

In 2001, Tahoe Community Sailing developed out of a need to establish a Jr. Sailing program for the Tahoe Yacht Club (TYC) and the need for a community sailing program for our venue at Tahoe. Our original concept and plan was to develop a public/private partnership with key organizations that included TYC, and their Foundation, and the Tahoe City Recreation Dept. (TCPUD) for the establishment of this program. Our goal was to start up this program to serve the needs of TYC and for the community for both youth and adult sailing education. In this process we have employed some of the tactics of The U.S. Community Sailing organization and developed a few of our own along the way. First of all, we surveyed the region to determine who were the important (key) players in sailing and the marine industry that might have an interest in working as partners in this venture. Next we followed up with an extensive review and evaluation of what the "hot buttons" (interests) are for the potential partners. This process led us to identify the key members of a partnership that felt could guide us to success.

In our community the key players were our Tahoe Yacht Club (TYC) and the Tahoe City Public Utility District's Recreation Dept. (TCPUD) Our yacht club needed a Jr. Sailing program and the District Recreation Dept. has a mandate to provide comprehensive recreation programs for the community. Other partners who were subsequently identified as important players included local boat dealers, a marina with excellent water access, and a local sail loft.

Tahoe provides a breath taking environment for sailing. TCS is located on the west shore of Tahoe adjacent to Obexers Marina & Boat Co. about 4 mi south of Tahoe City, CA. Normal sailing wind conditions at our location are light in the morning (2-5 kts.) and moderate in the afternoon (5-8 kts.) However, we are subject to all the high altitude lake weather effects that can bring sudden wind increases and storm conditions that can turn a placid lake environment into an ocean with large waves in a short time, so constant vigilance is imperative for our staff. Because we are a seasonal program, late May to mid-September, we operate out of mobile facilities that can be moved out at season end to provide for marina boat storage. We are extremely lucky to have this location at Obexer's since the beach area is large providing storage for our boats and for our classes to operate under tents. This partnership arrangement is structured so that we have both winter storage and marina services that include fork lift, launching ramp, equipment repair, storage of safety boats and winter storage for small sailboats. This area of the lake is also gets very deep just off shore allowing us to beach our sailboats and safety boats without fear of hitting rocks. In addition, to our beach facilities, we have access to the Tahoe City recreation department's Recreation Center which has a gym, class rooms, & basketball/volleyball courts that provide us with excellent facilities for inclement weather days when we are not able to teach sailing/aquatics on the water. On these days the TCPUD Rec. Dept. provides vans to transport students to the recreation center for off the water activities.

Even though our facilities are simple compared to larger programs in other areas we make effective use of all our assets on the beach. We utilize a large shipping container (40') for secure storage of

equipment, electronics, etc. EZY-UP tents are used for our classrooms, along with folding tables and whiteboards, and teaching aids such as maps, charts, wind clocks, STEMS Course materials, etc.

We use a floating dock anchored to the beach and several permanent moorings for our larger 17' dinghies to augment our beach storage for some 25 Pico sailboats, 6 FJ's, 2 420's and 1 15' Vanguard. Our larger dinghies are 17' RS Ventures. Three 17' Boston Whalers and a 19' Bay Liner (used for back up if a Whaler is down) make up our safety boat /coach boat fleet. Picos were chosen for our basic teaching boat because their roto-molded construction provides a very tough hull surface that resists our rocky beaches at Tahoe. Since our season is 4 mos. /yr. we plan on a retirement schedule of 6-7 yrs. of use for sailboats. In addition, the Pico has a jib so that 2 sailors can sail and learn both main and jib functions. We recently purchased 2 new RS Ventures to use with our advanced students and for adult classes. The RS Ventures replaced 2 Nomad 17's that had been in service for over 6 yrs.

Our program has been expanded over the yrs. based on the demand for services. There has usually been a waiting list for all of our classes offered that has often equaled the number of students we can take in a class. In an effort to serve more of our community we have added classes that not only include youth and adult sailing but also "Tahoe Adventure Sailing" that includes other areas of aquatics such as paddle boarding, Kayaking, and sections on local ecology that includes a half day hikes in the nearby mountains along with sections of STEMS related to the science of sailing and the lake. In addition, we added a program for younger students wishing to learn about aquatics and the lake. This is our "Introduction to Aquatics" for ages 6-8 yrs. that teaches 3 half day sessions that include sailing, paddle boarding and games that are designed to teach these younger students the important elements of water fun and safety while introducing them to these sports. Our regular youth sailing classes are Mon. – Thurs. 10:00-4:00. Friday classes are reserved for our advanced sailing clinics, and our Women's Sailing Clinics. Adult classes are scheduled for Tue. & Thurs. evenings from 5:30 to 8:00 PM throughout the summer. Safe Power Boat Handling & safety classes (US Powerboating) are available to the community as well and are scheduled upon request.

While we feel that our program is a highly effective aquatics teaching program, our current program has not come to be in its current status without some challenges. Some of the main ones have been governmental. The Tahoe Regional Planning Agency is authorized by California and Nevada to protect the environment of Lake Tahoe and as such they have broad authority to govern the lake and the shoreline of Tahoe through a process of issuing permits for virtually everything at Tahoe. TCS has been trying to get a permanent operating permit in conjunction with Obexers Marina, for our location at Obexers Boat Co. for a number of years. As one might expect, this is a complicated and drawn out process that has ended up costing us thousands of dollars and many hours of time to complete. With the TCPUD Rec. Dept. and their consultants this was finally accomplished through a team effort by all parties involved. The key to success here was to find the right people for the team that guided this to successful completion. These included city officials, recreation department director and staff, Land Permitting consultants and our foundation and its supporters. This has been achieved by TCS but the process has been both costly and an educational experience in dealing with government regulation. Other obstacles have been the drought that our region has experienced over the past several years that has caused our lake to fall below its natural rim making some areas that we had used for the program

too shallow to allow boats to operate. This necessitated a move to our current location on the West Shore of Tahoe from a state park just north-east of Tahoe City. This involved a negotiation with an existing commercial sailing school at Obexer's marina to merge operations and take over their location. The move from the state beach to Obexers has been a significant enhancement to the program primarily because of the expanded facilities, and the deep water just off the beach.

Tahoe Community Sailing has been the recipient of a number of awards for excellence since its inception. We were named the Best Recreation Program in California, for small communities, by the California Parks Association in 1993. In 2008 we received the Outstanding Seasonal Program award from US Sailing. The Pacific Inter Yacht Club Assoc. has presented their Condon Trophy Award for exceptional service for the development of Youth and Adult Sailing to our Program Director in 2015. While these types of awards can enhance your programs reputation and help with your funding efforts, awards are not the true measure of your programs success. The real success is best seen in the results of your students as sailors and citizens. We always strive to teach our students to be winners in life as well as on the race course. This, in our humble opinion, is the true measure of a sailing programs success.

We have always felt that the development of partnerships has been the keystone of our success at TCS. In the process of starting and growing our program we strive to build effective partnerships with all the stakeholders in the boating industry in the California /Tahoe region. As mentioned earlier we surveyed our venue and identified the key players early on and focused on the Tahoe Yacht Club and the Tahoe City Public Utility District and their Recreation Dept. This establishment of a public/private partnership has served us well since it has given us the best of both the public advantages of lower cost insurance, management of student intake, accounting, parks support staff and legal services along with the prestige of the Tahoe Yacht Club and their foundation's financial support for program. These advantages **along with very valuable access to both of the facilities of the TCPUD and the TYC have been major assets.** As our program has grown we have been proactive in adding other important partners as well. In 2003, we partnered with the California Department of Boating & Waterways (CADBW) in the provision of boating safety education to become one of their boating safety education programs. CADBW is a nationally recognized leader in the promotion of boating safety and environmental protection. As a result of this partnership we have been the recipient of grant funding for our safety programs which has provided a significant expansion our fleet of sailboats and our safety boats as well. Also, we have benefitted from this partnership by having access to boating safety and environmental educational materials from the State at no cost. CADBW has a legal mandate in CA. to enhance environmental protection and to reduce boating accidents and deaths and we address these topics meticulously in our student education programs.

In the area of financial development, we have explored as many potential options and funding sources as possible. Establishing a 501(c)3 public educational foundation under the US Treasury Dept. was our first step in this process. Key in this process was establishing a good working relationship with the IRS staff responsible for approving this request for the 501(c)3 status. When making application for this non-profit status we were always clear to emphasize the educational aspects of our planned programs along with our need for non-profit status. While a somewhat complicated process that requires careful attention to detail and follow up by program staff the 501(c)3 status provides a sailing program with a

number of advantages including a simplified and reduced tax obligation with the IRS. We have also gotten a sales tax waiver from the state of Nevada (our program is a bi-state corporation, operating in both NV & Calif.) so purchases for the program are sales tax exempt in NV. In addition, we apply for grants from a number of organizations that have youth programs, boating and environmental protection as their areas of mandate.

We have always felt that our staff and our up and coming Jr. Sailing assistants are our most important assets. This has led us to devote significant resources to training staff in conjunction with US Sailing training dept. in order to obtain certification for 100% of our instructors. This not only helps us with insurance liability issues and costs, but provides quality instruction to our clients. For the past 10 yrs. we have provided a Jr. Sailing Assistant Program designed to and develop our own students to be our future instructors and leaders. This informal program's success has led us to a more formalized "Youth Leadership Development Program" that has paid dividends to our program. This program is designed to develop our Jrs. leadership skills and to help them be "winners in life" as well as winners on the race course. In this program our goal is to teach both leadership skills as they relate to sailing and role modeling which is the essence of leadership. We have seen significant positive results in these efforts with our Jrs. in both academic results, quality **instruct ruction and college sailing results where we have produced championship sailors.**

Marketing and outreach for our program has been through outreach to the school district, the local Boys and girls clubs and through information circulated throughout the community by our administrative partner Tahoe City Recreation Dept.. Personal contact with these entities has paid off in this area with all classes full with waiting lists in most cases. Or age range is 8-18 yrs. old. Our charges for the 4 day classes is \$ 185 of local residents and \$ 195 for non-residents.(Novice, Intermediate and Advanced) Race team members costs are \$ 235.00 for the season. This includes 3 Fri. all day race clinics and 9 Mon. night regattas with the local TYC Laser fleet. Jr. Race Team members are able to join TYC as Jr members at a reduced rate. (\$ 90.00) Our Introduction to Aquatics for 6-8 yr. olds is \$ 60 (3, ½ days) and our Tahoe Adventures Program 4 days is the same cost as our regular sailing classes.

In summary, while we are a small summer program serving about 400 youth and adult students per season we have been able to maintain a high level of service to our communities. This has been accomplished through hard work, devotion to quality programming, diligent fund raising and effective partnership building. We believe that success is measured by the smiles on our students' faces and the pure joy that sailing develops in their hearts.