

2017 Objectives

Financial Metrics based on May 2017 Financial Statements and Membership Report

Goal	YTD/Status
Financial Metrics – by 12/31/17	
<i>2017 Surplus: \$25,000</i>	\$397,962 vs. budget of (\$293,542), \$691,504 positive variance. See variance report.
<i>Membership: 47,000</i>	45,706 (5/27/17) vs. 45,803 (5/27/16); -0.2% decrease. See report for explanation
Development (budget): \$2,466,500 – Foundation and ancillary contributions to US Sailing	
US Sailing General - \$690,000	\$767,085.89 - donations YTD
Olympic Medalist - \$1,766,500	\$313,478.60 - donations YTD
Strategic Programs - Status	
Youth	
Design and launch Sailor Development Framework	Framework structure of sailor skills and development levels has been drafted with cooperation from Youth, Education, and Olympic departments. USA Hockey representative is providing advice based on their highly successful development model. Meeting scheduled for June 21st with key Education, Olympic, and Youth staff.
Develop recreational pathway	Second “FunFest” format successfully piloted at the Mentor Harbor, OH JO’s, incorporating boat demos, compass scavenger hunt, rope games, and clinic. Reach program partnership with America’s Cup Education Zone is ongoing.
Adult	
Promote US Sailing Education brand and implement proactive marketing to grow core programs	2017 Commercial Keelboat marketing plan developed internally, was discussed with Keelboat Working party, and approved. Plan includes print, digital, social medial components as well as targeted email campaigns. Marketing plan and strategy being implemented.
Launch and grow Safety at Sea 2.0	Online Version 2.0 launched in February. Coastal SAS launched week of April 10.
Activate First Sail	Outreach at NSPS, RSA meetings has resulted in 56% increase in First Sail locations since 12/16. Steady interest and sign ups, 3-4 per week.
Competitive Services & Support	
Complete UCS (Universal Certificate System)	ORC certificate processing via the UCS is ready to commence, however the open processes for the ORR boats need to be wrapped up before the upgrade to system. This will ensure owners are not interrupted as the deadlines for the ORR races approach. The SAP team will be in the office during the week of 19 June to conduct user interviews with office staff and sailors to evaluate improvements to the UCS before the 2018 season.
Develop and launch new RM education offering	Race Committee 201 will support yacht clubs and other LSOs in training their RC personnel. In development now; anticipate beta testing late summer/fall and roll-out spring 2018.
Olympics	
Implement new 5-ring	See Olympic update

program strategy	
Marketing & Communications	
Improve member satisfaction – 20% increase in value, satisfaction and understanding	Benchmark Survey Complete
Implement Effective Communication Capability – broaden distribution, increase awareness	New Blog and New Video Series are launched and getting strong pick-up.
Administration	
Complete move to RWU	Re-evaluating the moving quotes. Devising a plan for the removal of our old furniture.
Improve processes and efficiencies	Fulfillment processes formerly owned by the Training, Offshore and Membership departments have been consolidated to Administration. We're documenting processes and at the end of the busy spring season will consider possible improvements.

Association Report – June 2017

CEO Summary – Jack Gierhart

Summer is in full swing. Memorial Day weekend is always busy with a large number of level 1 and level 2 classes. JO's and Championships are ramping up, the offshore racing season is underway with Marion Bermuda complete and Chicago-Mac and Bayview-Mac around the corner. The AC finals are on tomorrow and Jessica and the Reach Program are very busy in Bermuda as part of the AC Endeavor program. Check out this video of foiling O'pen Bics! <https://youtu.be/eLzivZ4argk>

Overall things are on target. We continue to see some softness in membership, with our organizational membership below budget and last year. We are working on that directly with phone calls, and attached is a list of organizations that have not renewed. If you have any connections, please make a call and provide a reminder. We are also continuing to refine our office staff structure and will be focusing more resources on membership acquisition. In our meeting Tuesday, Directors acknowledge that there are signs of lighter activity in many areas of the sport. Yes, some key events remain strong – NYYC Annual Regatta, Chicago-Mac and some others, but more broadly things are slower. Charleston Race Week was down for a second year in a row, Key West is retiring and, through our director's lenses, numbers in general are flat to slightly down. We will continue to monitor and assess the situation, and we have some ideas to engage the broader community in addressing the trends.

Several other brief items:

- As I shared with the Board and Staff, we have hired a Chief Technology Officer, who will be starting July 5. The Chief Technology Officer (CTO) will be responsible for the strategic planning and oversight of all aspects of business and corporate information systems. As the technology leader and innovator for the organization, the CTO will drive advances in technology and methods of processing and managing information internally, and work with external stakeholders to understand how technology and shared solutions can benefit the sport. The CTO will direct the strategic design, acquisition, and management of our enterprise-wide technology infrastructure, and maintain technology standards for the organization.
- Also on the IT front, we are implementing a digital documents management system to move us much closer to a paperless office. We also are moving forward with a new CRM system for the Foundation that will provide staff with critical tools to support our development objectives. SAP will be in the office next week to discuss the completion of the first phase of the UMS system and plans for the next stage of our project. We are also beginning discussions with SAP for an agreement extension.
- I traveled to Detroit recently and spent the day with Bruce meeting with several Sailing Team and US Sailing supporters. We provided updates on our new strategy and listened to their

feedback and recommendations. Our supporters are encouraged with our direction and confirmed their interest in continuing to support the organization.

- From Detroit, Betsy, Josh and I traveled to Milwaukee for the Sail America Industry Conference. Betsy provided the attendees with an update on First Sail, and Josh did what he does best: engaging with the industry and building support for the program. It was really great to see a strong US Sailing presence at the conference and the positive support the industry is directing to us. By the time we left, the team had confirmed \$20,000 in support for First Sail from a good number of companies. We plan to expand that in the coming weeks and months.
- Jim Campbell is settling in, integrating well with the staff in Portsmouth, and we are making progress on the Olympic Resource plan. A lot of groundwork has been laid, a medalist matching gift is in place and we are launching a program to renew our medalist supporters. We are also developing a comprehensive plan for grassroots fundraising, up to major endowment gifts and a program to engage with our organizational members. This is a long-term initiative, and involves all aspects of our organization. It is encouraging to see everyone coming together to help make it happen.
- Lauren debriefed the USOC on the customer service project they helped fund, and they are very pleased to hear about the positive results from the project. They asked about future projects and we shared with them our strategic planning initiative. They liked the direction, and offered to provide a \$10,000 grant to help support that project. Related to that, Tarasa, Brian Dorval and I reconnected and are moving forward with the next steps in the strategic planning process and currently assembling the working group that will drive the overall project.
- I am being work with Ashley Tobin, our delegate to the World Sailing Constitution Committee, on the Racing Rules of Sailing reproduction policy. You may recall we are required to pay a royalty on revenues generated from digital distribution. We are working to remove that requirement and align all distribution rights with the current royalty free policy for paper distribution. Submissions need to be in by August 1st.
- We recently supported a SafeSport audit that the USOC hired a third party to execute, and through the preliminary phases, we are in compliance. That said, we are beginning the process of reviewing the next level of implementation, and how SafeSport will impact our instructor and race official certification process. We will be discussing these areas to develop a process for updating our credentialing with the volunteer leaders.
- The new headquarters at Roger Williams University continues to progress. The construction phase is mostly complete and painting and finishing has begun. Our furniture order is in and we expect delivery and installation to be completed by the end of August. We have a working

group planning the move for mid-September, and a ribbon cutting and official opening in mid-October while the Board is in town.

I am headed to the Youth Champs in Corpus next week, and will then travel to Chicago in mid-July for the start of the Chicago-Mac Race. Nathan and Robin will also be there to help man the Buzz Bar and connect with our members. This is our first visit to Chicago with the Buzz Bar and I would like to thank Ron White for suggesting this and helping organize it.

You may have heard that Windy Key is unfortunately leaving US Sailing to return to her native South Carolina. She will continue to be an advocate for us and we thank her for all her great work and passion. With her departure, we have an opening for a youth recreation manager. The job will be posted on the website, and if you know any potential candidates, please suggest they contact John Pearce. This is an exciting job with an opportunity to make a difference and work in a great team environment.

Thank you to our Board and our dedicated volunteers for all you do for the sport. A big thanks to the US Sailing staff who work tirelessly to support our members and sailing across the country. I continue to be excited by the impact of Customer Connect on the office environment, our operations and collaboration/teamwork. While we continue to uncover bugs and gaps, we have a great team that is developing the fixes and solutions, and are committed to continual improvement. We hope you are all having a great summer and are able to get out and enjoy a nice breeze. If you are in the area, please stop by the office and say hi.

Cheers,

Jack and the US Sailing Staff

Department Updates – June 2017

Finance – Donna Kane

- **Audit and 990 Update**

The audit fieldwork was completed for the Association and the Foundation on June 6th. I checked with the auditors yesterday and there is no additional information needed for the audit. The schedules for the 990s were sent to the auditor on June 14th. I am hopeful that we will have a draft of the audit and the 990s by the end of next week.

- **Variance Analysis for Attached Financials**

The Olympic budget is now in the accounting system.

Overall there is a \$397,962 surplus at the end of May against a budgeted deficit of \$293,542. Of this variance, \$144K is in investment earnings. Revenue from investments was budgeted for \$99K for the year and is \$185K year-to-date. Another \$198K is in grants from The Coast Guard that were not budgeted; \$79K of this is from the prior year deferred revenue.

- **Revenue**

Overall membership revenue is \$76K below budget and \$17K ahead of the prior year (see Lauren's Membership report).

Public support is \$462K ahead of budget and \$319K behind the prior year. The variance to budget is in a \$125K restricted grant to the REACH program, \$293K contribution to the Olympic program for the purchase of boats, and unbudgeted restricted contributions to the Education and Adult programs. We are slightly behind schedule with unrestricted contributions. The variance with 2016 is the recognition of \$550K in pledges for the Olympic program.

Sponsorship consists of cash in the door and VIK. The VIK is booked as we use it there are timing difference in the revenue and expenses being below budget. This year the SAP VIK is being booked at \$25K a month for a total of \$300K for the year instead of at the end of the fiscal year. The Olympic program VIK for coaching is included and is offset by the Coaching VIK expense. We are ahead by \$130K in the timing of sponsorship cash.

Program revenue is \$21K ahead of budget with the major variance in registration fees; approximately $\frac{1}{3}$ of the courses for the year were held over Memorial Day weekend.

The variance in USOC performance funding is timing.

Publication sales are ahead of budget by \$60K which is timing of new publications.

Miscellaneous income is below budget; revenue from the Foundation has not been recognized yet. Unbudgeted items are in the sale of boats.

- **Expenses**

Overall salaries and benefits are \$35K below budget. There are variances in each department with the moving of staff to different departments. The major variances are in wages and temporary services; we have used temporary employees to fill some open positions until permanent staff could be hired.

Operating expenses are \$184K below budget with \$59K being Industry VIK mentioned above. Major variances under budget due to timing are in Printing \$52K, Coaching Fees \$35K and Events \$30K. Non-Staff Travel \$45K and Instructor Fees \$43K are both under budget will be taken care of in June with the payment for the Memorial weekend courses. Major variances over budget are in Shipping and Postage of \$33K which should decrease going forward and Publications of \$23K which is timing. Organizational grants are over budget by \$65K from the Reach grant that was unbudgeted. Royalties are below budget by \$31K which is timing.

Membership – Lauren Cotta

- Having targeted 45,500 as our measurement at the beginning of the year, we have achieved just over 45,700 members. This continued growth from April into May is nice to see.
- The Adult Department strengthened communications with the keelboat schools and saw a strong showing of tests submitted by OCSC Sailing (San Francisco Bay, Club Nautique and Offshore Sailing School), resulting in new memberships. We're hoping to maintain the momentum within this membership category as well as others through our programs and acquisition campaigns.

Youth – John Pearce

- US Sailing's new Youth Development Manager, Meredith Carroll, starts on June 29th. We are very excited to have Meredith take on this key role to manage our Junior/Youth Championship regattas in the Youth Department, as well as administratively managing the Olympic Development Program in the Olympic Department. It's a great opportunity for us to deliver consistent service and messaging to the youth racing community who are interested in both championship regattas and high performance training opportunities. Welcome Meredith!
- The Junior Olympic regattas are approaching its busiest season and we will continue to pilot the "FunFest" concept at select events. So far the sailors, parents and hosts have been very enthusiastic about the emphasis on a shorter race day and more onshore activities such as scavenger hunts, photo booths, boat demos, games, etc. In 2018, we need to "package" it and help the hosts run the activities with less emphasis on onsite staff.
- Our instructor/coach certification courses are approaching the tail end of the busy season. Many thanks to our amazing Schedulers in the Education Department and all of the Instructor Trainers

who make these courses happen.

- The Reach Program has been onsite at the America's Cup Education Zone in partnership with the AC Endeavour Program: <http://www.ussailing.org/acendeavour-reach/>. Great job Jessica, Windy and team!
- The U.S. Youth Match Racing Championship kicks off the Junior/Youth Championship season on June 14th and will be followed by the U.S. Youth Sailing Championship on June 24th. Both promise to be extremely competitive events.
- Lastly, I'm sad to report that Youth Recreational Pathways Manager Windy Key is leaving US Sailing in early July to pursue a new opportunity in her home state of South Carolina. We will miss Windy tremendously, and we thank her for her fantastic work at US Sailing over the last three years! She will be very hard to replace, and the new staff member will be another critical hire as we ramp-up the Youth Department's second year.

Adult - Betsy Alison

- With several more in the pipeline, another new Keelboat school came onboard which increases the total to 6 for the year. The comprehensive marketing plan for Commercial Keelboat Schools, developed by Marketing and Communications, was approved by the commercial schools and is being implemented. The first ad campaign in Cruising World ran in the June issue with the theme "There's Always Something to Learn." The second campaign for the August/September Charter issue has been submitted for publication.
- The Sailing Certification pages of the website have been updated and streamlined to make the site more user-friendly. "Pins on a Map" greatly facilitate the search for schools. The number of courses being offered by our schools is robust now that we are in season.
- A combined Performance Keelboat/Spinnaker Endorsement course was held in May for Keelboat Instructors at Sail Newport to encourage schools to schedule and run next-step programming for small keelboats. We also captured video and still images from that course to use towards creating student and instructor supplemental materials.
- Safety at Sea courses have been plentiful: 20 courses are in the books and 2 courses remain on the 2017 calendar. Once this season is completed, we will review the processes, policies and procedures for all aspects of Safety at Sea courses and their promotion. The two online courses are active; not quite to estimated budgeting levels for 2017 but, with some active marketing prior to the 2018 season, we are confident that these online tools will become a staple of Safety at Sea. As of May 31st, 191 individuals completed the Online Safety at Sea eight-module course. Despite its late launch (mid-April) and soft promotion, this course shows early success. The Education Department is working with Chuck Hawley to create the final two

chapters of the First Day International Offshore Safety at Sea online course. The shooting of these video chapters is slated for June, with editing to happen late 2017, and full roll out prior to our 2018 season. Active marketing will result in increased use by consumers for next season.

- US Powerboating is slated to have a planning session to develop a comprehensive strategic marketing plan. This will include a plan to target LSOs with a goal of having at least one trained Powerboat Instructor staff member onboard at clubs by 2018 - 2019. Simplifying the US Powerboating site to include "Pins on a Map" for Powerboat locations nationwide have decreased the number of emails requesting locations of powerboat schools and courses. Kudos to Karen Davidson for making that happen for all of our Adult programs. Interest in courses for Cruising Powerboat is active.
- First Sail visibility in the market is high. Though growth of new clubs is slow, it is steady with a few new clubs signing on each month. We still need to develop further a strategic plan for this program and determine where and how outside/industry support, especially financial, can bolster and help grow this initiative. A presentation was made at the Sail America conference in Milwaukee at the end of May with some industry leaders contributing donations to help market the program and provide some assistance to grow the program.
- Championship season is in full swing with Youth events happening in early summer. Adult Championships begin with the U.S. Singlehanded Championship in July, followed by the International Women's Keelboat Championship in August. Nancy Mazzulli has been engaged fully with the administration of these events and is doing a great job of coordinating with event organizers and Committee Chairs. Ava Grafius, Championships intern, joined us after Memorial Day and is working with Nancy on event programs, event promotion and other details. She is with us until early August.

Offshore – Nathan Titcomb

- The horizon to the measurement rule rating season is in sight with the deadlines for the major races scheduled in the next two weeks.
- Timed for the anticipated slowdown in certificate processing activity, a development team from SAP will be in the office from June 19th through the 23rd. There are two key goals from the visit:
 - Conduct user interviews with both the Offshore office staff and boat owners with the aim to improve the user experiences to reduce confusion and streamline processes. This is particularly important as ORC and IRC processing comes online in the coming weeks.
 - Investigate the next steps of the US Sailing/SAP partnership, with the overall target of a results database to capture and store the results for all racing in the US. The SAP team will conduct meetings with a focus group comprised of key industry partners to better understand the needs, desires and scope of the project.

Race Administration - Matthew Hill

Race Committee 201 update: filming at Charleston Race Week was successful; we will supplement with more video from Tuesday night racing in Newport this summer. This offering will be for local sailing organizations that need help training their race committee volunteers. Course development continues this spring and summer. We have some beta testing volunteers already lined up, and we anticipate rollout in late 2017 or early 2018.

Foundation – Georgia McDonald

- **Cash In - YTD**

US Sailing	Olympic Program	Pledge Payments - Prior Year's	Total Cash In
\$767,085.89	\$ 313,478.60	\$303,466	\$1,404,030.40

- Plans for a US Sailing Building campaign are well underway, and the materials to launch a campaign are nearly finalized. We are offering naming opportunities for the building, board room, trophy case, entry foyer and other community areas. In addition, we are seeking funds for furnishing US Sailing's key areas of focus, and our donors will be recognized in creative plaques located in the welcome reception area. We anticipate a quiet fundraising campaign throughout the summer to secure individual gifts and, depending on our success, a broader campaign in the fall.
- The Olympic Fundraising Team, Jim Campbell and Brian Keane, are finalizing plans for a matching gift campaign and are generating support for the match. They anticipate a launch of that campaign in July 2017, and the initial appeal will be directed to renewing Medalist donor support. They have also been in discussion with a potential lead funder for an Olympic Endowment and are hoping to secure that support in the coming months.
- The Foundation has secured and contracted for a new CRM solution to manage fundraising data and donor records. The Raiser's Edge solution from Blackbaud is considered to be the gold standard in fundraising software. This solution is critical for not only tracking up-to-the minute financial progress, but also in managing the data and providing analytics to guide activity and optimized results. The conversion and implementation is a nine-week process, and we expect to be fully operational by September 1, 2017.
- Coincidentally, we are nominating Blackbaud's Financial Products Director as a new member of the US Sailing Foundation Board. Many sailors know David Loring from the Charleston area as a Rolex Yachtsman of the Year finalist, 3-time World Sunfish Champion, Laser North American Champion and currently a winning Moth sailor. For 15 years, David has worked in an advisory capacity to many of Blackbaud's largest and most successful non-profit clients: American Cancer Society, Nature Conservancy, Habitat for Humanity, St. Jude's Hospital - just to name a few. David brings strong non-profit fundraising experience as well as an impressive background in technology to our team. We will be putting David's nomination before the Board in July and are excited to welcome him to the Foundation.

- The Foundation also added a new Trustee in June. We are awaiting his permission to publicly announce his involvement, so for now we are keeping his name anonymous. However, he has donated \$500,000 to the Foundation as an initial gift, and we are obviously delighted to welcome this high-powered philanthropist into our organization.

Education – Stu Gilfillen

- May 2017 realized 521 candidate go through our Level 1 course, which was exactly the same number of Level 1 participants as in May 2016. We held five fewer courses in May 2017 than the previous year, which indicates that these courses were closer to capacity. Additionally, as this is the busiest time of year for our department, I specifically need to commend our scheduling team of Andi Barton, Peri Burns and new addition James Shannon, all of who have done an amazing job of moving things forward.
- We continue to work on the development of an enhanced youth curriculum that will provide a student progression framework from the beginner level through the ODP. Dave Dellenbaugh, Grant Spanhake and John Pearce are working with the Education Department to create the framework for this new model, establish connection points for both the forthcoming expanded coach/instructor model, and provide recommendation for appropriate competition (i.e., regatta) levels.
- We have expanded use of the Yudu platform for digital publications and added Basic Keelboat and Bareboat Cruising. These additions place us one step closer to our goals of digital version inclusion within our course materials and providing a comprehensive library of digital publications.
- It's with great sadness that I report the passing of Jo Mogle, a woman who helped us build the Education Department to what it is today. The former Vice-Chair of Standards and Credentials and the President's Trophy Winner, Jo defined *dedication*. Sheila McCurdy penned a most fitting remembrance: "Jo was remarkable at holding on to the big picture while managing reams of details. She applied structure to the early training programs. Her dedication to doing things right influenced a generation of National Faculty, ITs and the instructors who benefited from the materials and training. She was a woman of resolve and reason with a very big heart." Jo leaves with us an exceptional legacy to the sailing world and will be missed. [Jo's obituary](#) is posted in the Honolulu Star-Advertiser.

Marketing and Communications - Dan Cooney

- US Sailing was excited to power the **College Nationals Livestream** (May 26 - June 2). This [short video of clips](#) is a fun sampler of how we showed up during the five days of racing; it also includes on-camera branding, commentators wearing US Sailing apparel, US Sailing video commercials and "reads" to promote US Sailing events. Our special member campaign awarded new members a special edition US Sailing/College Nationals T-shirt; 112 people did just that. Thanks to Board Member Maritine Zurinkas, John Pearce and Annie Haeger, all of who were

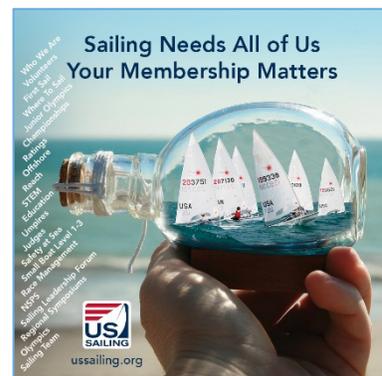
interviewed during the Livestream production. Our social media reach was significant that week, with a total Facebook reach of over 98,000. Instagram had over 25,000 story views and SnapChat added another 18,000 views. Livestreaming will become a more affordable and utilized tool for sailing events and is a long-term opportunity to leverage further. Very good mojo with the college/post-college and parent audience.

- **US Sailing has signed on Regatta Ginger Beer** as a new sponsor and as the “Official Ginger Beer of US Sailing,” with exclusive rights in the “Mixer/Premium Craft Soda” category. Regatta Ginger Beer is signed through the end of 2018 at an annual contribution of \$15,000 per year. Their activation includes sponsorship of the “This is What We Do” Video Series and, importantly, our US Sailing logo on marketing materials and point of sale products including cans, bottle labels and 4-pack packaging. This represents an exciting partnership; many thanks to Jim Walsh for introduction.
- **First Sail Donation:** In conjunction with the Adult Department, our team developed a Donation Ask 1-pager along with levels for Founding Contributors to help fund the First Sail program through 2017. The Donation Ask was presented at the Sail America Industry Conference by Betsy Alison, Josh Toso and Jack Gierhart and was accompanied [by a new video entitled Why Do You Love Sailing?](#) Currently, seven companies have signed on as Founding Contributors with over \$15,000 of cash and \$5,000 of VIK pledged to the First Sail program.
- Our **“This Is What We Do”** video series continues to pick up momentum with the release of our fourth video, featuring Hank Stuart on US Sailing’s role in making the sport more safe, fun and fair through Race Management education and training. Featured at the top of the Scuttlebutt newsletter, [these videos](#) have been collectively viewed over 37,000 times, including Facebook and YouTube.
- **Extreme Sailing Series** (October 19-22): We have been speaking with the Extreme Sailing Series leadership for the event in San Diego and proud to say we will partner with them to help promote the event and receive branding and visibility in return. Thanks JJ Fetter for bringing us together.
- **Membership Campaigns:** Right on the heels of the cool college t-shirt offer (112 members joined or renewed), we rolled right into the Sailor Bag promotion and, with more time on the clock, 208 members have joined or renewed.
- **Website Redesign** had a little bit of a setback, as we discovered the current hosting (server) environment for our WordPress site may be less than ideal. Our IT Department is going the extra mile to try and create a better host environment (thank you!); the marketing group is simultaneously choosing a new WordPress theme, working on top line and main navigation and researching a cloud-based hosting solution. We will certainly get input from the new CTO as well. After some consideration, we decided our webmaster is going to be really busy this

summer and fall and could use additional resources to help with the redesign. We have had discussions with four firms and are getting close to choosing a firm to help. The new site is going to be great and we are excited to dig into this project.

Member Engagement - Katie Ouellette

- Organizational Membership renewals continue to trickle in; the attached .pdf lists the 206 organizations yet to renew their 2017 membership. Targeting these organizations, a membership promotion ran on June 13th to encourage renewal. Personalized outreach to each lapsed membership is continuous. We ask you to review this list, reach out to any familiar names and encourage them to continue their support of US Sailing with membership renewal.
- The MVP program continues to gain awareness and traction with over 1000 memberships procured since May 1st.
- Many organizations have responded to Marcy's outreach efforts seeking additional resources, information on donations, and simply to say "hello!" Marcy continues to enhance relationship-building through these communications and provides the platform to offer additional support to clubs through the MVP program and member bulk-pricing on publications.
- We welcomed Deb Rainey to our team as our new Member Experience Representative to work alongside Emily Dodd. Greeting visitors and staff with a smile, Deb operates from behind the front desk. She has spent the majority of her career in customer service and is making an immediate impact on our service to members.
- Working with Jon Graham, Emily created a membership rack card emphasizing the support that US Sailing provides to all sailors. She also created a new membership slip for inclusion at each regatta giveaway in which we have partaken. Within the past month, we supplied membership forms and swag giveaways at three regattas: SSCA (Essex, CT); Community Sailing School (Ingleside, IL); and Community Sailing of Colorado. We continue to field requests for additional tokens of support, thereby allowing us to create deeper relationships with yacht clubs and sailing centers as well as to increase communication within the sailing community.
- Sailing Leadership Forum planning continues. The 2018 tentative tracks include: *Outside the Conventional Box*; *Participation/Growth*; *Management/Operations/Governance* and *Technology*; and *Safety and Skill/Sailor Development*. Themes woven throughout these tracks will include: women in sailing; diversity; recreation; embracing change; sustainability; increasing participation; developing programs; training/education; and marketing/communications.



Registration is expected to open by July 1st.

- The Member Engagement team will present to the Board on Monday's call. Please look for supplemental information on LSO rolodex and Zendesk by Friday.

Administration - Lauren Cotta

- From an operations perspective, we are focused on utilizing emerging technology, improving existing systems and sending materials to members.
- Quotes are being gathered for the purchase of a new server. A lamp environment is in development on one of our servers to test if we can create a better hosting environment for our ussailing.org WordPress website. Jot Form is in testing with Race Admin to replace gravity forms.
- Our kick off call to set up Docuware is this week. The interns have been hard at work preparing the archived files to be scanned and then shredded. All staff will receive training on Docuware in September. We're focused on setting up a workflow now to store our archive files and then shred them before our move. We are still considering new online store platforms. Over this past month, we've developed new reports to gain a better handle on our inventory and sales.
- The Fulfillment Department continues to support our membership acquisition efforts by mailing this month's offer of a US Sailing / ICSA College Nationals branded t-shirt to new and reacquired lapsed members. It's been a very busy month sending members their newly acquired certification and recertification packages so they're ready to teach sailing this summer. We created standard operating procedures initially for how we receive and process mail. As part of quality control we will document how we pay Instructor Trainers for course fees and expenses, as there is room for alignment of the process between scheduling, fulfillment and accounting and future process improvements such as utilizing the Concur app for expense reimbursement.