

2017 Objectives - January 2018

Financial Metrics Based on December 2017 Financial Statements and Membership Report

Goal	YTD/Status
Financial Metrics: by 12/31/17	
2017 Surplus: \$25,519 without Olympics \$1,332,765 deficit with Olympics	2017 Year-End Draft surplus without Olympics \$286,890 Deficit with Olympics \$480,549
Membership: 47,000	45,798 (12/27/16) vs. 45,130 (01/2/18) 1.5% decrease
Development (Budget): \$2,466,500 – Foundation and Ancillary Contributions to US Sailing	
<i>USSA & USSF 2017</i> Cash/Pledge Goal: \$690,000	<i>USSA & USSF 2017</i> Cash/Pledges Actual: \$1,342,891
<i>Olympic 2017</i> Cash/Pledge Goal: \$1,766,500	<i>Olympic 2017</i> Cash/Pledges Actual: \$1,432,969
Strategic Programs - Status	
Youth	
Design & Launch Sailor Development Framework	The Spring 2018 focus will begin to spread awareness of the overall concepts of the Model. There will be an introductory presentation at the Sailing Leadership Forum. Teach Sailing the Fun Way and Level 1 Activity Cue Cards are in final development. Working towards broad introduction in 2019, online skill-tracking system (Checkclick) will be beta tested by several clubs this summer.
Develop Recreational Pathway	Jen Guimaraes has joined the full-time staff as Youth Recreational Sailing Manager and is hitting the ground running with Community Sailing Committee and Reach support.
Adult	
Promote USS Education brand and implement proactive marketing to grow core programs	2018 Marketing plan will feature Powerboat programs for roll out to LSO participation. Keelboat Marketing will include much more digital content to do a better job of competing with ASA for increased market share.
Launch and Grow Safety at Sea 2.0	10-chapter Safety at Sea Offshore Online Supplement is fully operational and available to the public. Much interest by many host organizers who are encouraging users to take online training as part of an International Offshore course. Expectations are that usage of Offshore Online will at least double the 2017 number, as should use of Coastal SAS Online. Ongoing communication with

	CCA, Storm Trysail and Navy on solving longstanding and existing issues on implementation and policy. Four working parties established post-meeting of January 5, 2018 to address issues like moderator training/pathways, education program development, and guidelines for language in NORs related to safety training.
First Sail Growth and Promotion	First Sail EOY numbers exceeded expectations. We more than doubled 2016 numbers growing from 82 locations to 170 EOY, 2017. Plan is for digital and targeting marketing for 2018 to keep up the steady stream of new First Sail locations.
Competitive Services and Support	
Complete Universal Certificate System	IRC integration into the UCS continues at a rapid pace. The SAP team and the RORC rating office are working together to finalize the communication protocol between the UCS and the RORC system. We expect the UCS to be the principal source for IRC, ORC and ORR for certificate issuance for the majority of the 2018 rating season.
Develop and Launch New Race Management Education Offerings	Initial proposal for a Race Management Instructor Training program presented to Race Management Committee at December meeting. Committee expressed support and formed a small working group to pursue planning. The Judges Committee has launched and is evaluating an experimental “Protest Day” to give certified and aspiring Judges guidance and practice in running hearings. Work on RC 201 continues; planned for beta testing Spring 2018.
Olympics	
Initiate a transformation of our Olympic Program	<p>Performance: Many new initiatives are underway and progressing well; results both on- and off-the-water are being produced. The primary focus is to engage world-class coaching. Then excellent progress on the Innovation R&D front with aligned connection to the San Francisco Bay area tech community and others. The leading indicators are positive and promising. The number one constraint is the funding required to keep the system building process in motion.</p> <p>Business: Establishment of the Olympic Resource Bank (ORB) is underway with a focus on providing needed fundraising, facilities, and filling gaps to build a system for the professionalized sport. An array of projects is underway as part of the SYSTEM build such as the Olympic Research project, College Alignment Program and Career Pathways Program, as well as the Athletes</p>

	Playbook and all associated coordination points. The ORB has over 45 people actively engaged across this virtual organization that represents all net new activity from previous Quads. The ORB works closely with the Performance leadership to ensure the work is aligned and integrated. The work is sequenced to generate optimal impact and value to our athletes and the results they produce.
Marketing and Communications	
Improve member satisfaction – 20% increase in value, satisfaction and understanding	Launched Membership Engagement “This is What We Do” Video. 10,000 views first 5 days. Focus on Here to Help and SLF. Ten featured This is What We Do videos in Scuttlebutt.
Implement Effective Communication Capability – broaden distribution and increase awareness	Developing more sophistication around FB advertising, creating “custom audiences” and retargeting certain webpage traffic. FB campaigns for membership and SLF registration utilized those tactics. Adobe Spark pages now standard in many of our email messages allowing us to leverage photography to greater extent.
Administration	
Complete move to RWU	Completed September 15, 2017
Improve processes and efficiencies	Completing the 2017 removal of obsolete inventory on January 25, 2018 in preparation for the 2017 audit in February. New member cards went into effect on December 19, 2017 and will cut down the mailing of our member kits from 4 - 6 weeks to about 2 weeks.

Association Report – January 2018

CEO Summary – Jack Gierhart

***“The secret of change is to focus all of your energy, not on fighting the old,
but on building the new.”***

Socrates

2017 was a year of significant change with the US Sailing offices. Our Objectives Table above summarizes our progress against the goals we established at the beginning of the year. Overall the team had a strong year. We hit our major financial objective relating to surplus and association/Foundation fundraising and accomplished our key goals for programs. Considering all the fresh staff, our new organizational structure, and the new office, the team did a great job keeping focused and striving to deliver on our objectives. We fell short in two areas: 1) membership growth which, while revenue grew, we experienced a slight retraction in numbers; and 2) Olympic fundraising which, although healthy, we did not hit our target. We provide more details on membership below and our plans for 2018.

January of 2017 marked the implementation of our new organizational structure built around Customer Connect, the optimization project we worked on in 2016 to better orient US Sailing to the sport, marketplace and our customers/members. We turned much of the organization on its head and broke apart silos to consolidate similar functions (product development, member engagement/services, fulfilment) and established three member-facing departments to focus on core programs in the areas of youth, adult and competitive services. We also tuned the focus of the marketing and communications department towards digital and social media, striving to develop new channels to our members to educate them and share our value proposition.

By the end of 2017, we began to see the fruits of our hard work. The issues we identified in 2015 and 2016 regarding conflict, accountability, poor communications and cooperation disappeared. Responsiveness to customers, internal collaboration around shared goals, quality, and creative problem solving have improved dramatically and the whole environment is far more productive. The transition was certainly not without its challenges. Old technology and the database continue to restrict progress and consolidating the numerous fulfillment operations is challenging due to differing expectations from customers and wide variances in products and systems. In the areas where we hit road bumps, we focused on analyzing the issues and developing solutions we plan to implement in 2018. It is not a matter of standardizing processes but rather looking at why we are doing what we have been doing and determining if we need to continue doing it, should we redesign it, or make more modest tweaks. We are looking at how we better deliver our products and programs to our members in the digital age, and how we can take advantage of expertise outside our walls to improve efficiencies, quality and service.

On September 15th, we moved from 15 Maritime Drive where we had been for almost 20 years. This was a project that required the entire staff to get behind. Beginning in late 2016, we assembled a team to

work on the new office layout and furnishing. Martha, Robin, Brad and Tim were the core group working with the architects, suppliers, contractors and the university. While the move itself was a change, the office environment we designed to support Customer Connect was a dramatic shift in layout and staff engagement. While there were questions and uncertainty, and rightly so, the whole team got behind the project and contributed. We assembled another team to work on the planning and logistics of the move itself – Lauren, Lee, Donna and Tim. As part of the move, we decided it was time to implement a digital document storage strategy. By the time we arrived in the new offices, we had digitized over 400,000 pages and reduced our storage requirements by almost two-thirds. We are continuing to introduce paperless procedures across the organization to reduce waste and save time and money.

As many of you have witnessed, the result is better than we expected. While we continue to work on small items on the hit list, the new space has changed how we work together and created a very positive climate. We have welcomed outside partners to use our space for meetings and are inviting more visitors in than ever before. We hosted our christening/ribbon cutting ceremony on October 19th, welcoming over 125 guests from across the country, and from both the US Sailing and Roger Williams University communities. The event was emceed by Paul Cayard and the evening included addresses from RWU President Donald Farish, US Sailing President Bruce Burton and former US Sailing President Gary Jobson. The ceremony and festivities were preceded by a US Sailing Board meeting and followed by a dinner hosted by the US Sailing Foundation, which also held a board meeting the following day.

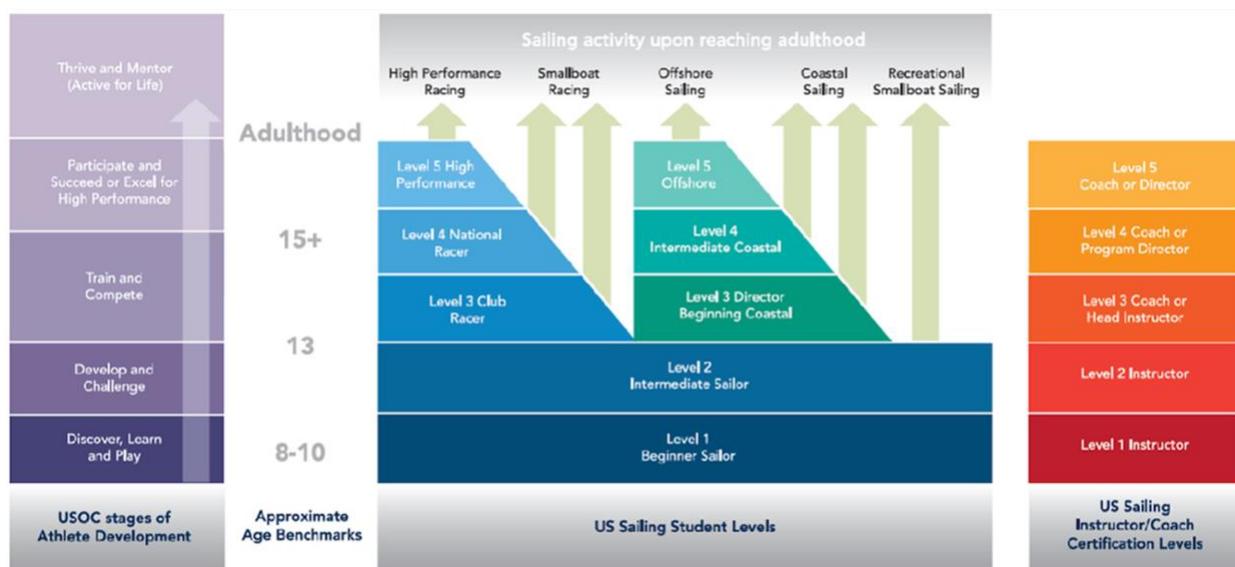
Another significant initiative we undertook in 2017 was a strategic planning project to guide the organization forward over the next three to five years to fully leverage the new organization and address the opportunities and challenges within the sport. We involved the board, the staff, a working group of external stakeholders, as well as a broad cross-section of volunteers and non-US Sailing constituents. We clarified our fundamentals (Values, Mission and Vision) and developed five key strategies that we will implement and pursue over the next several years. Another key element of this project was the design of a “filter”, a process to help us evaluate the value and fit of current and future projects relative to our strategies, mission and vision. One of the challenges with an organization like US Sailing is creating focus. With a sport as broad and deep as sailing, there are so many great ideas and passionate contributors. However, we cannot take everything on if we want to have a meaningful impact and deliver quality to our members. We need to make smart, educated decisions that can be justified. The strategic plan and filter will provide tools to do this. Attached is a summary of our work and the framework; we will present more details, tactics and activities in the months ahead.

We also resurrected the US Sailing Foundation in 2017. We redrafted governing documents of the Foundation to expand the mission of the organization. Revolutionary ideas and significant investment are required to create a vibrant future for our sport. As the fundraising arm of US Sailing, the US Sailing Foundation will gather the visionary leaders and significant investment required for US Sailing to launch the sport of sailing into the next 100 years.

To thrive, the sport of sailing must inspire new sailors and grow participation in all types and at all levels of sailing, while upholding the highest standards of excellence and fairness. The Foundation, a related but separate 501(c)(3) nonprofit organization, will secure the financial resources required to lead the sport into the future through investment in innovation and solutions that align the sailing community. Throughout the sailing community, there is deep concern over the sustainability of our sport, but the fragmented nature of sailing makes common solutions and unified action elusive. The result is a sport that is fractured, experiencing little growth and losing relevance in today's culture. The Foundation will focus

on raising support for three key areas: access to sailing; training and educations; and competitive excellence. Our Focus is on the Horizon. <http://www.ussailing.org/ussf-home/>

The other major initiative that gained ground in 2017 was a new approach to young sailor training. Our Youth Department, led by John Pearce, working with Stu and his team in Education, and outside experts including Grant Spanhake, worked on designing a new model for youth development based on successful models from other youth sports organization including USA Hockey and the USOC. The key element is a shift from a pyramid model that displaces young athletes as they grow older, to a square, age-based skills and competency approach that provides multiple pathways beyond competition for sailors as they grow. Squaring the Pyramid. In 2018, John and the youth department will pilot the base level of the new model for kids just starting to sail, working with organizations and programs to refine the framework and tools to prepare it for introduction across the country and the development of subsequent levels. Below is a graphic of the framework John and the team are developing.



A few other items of note:

- **Team USA’s international success.** Key highlights include:
 - *Aarhus Sailing Week (Aarhus, Denmark)*
 - Steph Roble (East Troy, WI) and Maggie Shea (Wilmette, ILL) took bronze in the women’s two-person skiff.
 - In the Laser Radial, Erika Reineke (Ft. Lauderdale, FL) secured a silver medal.
 - In the Men’s 470, Stu McNay (Providence, RI) and Dave Hughes (Miami, FL) emerged as silver medalists.
 - *Olympic Regatta (Enoshima, Japan)*
 - In the Laser Radial, Erika Reineke (Ft. Lauderdale, Fla.) earned a gold medal.
 - *Youth World Sailing Championships (Sanya, China)*
 - In the 420 Girls, Carmen Cowles (Larchmont, NY) and Emma Cowles (Larchmont, NY) secured gold.
 - In the Radial Girls, Charlotte Rose (Houston, TX) emerged as gold medalist.

- In the 420 Boys Thomas Rice (Garden City, NY) and Trevor Bornarth (Stuart, FL) took silver.
- **Education Development and Programing.** 2017 started with a highly successful NSPS in Austin, Texas. The Education Department, with support from the Training, Race Administration and Safety at Sea Committees, worked hard and successfully to consolidate our educational product develop projects, and create a culture of collaboration. This culminated in a productive National Faculty gathering in Florida in October that brought together representatives from across all our disciplines: small boat, keelboat, power boat, safety at sea and race administration. Finally, driven by collaboration between the Education, Youth and Olympic Departments, we hosted a National Coaching Symposium in Miami at the end of November that brought in over 100 coaches from across the country. This new program for US Sailing was very well received by the coaches attending, and we expect to continue it in 2018.
- **Information Technology.** In July, we made a significant strategic decision and investment, and hired Mike Waters as our CTO. Mike came from IBM and brought over two decades of technology solutions experience. He will be leading our efforts to modernize our systems, be nimbler, transition our legacy systems to more responsive, customer-centric applications, and look out of the boat to understand what we, as the NGB, can do to support the sport through technology and our member organizations. From a project standpoint, in addition to the website project and our digitization initiative outlined above, we developed and launched a new online store. The previous storefront was not compliant with the latest e-commerce and privacy regulations and requirements. Finally, as part of the Foundation launch, we implemented the leading CRM system for development, Razor's Edge. It will enable us to accurately track the activity of our donors, communicate in a targeted, relevant manner, as well as access a wealth of resources and information to help us build meaningful and long-term relationships with our donors.
- **SAP.** SAP's marketing team visited the offices in early November to film a piece for their CEO series, *Leaders Run Live*, that presents a case study of the work they have done with US Sailing. Pretty cool to have US Sailing on the same page as Dell, the New York Yankees, Thomson Reuters and HP. Check it out here: <https://discover.sap.com/live-business/en-us/leaders.html>. We are working on renewing our partnership with SAP, and incorporating supporting for the US Sailing Team.
- Finally, if you missed our year-end summary to our members, you can access it [here](#). This is a great presentation of our 2017 highlights.

While our strategic plan identified many key areas we need to address, we have prioritized a handful of these to address in 2018: the youth model; reinvigorating our volunteer corps and framework; and implementing a new membership CRM system which will enable us to be far more responsive and engaged with existing members and help us attract and embrace new members. Beyond these areas, we will focus on strengthening our core competencies, programs and services. We plan to hold our course, trim and hike for speed. Our goals are to sail faster and higher.

Thanks to everyone – the Board, committee chairs and members, volunteers and staff - for all your contributions and commitment to our organization and sport. Due to your hard work and generous contributions, we continue to make great progress and positively impact sailing; we have much to be proud of. As I shared with the team and Bruce at our holiday party, changing a sport and evolving a culture

that has been developed over centuries is hard. At every turn, we may encounter a foul current, and there are a lot of forces and energies looking over the transom, but we must keep our eyes on the horizon. We must translate the sport for the newer, younger generations. And everyone can be a part of this, whether they are 8 or 80 years of age. The DNA of sailing is what we need to ensure is transferred to new sailors. We have to embrace the context of the 21st century with all its time challenges, digital alternatives and competing activities; if we can do that, sailing will prosper. We have built a great platform for the organization, we have a very talented and committed staff and team of volunteers and passionate members; we will succeed.

We look forward to seeing everyone at the Sailing Leadership Forum next week!

Cheers,

Jack and the US Sailing Staff

Department Updates/Statistics – January 2018

Director of Finance – Donna Kane

The numbers being presented in the financial report are draft year-end numbers; there will be some adjustments, but I do not expect them to make a major difference. Overall, there is a \$480,549 draft deficit at the end of December against a budgeted deficit of \$1,332,765 for a positive variance of \$852,216. Revenue is a head of budget by \$1,176,354 and expenses are \$324,136 under budget. At year-end, we are \$2,142,444 behind the prior year; please note without pledges we are \$1,394,070 ahead of the prior year.

	12/31/17 Draft YTD	2017 YTD Budget	2017 Budget Variance	2016 Actual	2017 Versus 2016
Revenue					
Membership	2,053,991	2,102,567	(48,575)	1,989,039	64,952
Public Support	1,774,175	1,827,000	(52,825)	4,013,826	(2,239,651)
Sponsorship	1,407,092	1,335,750	71,342	2,052,725	(645,633)
Program Revenue	1,894,202	1,766,529	127,673	1,767,747	126,455
USOC	841,614	862,673	(21,059)	1,075,400	(233,786)
Investment	384,177	99,500	284,677	114,379	269,798
Grants	616,512	66,381	550,131	270,454	346,058
Sales	631,504	657,618	(26,114)	630,810	694
Misc. Income	464,864	173,761	291,104	32,413	432,451
Total Revenue	10,068,131	8,891,779	1,176,354	11,946,793	(1,878,662)

Expenses					
Salary & Benefits	4,211,117	4,053,263	(157,854)	3,911,170	299,947
Operating Expenses	6,043,763	5,904,428	(139,335)	6,218,659	(174,896)
Cost of Goods Sold	293,800	266,852	(26,947)	155,069	138,731
Total Expenses	10,548,680	10,224,543	(324,136)	10,284,898	263,782
Surplus/Deficit	(480,549)	(1,332,764)	852,215	1,661,895	(2,142,444)
2016 contains pledges of \$3,945,264 and 2017 contains pledges of \$408,750					
Surplus/ Deficit without Pledges	(889,299)			(2,283,369)	1,394,070

Variance Analysis

Explanations of major variances are below.

Revenue

Overall membership revenue ended the year \$49K below budget and \$65K ahead of the prior year. In January 2017, membership rates were changed, and the revenue was budgeted at the new higher rate. On the cash basis revenue is recognized when it comes in but on the accrual basis the membership revenue is spread across twelve months, it will not be until January 2018 that all the membership revenue will be at the new rates.

Public support ended the year \$52K ahead of budget; without the 2016 pledges we are \$43K ahead of the prior year.

Sponsorship consists of cash in the door and VIK. We ended the year under budget (\$6K) in cash sponsorships. The VIK is booked as we use it; we ended the year behind budget (\$22K). The unbudgeted Olympic program VIK for coaching of \$100K is offset by the Coaching VIK expense.

Program revenue ended the year \$128K ahead of budget in: New Certificates (\$34K), Registration Fees (\$115K), and Application Fees (\$31K). The following were under budget most of the fiscal year and finished the year under budget: Sail Numbers (\$23K), Fees (\$27K), Charter Fees (\$5K), and Revalidation (\$28K).

The year ended with a positive variance of \$284K is in investment earnings. Revenue from investments was budgeted very conservatively at \$99K for the year. Grants ended the year with a positive variance of

\$550K. The Coast Guard of \$363K was not budgeted; \$79K of this is from the prior year deferred revenue. There is a \$250K grant that was funneled through the USOC for the Olympic department.

Combined sales ended the year \$26K under budget. The unbudgeted sales of boats in miscellaneous income put the category over budget. Revenue from the Foundation has been recognized at \$218K over budget to cover the costs of the development department and donor designated transfers.

Expenses

Overall salaries and benefits are \$158K above budget contributed to payroll accruals and temporary services which is at \$71K, we have used temporary employees to fill some open positions until permanent staff were hired. There are variances in each department with the moving of staff to different departments.

Operating expenses are \$158K above budget.

The largest year-end positive variances are: Non-Staff Travel was budgeted at IRS rates and the actual travel came in much lower (\$303K) and Charter Fees (\$121K) the purchase of boats reduced the need to charter boats. The largest year-end negative variances are registration Fees (\$174K) which is partially offset by the positive variance of \$152K in Registration Revenue, Other expenses which is partially accrued bonuses, and Consulting Fees (\$255K) of which \$200K is in the Coast Guard grant that was unbudgeted and offset by grant revenue with the remainder of the variance the Strategic Planning process, the new website, and database.

Director of Development – Georgia McDonald

The Smarter, Safer, Faster, Stronger year-end appeal launched in November and was comprised of a newsletter awareness mailing followed by the appeal packages and a series of emails, telephone solicitation and a postcard mailing.

Total Donations: \$146,800

No. of Gifts: 891

Average Gift: \$165

The Foundation staff assisted the Olympic Sailing Program fundraising team with a solicitation to the parents of ODP Sailors that was mailed in mid-December and yielded \$6,000 in support for the Team.

The Blackbaud fundraising CRM Solution made this year's appeal a more streamlined process, with the ability to batch upload donations, import donations from online forms and produce acknowledgements tailored to each person's individual gift amount and designation. As a result, acknowledgements were completed within 3 days of gift receipt; leaving time to make telephone thank you calls to all donors of \$250+.

Membership – Lauren Cotta

The active number of members in 2017 closed out -1.5% behind 2016. Following Customer Connect it was a year of transition for how we approached our membership acquisition and retention efforts - from a centralized membership department to a matrix model. In 2018 the formula for member growth will use focus and consistency to achieve our goals. We'll build upon the successful model Marcy and member engagement created with organizational members. They redesigned the value proposition and streamlined the membership product. Organizational renewals are 3.8% of last year to date with 11 patron members compared to one in the past. The marketing department drove monthly membership campaigns bringing new and lapsed members back into the fold. The campaigns harnessed with great incentives and high visibility through Facebook advertising resulted in a 40% growth compared to memberships purchased from campaigns in 2016. Please review the December 2017 Membership Statistics for more detail.

Chief Technology Officer – Mike Waters

Implementation of Virus Certification: In a world of spam and spoof, US Sailing is doing our part in defending by not opening and responding to suspicious emails. A functional ID VIRUSCERTIFICATION where everyone can send questionable emails for review. No tickets, no questions, just action with the note returned as safe or trashed. This is saving the IT team and staff measurable time for this small step.

Short-List Membership System: Membership system is on fast track for decision. Needs, wants and desires vetted with staff and extended users US Sailing supports. Negotiating pricing and terms. Preparing for the inevitable overlap between current and future systems. Targeting Q1 decisions and rollout in Q4.

Successful IT/AV Support of World Sailing Event in Miami: Supported 100 officials and coaches. Provided Wi-Fi for 1000 sailors, officials and staff. Managed in the moment requests for printer and system adds, changes and modification over the 7-day event. Backbone of our ability to provide network was in partnership with the City of Miami and the Harbormaster at Dinner Key Marina. US Sailing assisted the marina in getting their hurricane ravaged Wi-Fi up and running in exchange for being able to the same for the US Sailing sponsored event. Great partnership.

Youth Director – John Pearce

	YTD	2017 Goal	# to meet goal	% complete	2016 Total	2015 Total
SMALLBOAT						
<i>Sailing Counselor</i>						
Courses held	17	25	8	68%	23	26
Course attendees	137	250	113	55%	197	222
<i>Level 1 Instructor</i>						
Courses held	139	136	-3	102%	144	135
Course attendees	1562	1496	-66	104%	1580	1464
<i>Level 2 Instructor</i>						
Courses held	23	18	-5	128%	13	17
Course attendees	232	198	-34	117%	154	185
<i>Level 3 Coach</i>						
Courses held	5	8	3	63%	5	8
Course attendees	40	80	40	63%	34	59
KEELBOAT						
<i>Instructor Courses (all levels)</i>						
Courses held	26	35	9	74%	31	
Course attendees	131	166	35	79%	154	
<i>Basic Keelboat courses</i>						
Certifications issued	2788	3500	712	80%	3163	
<i>Basic Cruising courses</i>						
Certifications Issued	1176	1200	24	98%	1146	
<i>Bareboat Cruising courses</i>						
Certifications Issued	804	875	71	92%	858	
IPCs Issued	164	130	-34	126%	170	
POWERBOAT						
<i>Instructor Courses</i>						
Courses held	12	15	3	80%	9	13
Course attendees	75	70	-5	107%	74	68
<i>Safe Powerboat Handling</i>						
Certifications Issued	1315	2100	785	63%	1758	
REACH						
<i>Instructor Courses</i>						
Courses held	12	23	11	52%	21	16
Certificates issued	95	248	153	38%	175	189
<i>Reach IT Course</i>						
Courses held	0	1	1	0%	1	1
Certificates issued	0	8	8	0%	6	8
ADAPTIVE						
<i>Instructor Courses</i>						
Courses held	3	3	0	100%	4	0
Certificates issued	11	36	25	31%	36	0

Race Administration Director – Matthew Hill

Race Administration continues to spend most of our time on the recruitment, training and support of race officials. As the seminar figures indicate, the number of seminars were almost identical, although overall attendance was down slightly in 2017 over 2016. We are developing a marketing campaign to increase awareness of race official training, particularly in areas where our coverage is thin.

The Race Administration group at National Faculty developed the framework for an instructor training program in October, which we are now fleshing out. This program will focus on giving the instructor corps the tools they need to deliver the highest quality training to all our race official candidates. We have also instituted a nominal instructor stipend, which we hope to increase in the future, to recognize the considerable time and effort our volunteer instructors contribute.

Many of the leaders in our race admin world live by our mantra: “We are here for the sailors.” This idea has gained increased acceptance over the last decade, and we strive to make service to sailors the purpose of our efforts in every way, supporting our twin strategic goals of ensuring a full spectrum of sailing activities, from participation to administration, and making volunteering more mutually beneficial and rewarding for all involved.

Appeals

Year	Association Appeals	National Appeals
2017	26 (including 7 requests for redress)	14 (including 5 requests for interpretation)
2016	39 (including 5 requests for redress)	18 (including 3 requests for interpretation)

Seminars and Participants

	One Day Race Management Seminars		Advanced Race Management Seminars	
2016	37 seminars	673 students	9 seminars	167 students
2017	39 seminars	597 students	9 seminars	138 students
	Club Judge Seminars		Advanced Judge Seminars	
2016	11 seminars	100 students	9 seminars	97 students
2017	14 seminars	157 students	6 seminars	79 students
	Continuing Ed: Judge Roundtables			
2016	5 roundtables	81 students		
2017	7 roundtables	84 students		
	One Day Umpire Seminar		Advanced Umpire Seminar (for recerts only)	
2016	2 seminars	32 students	1 seminar	6 students
2017	4 seminars	51 students	0 seminars	0 students

World Sailing International Official Seminars			
2016	2 (IRO & IM)	27 students	
2017	1 (IJ)	10 students	

Year	Total Seminars	Total Students
2016	76	1183
2017	80	1098

Race Official Certifications

Certification Name	2016	2017
Classifier	3	3
Judge-in-Training	42	39
Club Judge	89	70
(Regional) Judge	92	91
National Judge	130	130
International Judge	31	20
Judge Instructor - Basic	48	39
Judge Instructor - Advanced	18	16
Club Race Officer	565	578
Regional Race Officer	113	110
National Race Officer	38	37
International Race Officer	13	13
Race Management Instructor - Basic	43	37
Race Management Instructor - Advanced	19	21
International Measurer	8	5
Regional Umpire	14	12
National Umpire	55	57
International Umpire	23	23
Umpire Assessors & Instructors	19	18
Total	1363	1,319

Offshore Director – Nathan Titcomb

Sails Measurers Trained in 2017 = 80

Number of Boats / Rating Rule

	ORC	ORR	IRC	Total
2016	123	726	175	1024
2017	164	633	173	970

Number of Users Signed into the UCS

2016	452
2017	755

Chief Marketing Officer – Dan Cooney

Our goal at US Sailing is to empower those who power the sport through knowledge-share and resources. To succeed, we must win the battle for attention in a noisy marketplace. A critical tool to win that battle is Facebook. In 2017, Facebook users consumed 272,000 minutes of US Sailing video content – this consumption was up 1,410% over 2016. Our total annual reach for FB content was 3.3 million. Add up all the unique daily consumers of our content over a year and it equals 3.3 million -- notably almost 2 million from June 30 through December 31, 2017.

We used the FB “arrow” to drive awareness of our programs in an 11-part “This is What We Do” video series. We utilized FB to drive registrations to Sailing Leadership Forum with editorial and advertorial post promotions. We used FB Live video to create excitement and provide coverage for our Championships, and we used FB ads as an integral part of membership join/renew campaigns.

We redesigned all our email marketing newsletters and landing pages, including e-USSailing and The Quarterdeck – now featuring a modern, clean aesthetic using Adobe Spark products.

We recreated the US Sailing Blog featuring posts from Bruce Burton, Anna Tunnicliffe Tobias and Dave Perry among other leaders of the sport.

We also utilized our Instagram and Snapchat capabilities by adding local geo-filters for events such as College Nationals and Junior Olympics.

The new website will present a clean, modern presentation with effective navigation for users. This is a big undertaking, but a necessary one. Our graphic design continues to be an area of significant strength. The new team logo was created in-house, as was the new building signage. Dozens of projects are made stronger by our in-house graphic designer.

Marketing Director – Josh Toso

Facebook 2017

- Followers = 60,785
- Followers Gained = 3379
- Likes = 62,711
- Total Reach = 3,357,284 (people who have seen content associated with page)

- Top Facebook Post
 - Back to School with Reach-STEM (Waterlust video)
 - 107,200 reaches
- Total Time of Video Consumed
 - 272,000 minutes / 4,533 hours / 12.5 hours per day
 - This is up 1,410% over 2016
- Advertising Results
 - Ads = 65
 - Impressions = 945,273
- Top Age Demographic
 - 45 to 54
 - 23% of total audience
- Gender Demographic
 - Male = 70%
 - Female = 30%
- Geography of Followers (Top 5): New York City, Chicago, Boston, San Diego and Los Angeles

Twitter 2017

- Followers = 28,900
- Followers Gained = 2,138
- Tweet Impressions = 1.17 million
- Mentions = 838
- Top Tweet Watch @Livestream
 - coverage of @collegesailing Nationals
 - 7,058 impressions
- Top Media Tweet
 - Youth Champs coverage
 - 3,363 impressions
- Top Age Demographic
 - 25 to 34
 - 34% of total audience
- Gender Demographic
 - Male = 60%
 - Female = 40%
- Geography of Followers (Top 5): California, England, Florida, New York and Massachusetts

Instagram 2017

- Followers = 24,100
- Followers Gained = 5,141
- Overall Impressions = 1.1 million
- Average Impressions per Picture Posted = 10,000
- Average Views per Instagram Story Post = 3,000

- Average Story Posts per Day during events = 5
- Average Story Impressions per Day During Events = 15,000
- Top Age Demographic = 25 - 34
- Gender Demographic
 - Male = 65%
 - Female = 35%

Snapchat

- 2017 Overall US Sailing Filter Impressions = 255,000
- 2017 College Nationals Story Impressions = 18,000
- 2017 High School Nationals Story Impressions = 13,000



US Sailing Strategy

US Sailing 2017 Strategic Planning Project - **DRAFT**

Values

Our Core Values are the foundation for who we are and what we believe. They are the pillars that guide the way we act.

- *Respect*: for our colleagues and volunteers and their work
- *Integrity*: the foundation upon which we operate (*e.g., sportsmanship & fair play*)
- *Excellence*: In the service of our members and the quality of our programs
- *Collective Success*: win-win solutions, collaboration
- *Clarity and Transparency*: to all our stakeholders
- *Sustainability*: embrace sustainability strategies and practices

Mission

To increase participation and excellence in sailing through education, competition and equal opportunity, while upholding the principles of fair play, sportsmanship, and safety.

Vision

Sailing has transformed into a rapidly growing sport in the US, driven by innovations in access and education, and inspired by American success in international competition. The diverse sailing community is aligned around common goals for the sport. The connection, cooperation and synergy between all stakeholders and US Sailing is delivering experiences that excite and exceed the expectations of participants and stimulating new interest and involvement in the sport. Sailing has been embraced by the public as being cool, inclusive and accessible.

Sailors have a clear understanding of our role and the impact we have on improving their sailing experience. Organizations are using the results of our innovation to enhance the experiences of their members. Our volunteers play an integral and fulfilling role in our success as an organization.

Strategy Components

These 5 components of strategy are designed to help US Sailing accomplish its vision of the future. They are not listed in any order or sequence but provide a framework for identifying how US Sailing will focus its resources during pursuit of its mission and vision.

To accomplish our vision, we will...

- Establish a deliberate pathway for life-long (sailor) opportunities and development.
- Ensure sailors have access to a full spectrum of organized sailing activities – from “all about fun” to “all about competition” and from participation to administration.”
- Regionalize and localize US Sailing presence and support.
- Make volunteering with US Sailing Association more mutually beneficial and rewarding for all involved.
- Establish and sustain a reputation for American success at the highest levels of sailing.

A. Establish a deliberate pathway for life-long (sailing) opportunities and development. Every sailor, from youth to adult, beginner to expert, knows what stage they are in, their options which lie ahead and understand how to take their development to the next level. This requires a clear and coordinated development approach that:

- Gets youth engaged, developing and sustaining interest in sailing.
- Has multiple entry and re-entry points, guiding people through the full life cycle of their development as sailors.
- Leverages existing access points to sailing, making them easy for people at any stage of development to use for entering or re-entering sailing.
- Creates and personalizes connection points on and off the water that enable sailors of all levels and interests to engage or re-engage with others in sailing, anywhere and at anytime.

Rationale

- Life-Long Sailor Development is a backbone for much of what we do – a coordination framework and approach that holds together all the individual learning and development activities across the spectrum* of what we do to teach, train and experience sailing.
- Life gets busy and people get distracted from sailing. This approach allows them to lapse in their attention and re-enter sailing with clarity and confidence. As a result, we will keep people longer through their life, as we add new people to the mix.
- Existing access points are those that already exists rather than need to be created from scratch. We can use access points we know of, or someone could make it available to us one they have already established.

Note: “Spectrum” means level of skill, age, etc.

B. Ensure sailors have access to a full spectrum of organized sailing activities – from “all about fun” to “all about competition” and from participation to administration. Whatever their level or kind of interest, sailors can participate in sailing in ways that work best for them. They have easy access to the kind of activities they prefer, from simple solo enjoyment to sharing time with family and friends to joining competitive teams. This means developing and promoting a full range of sailing activities, from grassroots movements that engage large numbers to focused activities that channel the interests of specialized groups, in particular:

- Broadening the concept of sailing beyond the traditional thoughts and formats of racing.
- Re-envisioning and re-making the culture of race administration (race management, judging and umpiring) into a stimulus for broadening involvement in sailing.
- Supporting grassroots efforts for engagement (families, kids, fun, etc.).

Rationale

- People’s interest in sailing varies and will change. We need to capture these wide-ranging needs and interests, and grow sailing involvement as a result.
- We need to capture interest in sailing early and sustain involvement over time. Having access to a variety of activities increases the likelihood that more people will get involved in sailing. Establishing organizational cultures that support and stimulate involvement will help ensure people stay engaged over time. You can have the most talented people wanting to be involved, but if the culture is not inviting and supportive, they are not likely to play.

- Focusing on the full spectrum of activity allows for the greatest chance of engaging the largest number of people.
- Grassroots initiatives are essential to engaging the full spectrum of people in sailing. Having a full spectrum of activities also increases the impact of grassroots initiatives.

C. Regionalize and localize US Sailing presence and support. US Sailing has an established consistent presence at the regional and local level, providing visible support to the local sailor. Staff and volunteers serve together with regional and local organizations to effectively identify and serve the local needs of sailing communities. This requires:

- Localizing and personalizing the face of US Sailing
 - Finding and strengthening leadership in the local community
- Integrating US Sailing Staff and US Sailing Volunteers
- Having the option of back-office support services – a one-stop shop for the sailing community, local sailing organizations and other constituent groups such as professional groups; school sailors; college after-grads.

Rationale

- People want to know they are supported. If they feel distance or perceive a lack of support, they will distance themselves.
- Using a distributed approach to serving the marketplace will enable US Sailing to better understand the local needs and interests of sailors and sailing organizations and create/mobilize more targeted support of those needs and interests.
- US Sailing can develop better relationships within the marketplace, putting US Sailing on the “front porch” of sailors – at home with the sailing community it serves.

D) Make volunteering with US Sailing Association more mutually beneficial and rewarding for all involved. Volunteers are central to US Sailing’s operation as an organization. We have a culture of stewardship in both directions, where volunteers have an evermore fulfilling and rewarding experience as a volunteer, and US Sailing benefits increasingly from their time, energy, commitment and expertise. Achieving this requires:

- Growing our volunteer base in number, quality and contribution.
- Maximizing the value and benefit volunteers receive as a results of their contributions, while increasing the power and impact of their contributions.
- Enabling US Sailing Association Volunteers (committee members and chairs, board members, national faculty members and race officials) to work more effectively with local support volunteers to meet the needs and interests of sailors.

Rationale

- A productive relationship with a volunteer must go both ways!
- When they grow, we grow. If we can stimulate the desire to volunteer and remain as a volunteer over time, they receive more from their relationship with us, and we can receive more from our investment in them as a volunteer.

E. Establish and sustain a reputation for American success at the highest levels of sailing. This strategy highlights inspirational sailing and service to the sport, from stories of individuals overcoming impossible odds in our local communities, to the highest level teams we field for the Olympics as the National Governing Body of Sailing, to the unique individuals in leadership positions who provide the highest levels of contribution in service to the sport. Successful athletes, sailors, officials and other individuals alike performing at this level can become role models and leaders for all generations, inspiring greatness and a national winning spirit. To enable this US Sailing must:

- Build a transformative system that methodically attracts, develops and retains top sailing talent who can compete at national and international levels.
 - embed learnings into the pathway for life-long (sailor) opportunities and development approach.
- Use success at all levels of sailing to stimulate new levels of interest and participation in sailing, all along the continuum from fun social sailing to intense competition, and from local grassroots activities to international events on the world stage.
- Recognize and judiciously target those most likely to be inspired by different examples of success at the highest levels of sailing.

Rationale

- US Sailing is the national governing body for sailing. Fielding the best possible Olympic Teams is a fundamental part of our mission.
- Sailing achievements of all kinds have the power to inspire a wide range of people to engage, re-engage or broaden their involvement in sailing.

These topics are fundamental to all components and will be included in how we implement the strategy.

- Diversifying sailing participation (sailing is for everyone).
- Communicating consistent, exciting and appealing sailing brand messages when interacting with the community – at all touch