGB's request (through the ED or SafeSport POC within US Sailing), the Center may exercise the discretionary authority to take on cases of this nature
4. Cooperation:
 - a. The NGB will assist the Center as requested
 - b. NGB will identify Point of Contact within US Sailing (Currently Lee Parks)
5. Confidentiality:
 - a. If accusations/reports come directly to the Center, the NGB will be notified, and the NGB must maintain the information in confidence
 - b. The NGB has duty to keep the facts and status of a case confidential
6. Enforcement: The NGB must recognize and enforce any penalties imposed by the Center.

Two years ago, US Sailing began to incorporate SafeSport language into its Bylaws and Regulations – mainly definitions at this point. Now, with the creation of the US Center for SafeSport and its impending opening, more detailed requirements for NGB and deadlines for compliance need to be met. US Sailing has been working diligently to meet its obligations and comply with SafeSport requirements.

December 2016

- Draft List of Covered Individuals was sent to SafeSport for review
- US Center for SafeSport was added By Gowrie to US Sailing Insurance policy as “additional insured”
- Proposed draft Bylaw and Regulation changes sent to Bylaw Committee
- Codes of Conduct sent to Legal Committee and HR for review and comment

January 2017

- Payment sent to US Center for SafeSport
- US Sailing SafeSport Handbook draft created and sent to Legal for vetting
- SafeSport Point of Contact at US Sailing identified to the Center (Lee Parks)
- “Authorized Individuals” with Discretionary Authority identified to the Center

March 2017

- Need BOD approval of Covered List of Individuals
- Need BOD approval of Bylaw and Regulation changes
- Need BOD approval of US Sailing SafeSport Handbook
- Adopt policy that prohibits and defines/grievance procedure to address emotional misconduct, physical misconduct emotional misconduct, physical misconduct, bullying, hazing and harassment
- Establish procedure to report to Center
online form to Safesport@ussailing.org
 - phone extension/line to SS Liaison/contact (Completed: 401-366-3111)
 - process to follow (outlined in handbook)
 - direct contact info to SS center for instances of Sexual Misconduct (this information will be posted online under SafeSport with direct link to SafeSport Center)
 - direct to “Grievance” policies of US Sailing (to be posted online under SafeSport)
 - SafeSport handbook to be posted online (under SafeSport once approved by BOD)

April 2017

- Groups 1 and 2 on Covered Individuals list will be notified directly to take the free SafeSport training online by date to be specified. Once completed online, list of individuals who have completed SafeSport training is provided to US Sailing for verification and cross checking purposes.
- Submit Certificate of Compliance to Center indicating training and background checks has been completed by individuals identified on the approved Covered List
- Website updated to house SafeSport policy and procedures for reporting (most of this to be completed by end of March)
- Membership informed and educational materials to roll out for the spring in variety of ways – mostly via email channels and online communications (based on material supplied by US Center for SafeSport)

US Sailing’s grievance procedures are in compliance with the USOC and the SafeSport Center. Coaches that are currently on staff with US Sailing or are US Sailing contractors already have SafeSport training. Education of athletes, parents, volunteers, staff, coaches, officials and others that participate in our events and regattas is essential to protecting athletes (both youth and adult) from all forms of abuse, including athlete-to-athlete misconduct. By adopting clear policy for SafeSport, US Sailing is being proactive in establishing its stance on all forms of misconduct both on and off the water, and reinforcing our “Zero-Tolerance” policy for misconduct.

Department Updates

Finance – Donna Kane

In a separate attachment is an Excel version of the year to date February 28, 2017 financials. There is a summary and detail of each department. The budget has not been approved yet; once approved the budget will be uploaded into the accounting system. The new department structure does not allow for departmental comparisons but we can compare the summary total year to date of 2016 to 2017. I have done the comparisons on the summary page of the excel document.

We are \$380,531 ahead of last year at this time. We ended February 2017 with a draft surplus of \$182,788. In February 2016 there was a deficit of \$197,743.

Overall income is only 3% higher than the prior year. In the current year we had a loss of Sperry sponsorship revenue. A donation to the Olympic program of \$237K for the purchase of boats has offset this loss on a financial statement basis but is a loss of operating income. The boats are being paid for in March and April.

Expenses are 18% lower than the prior year. The biggest variance is in the timing of paying for National Conference and NSPS, approximately \$90K, once we have all of the billing the expense will be put back into February and the variance will be lowered. Other variances are in Individual and Organizational grants of \$90K and Boat Storage of \$68K.

When I started in December one of the two accounting staff was out on medical leave, she did not return to the office until February 6th. The other staff member who was here was not trained in the position and could not help. We did have a temporary employee in the position doing just the accounts payable but there was no one who knew how to do the whole position. It took until this past Monday to get caught up with the January and February receivables.

I do not have the Balance Sheet entered into the accounting system yet. Before I can enter the beginning balances all of the balance sheet accounts have to be reconciled. The account reconciliations were behind and the last 6 months of the year had to be done. The temporary employee is helping to reconcile and create schedules for each of the accounts. The good news is with all the accounts reconciled and new schedules the audit should be very easy and quick this year. The plan is to have this all done by mid-April.

Administration - Lauren Cotta

From an operations perspective, US Sailing is investigating new platforms for a fundraising database, online store and document management system. Preparing for the move to Roger Williams is also underway.

- Counterpoint Online, the online portion of our store, is ending on 9/30/17. We are defining the requirements for a new platform and will need to move forward quickly while making this transition as simple and smooth as possible.
- We spoke with US Lacrosse to learn from their experience moving offices last year. The first steps will be to select an internal moving committee and send out requests for proposals from moving companies. It is essential that we start to create a timeline, budget and put all of the pieces in place to make this transition from Portsmouth to Bristol over the next six months.

- In preparation for moving offices, we are investigating an electronic document management system. Christian, Jeff, Donna and I are looking at two platforms. We're assessing the capabilities, cost and integration.
- Tim and Jeff also met with Roger Williams to review the IT systems setup in the new building and are providing critical feedback and keen observations to ensure that our new office is ready for our use this fall.

Below is a high level summary of the IT worked completed at the beginning of the year.

- Bryan is working on the website with Marketing and the department directors. A new [Reference Guide page](#) will be unveiled next week. This is a great example of design and layout led by Bryan and Marketing in collaboration with the department heads that provided the content and links to their pages.
- Andrew upgraded our visual studio software at the beginning of the year. This provided us with new controls for Sailorbase and our secure pages. He is also providing frequent training sessions for new employees to fill in the institutional knowledge gaps. The goal is to hold these teaching moments but also to hold people accountable for their responsibility to grow as independently functioning employees. We're making a concerted effort to save documentation of process in the P:drive under the Process Documentation folder.
- Jeff is working with Offshore to ensure the SAP's Universal Certification System is up and running for the start of their busy season. This required updates to the VPP data, redesigning the certificate and adding new fields to the process. We're going to analyze the time dedicated to maintenance and updates to UCS to make this a smoother process next year.
- Tim started off the year setting up new employee workstations, assisted with the IT setup of the new offshore office and updating our active directory to match the new staff structure.
- Tim and Jeff were also crucial onsite support for the National Conference and NSPS.

Foundation – Georgia McDonald

Collateral materials, website and imagery for the US Sailing Foundation are in development. The themes and imagery have been selected.



Spring Appeal

The Foundation is launching the first Spring Appeal for donations. Historically, our year-end campaign is the only philanthropic message received by the Association's donors and members. We intend to launch strategic campaigns throughout the year and position our fundraising activities as ongoing. The campaign themes will focus on USSA programs and align with the Foundation's 3 core areas of focus: access to sailing, training & education and competitive excellence. The spring campaign targets the US Sailing programs that expand access to our sport.

3-fold brochure



Upcoming Projects - Spring/Summer

As part of a 11th Hour Racing grant for the Reach program, 2018 funding is contingent upon our ability to raise \$100,000 by year end, 2017. Working with the Reach team, we will secure these funds.

US Sailing Headquarters

Plans to launch a capital campaign to fund the furnishing for our new headquarter are in early stages, and we’re looking forward to crafting creative funding opportunities for our supporters.

Olympic Program

Jim Campbell has been hired to manage fundraising for the team and will report to Jack Gierhart. The Foundation will provide the tools and software to assist Jim and his advisors implement their fundraising strategies and campaigns. To develop the 2020 Tokyo Quad fundraising messaging and collateral materials, we will be working wit the Wray Ward Agency, creator of last quad’s Uncharted Waters campaign and It’s Up to US campaign.

US Sailling Foundation 1/17-2/17	Revenue		Expenses	
	Budget	YTD Actual	Budget	Actual
US Sailing Association	\$ 690,000.00	\$ 54,867.21	\$ 110,000.00	\$ 28,508.43
Olympic Sailing Program	\$ 1,776,500.00	\$ 382,291.11	\$ 67,000.00	\$ 340.59

Marketing and Communications - Dan Cooney

Overview:

We are working the customer connect strategy --- reaching out to LSOs to establish a benchmark of their awareness and satisfaction in our programs and service levels while also aligning, at first in a temporary mode, our website with the customer connect model. We've hit "Send" on the survey mentioned below and should have the reference page turned on early the week of March 20. Additionally, we have been working the sponsorship side of our mission with a series of solid "singles" and active with our digital communications (social and electronic newsletters).

Website:

First phase of the website re-fit is a temporary bridge which will allow local sailing organizations and sailors to access our programs and services around the customer connect model. We have created a [reference page](#) which, clearly and in a well organized fashion, lists most US Sailing programs and links to resource pages for US Sailing programs in the format of the organization's new structure (Youth, Adult, Competitive Services, etc.). This page would be linked to by all the tiles on the home page and will link to specific anchors on this reference page depending on which tile was clicked on the home page. The idea would be that anyone could get to any of these pages in 2 or 3 clicks.

Organizations Survey:

We have developed an Organizational Benchmark Survey to measure awareness of key programs and services and measure overall level of customer satisfaction. The goal is to develop benchmark statistics in 2017 so that we can measure our progress a year from now. The survey is not meant to cover everything but to specifically and efficiently measure a few key metrics. The survey audience was local sailing organizational leaders at both the volunteer and staff level.

Sponsorship:

- NSPS sponsorship totals: 21 sponsors, 18 exhibitors, 5 on-water demo sponsors, \$25,600 of cash sponsorship and \$11,500 of VIK sponsorship exceeding budget of \$17,500. All sponsors were very happy and sponsorship of NSPS and exhibiting at NSPS has become a huge value to sponsors and attendees alike.
- The Chubb and Gowrie contract has been finalized. We are awaiting a face-to-face meeting with Gowrie for final signatures, but the first quarterly sponsorship check is in the bank.
- We have renewed an agreement with Sperry for two more years. Sperry has chosen to focus their activation around First Sail, the Junior Olympics Festivals' Adventure Curriculum, and are continuing as the official footwear of US Sailing. They are no longer involved with the USST.
- We have signed on two new National Sponsors for the USA Junior Olympic Sailing Festivals, Zim Sailing and KO Sailing. Each sponsor is signed for 2 years and at \$5,000 each annually, with standard activation plus on-site support at some events, including boat charters, vendor support, and tutorial clinics. Zim and KO join Gill, Sperry and New England Ropes as national sponsors of the USA Junior Olympic Sailing Festivals.
- Marlow Ropes has just come onboard as a supplying sponsor of the USST and the ODP through 2020, providing both programs an annual supply of cordage and deep discounts.
- Review of the Rolex/US Sailing relationship and history.

The USST has had several conversations with potential apparel suppliers this week, looking for the partner that will best serve the team's needs. Our goal is to realign the USST and US Sailing's apparel sponsors at the end of 2018 if possible.

Social Media:

Facebook - Likes as of 3/16 - 59,627

- New Page likes: 389
- People Reached: 150,334 - Post Engagements: 12,715
- US Sailing Video: This is who we are. This is what we do. - Video Views: 12,628

Twitter (February-March) -Followers as of 3/16 - 27,000

- New Followers: 219 (Total - Over 27K)
- Tweets: 62 - Tweet impressions: 108,800
- Top Tweets: Rolex YoY Ceremony, 2,404 impressions; Rich Wilson, Vendee Globe: 3,517

Instagram - Followers 3/16, 20,496

- New Followers: 1000 since 1/1/17
- Posts: 14 since 1/1/17
- Top posts: College of Charleston Snapchat Take Over (1,200) March of the Lasers (2,500)
- Instagram stories: World Cup Series Miami, average viewership of over 3,000

Snapchat - Friends (undisclosed)

- Used to promote Youth Champ deadline
- Follow C of C on spring break practice (900+ views each day for 6 days)

Website Traffic:

Website Traffic for ussailing.org

Total Page Views February – 259,419

Total Page Views March – 244,891

E-mail Communications):

Newsletters (E-USS/Qtr Deck/Medalist):

- 3 emails
- 34,382 avg. recipients
- 22% avg. open rate
- 2.23% avg. click rate

Partner Promotions:

- 2 emails
- 15,469 avg. recipients
- 22.25% avg. open rate
- 2.95% avg. click rate

Events (NSPS/National Conference):

- 5 emails
- 266 avg. recipients
- 65% avg. open rate
- 24.6% avg. click rate

News:

- 4 emails
- 277 avg. recipients
- 37% avg. open rate
- 3.5% avg. click rate

Membership Campaigns

As sailors in cooler climates start on their boat work, we know they are thinking about getting up to speed about the changes to the RRS. Our “Racing Rules!” promotion begins March 23 and will center around the Dave Perry Racing Rules publications. Members that join or renew will get Dave Perry’s Understanding Racing Rules and 100 Best Rules Quizzes. Members also get, as usual, the RRS rulebook so we will market as a three-fer. We will fulfill in-house so that new and renewing members will get their books quickly. Along with the three books, each package will have a fun photo of Dave Perry at his white board with a photo-shopped “Dave Perryism” and a “Thank you for joining US Sailing” message from Dave. Channels for this campaign will be website, email, social media and Sailing World/Cruising World digital advertising. The next membership promotion will start mid-April and will be a reprise of a very popular sailing buffs (UV protection) campaign from last year.

Competitive Services and Support

Offshore – Nathan Titcomb

Rating Rule Certificates	Currently Issued	Expected
IRC	74	70
ORR	34	34
ORC	24	21

January and February in the Offshore office have been very productive as we prepare for the major rating season. The IRC and ORC rules started processing 2017 certificates in the early parts of January. The ORR rule had a soft launch for the Islands Race and the Cabo Race in late February. This was the first time boat owners were introduced to the improvements to the SAP Universal Certificate System (UCS). All payment information for ORR certificates was processed through the UCS with owners being sent notices to log into the system to pay for the ORR certificates as the office staff validated the changes. This is a major shift for the workflow of the office, which significantly improves customer response time as well as helping with PCI compliance. The ORR rule will launch in full on Friday March 17th to all owners. This coincides with the latest release of the UCS operating system, which introduces improved notification features for owners and the ability for new boat owners to create boats via the self-service web portal. Also included in this release is the groundwork to enable processing of ORC certificates via the UCS. Issuance of ORC certificates via the UCS is the next phase of the SAP database project, there has been excellent development from all parties involved including, the ORC, SAP, and US Sailing. This portion of the project is currently on target to launch on April 1st. Jack, Nathan, Josh and Dan Cooney have also met with the SAP team to discuss the next steps, which will focus on integration of the IRC rule for the 2018 rating season.

Eric Baittinger has been busy running sail measurer training seminars. This program is focused on existing sail makers/loft personnel who have previously measured sails. The concept is to have every sail submitted for a rating certificate in the US measured by a certified sail measurer by January 1st 2018. To date Eric has run 9 seminars and certified 69 sail makers. These seminars have been held on both the East and West coasts, as well as Detroit. The next seminars will be targeted in the Chicago area as well as Florida and the Gulf Coast.

Race Administration - Matthew Hill

Race Administration's priority for the first quarter of the year has been distributing the new rulebook to racing sailors and officials. Following a "Join or Renew Now" campaign and distribution to race officials in the last quarter of 2016, we have continued to get the word out and are now fulfilling rulebook requests directly from Portsmouth. As a result of multiple emails, mentions in the sailing press, and a light-hearted postcard mailed to 31,000 members, we have distributed about 12,500 rulebooks by the middle of March.

Members can still request rulebooks on a dedicated [rulebook page](#) on the website.



Distribution of the US Sailing Bookstore app and digital version of the rulebook has continued, with about 1,000 copies of the iOS version already downloaded at no cost to members (this exceeds the total number of RRS apps sold in the 2013-2016 quad). The Android version has been delayed by development problems encountered by Yudu, the app developer, but they have continued to work with us and we hope to be able to release it officially within two weeks. Response to the digital rulebook has been favorable after a few initial bugs were worked out.

Rules-related publications continue to come on line through the first quarter. The popular *Sailor's Guide to the Racing Rules*, updated by David Dellenbaugh and illustrated by Brad Dellenbaugh, is now available, and our basic race committee training manual, *Join the Race Committee Team!*, is headed to the printer shortly. Both are available for sale as individual pieces and in bulk quantities, and we are working with the Member Engagement team to promote these to our organizational members. The US Sailing *Appeals Book* is now available online, and the combined *Appeals and World Sailing Cases* book will be ready shortly, as will the *Race Management Handbook* and the *Judges Manual*.

As a result of discussions at the National Faculty gathering in October in St. Petersburg, we are developing an educational, non-certification offering (tentatively) called "Race Committee 201," which will be offered to local sailing organizations. While details are to be determined, this would likely be offered to organizations for a fee, taught by a certified instructor, and cover race committee fundamentals in a 5-7 hour interactive presentation. Portions of the content will also be offered through an online learning management system so that participants can prepare ahead of time. We are also exploring adding a variety of online features to our certification courses for judges, race officers and umpires.

The pace of seminars in January and February, while brisk, has lagged somewhat behind that of last year, which was extraordinarily busy in the winter months. It may be that we trained enough people last year that fewer people need training this year. Nevertheless, we are working with the Marketing and Communications team and the Member Engagement team to get the word out about our training offerings and place more seminars in areas where the presence of US Sailing certified officials is limited.

Education – Stu Gilfillen

In the Education Department, we’ve been focusing on 3 main areas: Scheduling courses, developing and implementing a product/program development structure and providing support to the customer facing departments, when needed. We are still in a transitional phase where some programs, such as Race admin’s courses, aren’t within our department. As we move the pre and post course fulfillment responsibilities to Allied (our fulfillment center) and our own fulfillment department, it will free our staff up to begin to integrate the additional responsibilities. Below is a chart that provides the primary goals for the Education Department and our current status on each.

Goal #1	Develop, and implement, a Performance Quality Assessment (PQA) program for Instructors and Accredited School.
<i>Status</i>	<ul style="list-style-type: none"> • Neelay Bhatt is working with us to develop a customer feedback app that will allow for participants in courses and at events to give real time evaluation of their experience. Likely beta launch is summer 2017. • In process of updating of Training Policy Manual to make it more user friendly. Larry Ledgerwood (Training Committee chair) has been extremely helpful with this project. • We are reviewing other organizations, such as the American Camp Association, to determine how we can improve our accreditation inspection model without a substantial financial impact on the organization
Goal #2	Increase operational efficiencies by establish consistent processes for scheduling and registration.
<i>Status</i>	<ul style="list-style-type: none"> • We are in the process of moving all pre-course fulfillment (i.e. instructor course materials shipping) to our fulfillment center, Allied. We have used this approach before, with success, in the Level 1 course. However as we have a large number of programs the transfer is taking time. Our IT department has been helpful in providing the technical support to allow for a semi-automated communication between the Education Department and Allied • Post course fulfillment (i.e. instructor certification packages) has been transferred to the Fulfillment department • Two Level 1 Instructor Trainer courses have been completed, giving us more trainer to help support the demand for Level 1 courses.
Goal #3	Define a process for selecting the delivery medium (web, instructor led, paper . . .) based on course content, certification requirements, instructor availability and other considerations. This strategy will guide course development and delivery decisions, cost estimates and implementation decisions, in addition to defining requirements for US Sailing future web development strategy
<i>Status</i>	Have implemented a project management platform called Asana which will allow us to properly track project development. Working with Brad Schoch on long term strategic plan (and calendar) for product/program development
Goal #4	Number of products & programs launched/redesigned, on-time within budget

Status	<ul style="list-style-type: none"> ● The scheduling portion of the Education Department continue to be very effective and we have a strong course calendar in place for this summer. Level 3 Coach is one of ● Completed launch of Safety at Sea Online course by February 1 deadline. ● Produced <i>Safety at Sea Guide</i> in mid-February ● Collaborating with Youth and Olympic Departments on development of Level ½ Coaching programs. This includes finalizing the framework for the Level 3-Plus Coach program approved by the Training Committee at the National Faculty. ● Currently working on updates to the <i>Adaptive Sailing Resource Manual, Teach Sailing the Fun Way</i> and the development of the <i>Organizational Program Guidebook</i> and corresponding Program Workshops.
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Youth – John Pearce

It's been a busy and exciting first few months of 2017. Many thanks to the NSPS team for a great event in Austin, Texas in support of sailing education. It was great to interact with so many people who dedicate their lives to youth sailing, and a lot of great ideas and energy came out of it. We have a few really exciting new youth sailing projects that are in the works, including Girls Go Sailing and Long Term Athlete Development, along with ongoing projects such as higher level coach education and the very successful Reach STEM education program. I'm sure we will be reporting on new milestones on those projects in the coming months, but for the moment I will focus on our most established youth programs: Junior Olympics, Championships, and Smallboat Instructor Certification Courses.

Junior Olympics - The first of 30 2017 JO's will be held at Sarasota Sailfest on April 8-9, followed by the Atlanta JO's on April 29-30. The Sarasota event is notable for the variety of classes being offered: Opti, Open Bic, Laser, Radial, 4.7, C420, F16, F18. The Atlanta JO will be the first of our "FunFest" events, with John Pearce and Windy Key testing out a variety of instructional games and activities on Saturday afternoon following racing in an effort to engage young sailors more fully off the racecourse and teach a variety of skills. The Atlanta regatta will also feature a charter fleet of RS Feva dinghies provided by KO Sailing (also a 2017 JO sponsor). Both the FunFest and RS Feva programs will continue at approximately 30% of the JO Festivals this summer, and will provide added value for JO hosts and attendees. It's worth noting that the RS Feva worlds are in Florida in April 2018, so it is an ideal time for young sailors to be exposed to the class.

Lee Parks, Josh Toso, Jon Graham, Robin Dale, and the entire staff did a great job planning this year's JO series, securing five sponsors, and providing top-notch branding and activation. 2017 is going to be one of the most visible and exciting years in recent memory.

Youth/Junior Championships - After 13+ years with US Sailing, Liz Walker is leaving her post to take care of her ailing mother. We all certainly respect her need to take care of family first, and we salute her incredible dedication to US Sailing and the Championship regattas. I encourage everyone to pass along your thanks to her, and we hope to see Liz at a regatta soon!

The Youth Champs application period closed on March 15th. 258 sailors applied this year, holding steady with last year's numbers (256). Applications in the Laser, Radial, and 29er classes held steady. Applications in the i420 class fell from 47 to 36. Windsurf applications increased from 9 to 11. And most notably, multihull applications spiked from 6 in 2016 to 19 in 2018 due to the excitement surrounding the introduction of the Nacra15 catamaran. The selection committee will select the accepted sailors over the coming weeks, with acceptances announced on May 1st.

Registration for Youth Match Race Championship and the US Junior Women's Singlehanded and Doublehanded Championships is now open. The Junior Championship series will kick off with Area Championship regattas starting in June and the final in early August.

Smallboat Instructor Certifications - The Education staff has done an amazing job scheduling courses for this spring and summer. We are hugely appreciative of the hard work that Peri, Andi, and Karen do to make these courses happen all over the country! Youth Recreational Pathways Manager Windy Key spent this week in Atlantic City at the American Camp Association Tri-State Conference promoting the Sailing Counselor course alongside our industry partners at Zim Sailboats. Below are the preliminary numbers for courses conducted and scheduled, courtesy of Stu:

	<i>FEB</i>	<i>YTD</i>	<i>2017 Goal</i>	<i>To meet Goal</i>	<i>% Complete</i>	<i>Future scheduled courses as of 3.1.2017</i>
SMALLBOAT						
Sailing Counselor						5
<i>Courses held</i>	0	0	25	25	0%	
<i>Course attendees</i>	0	0	250	250	0%	
Level 1 Instructor						111
<i>Courses held</i>	1	4	136	132	3%	
<i>Course attendees</i>	12	32	1496	1464	3%	
Level 2 Instructor						17
<i>Courses held</i>	0	1	5	18	6%	
<i>Course attendees</i>	0	7	80	198	6%	
Level 3 Coach						6
<i>Courses held</i>	0	0	8	8	0%	
<i>Course attendees</i>	0	0	80	80	0%	
REACH						
Reach Instructor						4
<i>Courses held</i>	1	2	23	21	9%	
<i>Course attendees</i>	17	21	248	227	9%	

Adult - Betsy Alison

Keelboat

Though wintertime is not our busy season for Keelboat Instructor Training, we have held several courses since the start of the year with more on the calendar. More notable is the fact that we have 11 organizations that have applied to become US Sailing Certified Keelboat Schools in the pipeline that are eager to start training students under our banner. Our goal for 2017 is to increase the number of our keelboat schools and publicly promote the value that our keelboat programs provide to the consumer.

From a product development and roll out standpoint, we have been working in conjunction with Education to fine tune the course material for the Performance Keelboat and Spinnaker Endorsement offerings. We are holding a pilot course (Performance followed by Spinnaker) at Sail Newport in May inviting selected ITs and Instructors to be part of it. During the course, we will be filming activities both the performance and spinnaker based (still and video format), that will be edited and transformed into resources for both student and instructor. These resources will be made available through our website to assist in the teaching/learning process.

Powerboat

With the help of Timothea Larr, we are renewing our NASBLA and state approvals for powerboat training. Though this is an arduous process, it reasserts the value and thoroughness that our hands-on powerboat training provides. We have applications from several schools that are interested in becoming US Powerboat Training center, especially on the Powerboat Cruising side of things.

Safety at Sea

Though the new 8 unit SAS Online course only went live in mid-February, there have been many inquiries as to the offering and interest expressed by consumers. The numbers for March have not come in yet for Course Completion, but we expect those to rise significantly from the February numbers. Nine of twenty SAS seminars/courses have been completed so far in 2017, touching over 500 participants. Our turn-around time for certificates from the time we receive the attendance sheets from the hosts has been 24-48 hours thanks to the efforts of Karen Davidson and Nathan Titcomb. We are working to streamline our internal processes for both hosts and participants for 2018 based on observation from the 2017 season.

First Sail

We have now trademarked the First Sail logo, and are actively promoting First Sail experiences. Since the first of the year, we have had a 34% increase in the number of First Sail locations with more organizations signing up each week. We hope to double the size of First Sail in the 2017 sailing season, and in doing so, get more people sailing and increase awareness of US Sailing in the recreational marketplace.

Championships

The adult championship season starts off with our Multihull Championship in early April and will continue through November. With nine events on the schedule this year, it will be an active season but we are well prepared due to the prep work by Liz Walker. Our thanks to Liz for her efforts on behalf of Championships and her dedication to making our Championship events second to none. We are actively seeking host venues for 2018 and 2019 events, with bids from several clubs underway.

	<i>FEB</i>	<i>YTD</i>	<i>2017 Goal</i>	<i>To meet Goal</i>	<i>% Complete</i>	<i>Future scheduled courses as of 3.1.2017</i>
KEELBOAT						
Instructor Courses (all levels)						10
<i>Courses held</i>	2	2	36	33	6	
<i>Course attendees</i>	13	13	166	153	6	
Basic Keelboat student courses						
<i>Certifications Issued</i>	95	202	3500	3298	6%	
Basic Cruising student courses						
<i>Certifications Issued</i>	51	101	1200	1099	8%	
Bareboat Cruising student courses						
<i>Certifications Issued</i>	36	79	875	796	9%	
<i>IPCs Issued</i>	18	27	130	103	9%	
US POWERBOATING						
Instructor Courses						8
<i>Courses held</i>	1	1	15	14	7%	
<i>Course attendees</i>	7	7	70	63	7%	
Safe Powerboat Handling						
<i>Certifications Issued</i>	38	144	2100	1956	7%	
ADAPTIVE SAILING						
Instructor Courses						2
<i>Courses held</i>	0	0	0	3	0%	
<i>Course attendees</i>	0	0	0	36	0%	

Member Engagement - Katie Ouellette

The new Member Engagement department is fully staffed and has hit the ground running in 2017. This department is broken down into three primary focuses: customer/member experience, LSO support and events.

A highlight of the Member Engagement department in January/February was the National Sailing Programs Symposium (NSPS) preceded by the National Conference in Austin, TX. The National Conference hosted two days of Board and Committee meetings with 70 very engaged volunteers and staff. NSPS was extremely successful with over 300 attendees participating in 3-days of educational sessions from over 80 presenters. Austin Yacht Club greeted attendees for the offsite with temperatures into the 70's and our sponsors provided plenty of options to get out on the water. We look forward to riding the momentum of NSPS into SLF 2018 in St. Pete Beach, FL February 1 -3.

Regional Symposium season is upon us with 3 already in the books. SAYRA (Hilton Head, SC), Sail Nauticus (Norfolk, VA) and The Foundry (Cleveland, OH) each hosted well attended Symposiums with combined attendance at 121! There are two more on the calendar and many more in the works.

Also in January a few staff flew to the “Windy City” representing US Sailing and US Powerboating at the Chicago Boat, RV & Strictly Sail Show. Once again show organizers provided a “US Sailing Pavilion” which gave US Sailing/US Powerboating a prime booth location surrounded by our commercial sailing schools, yacht clubs and partner organizations which proved to be a hub of activity. Partner organizations benefited from meeting numerous new sailors hungry for education and information. Our presence at the show included a Reach scavenger hunt and Opti sailing demonstrations.

Organizational membership renewals have been a focus over the first two months of the year. To-date 1373 organizations have renewed of which 1339 were purchased in 2017. The MVP program is gaining steam with 339 MVP clubs that have had a membership purchased through them in the last 2 years including 13 new clubs to sign on this year. The addition of an Organizations Outreach & Development Representative on staff has provided added support to the critical RSA committee and LSOs. Marcy will be doing her first outreach trip to Northern California later this month.

Our Member Experience Representatives have been very busy on the phones and email responding to our member’s inquiries. They have taken over most of the customer service functions from all the departments to avoid the call-transfer headache. This includes: course transfers, rulebook requests, IRC certificate payment, PHRF fleet dues, all membership related processes and general program/product/service inquires. Our new Member Experience team is working hard to avoid transferring calls, positively engaging with our members and being a happy voice to answer every call that comes in.