

## 2019 Q3 ASSOCIATION REPORT (JULY - SEPTEMBER)



Jack Gierhart, Chief Executive Officer  
Donna Kane, Chief Financial Officer  
Lauren Cotta, Director of Operations  
Georgia McDonald, USSF Managing Director  
Peter Glass, Chief Marketing Officer  
Matt Hill, Race Administration Director  
Meredith Brody, Olympic Director  
Justin Sterk, Compliance Manager  
Mike Waters, Chief Technology Officer  
Nathan Titcomb, Offshore Director  
Stu Gilfillen, Director of Education  
Betsy Alison, Adult Director  
John Pearce, Youth Director



## 2019 Objectives

### Financial Metrics Based on September 2019 Financial Statements and Membership Report

Goal	Comments	Status
<b>Financial Metrics</b>		
Cash Flow: \$118,000	\$971,397 vs. budget of \$243,836	Yellow
Membership: 46,000 Retention: 68%	43,979 (9/19) vs. 45,421 (9/18) Retention – 66.7%	Red Yellow
Fundraising: \$1,420,000 cash Olympics - \$833,000 USS - \$587,000	\$ 1,139,126 vs. \$1,043,123 budget OLY - \$ 756,671 vs. \$ 714,500 budget USS - \$ 373,455 vs. \$328,623 budget	Yellow
New Sponsorship: \$400,000	\$166,700 new revenue across six partnerships/ \$600K Olympics (Kilroy) 6+ and royalties. Working on year-end 2019 royalty projections with partners. Ongoing dialogue for 2020 renewals and new partnerships.	Yellow
<b>1. Create opportunities for life-long participation</b>		
Implement Skill Up: Launch app; adopted by 20 LSOs	Successful Early Adopter program with 13 LSOs is complete. Planning for full youth adoption in 2020, plus limited testing with Adult Learn to Sail. Work remains to be done to improve management and business model.	Green
Launch Siebel Sailors: Two centers activated; three others selected	Siebel Coaches, boats, and partnerships are in place in DC/Baltimore, Chicago, and San Francisco, with sailor recruitment underway and full programming coming in the Spring of 2020. Application deadline for two additional regions, to be launched in early 2020, was October 15th.	Green
<b>2. Provide a broad spectrum of activities</b>		
Product Development: S@S; Teaching and Coaching Fundamentals Online (TCFO); Race Management; Measurers	Teaching and Coaching Fundamentals Online; <i>Bareboat Cruising</i> ; Video shoot for S@S Online Modules 11-15; RC Fundamentals betas; <i>Sailing Drills Made Easy</i> ; <i>Reach Educator Guide Middle School Modules 11-17</i> .  <b>In Progress:</b> <i>Passage Making</i> ; National Coaching Symposium and Women's Coaching Clinic planning; Siebel Coaching program; National Faculty planning; Rulebook updates and app; Measurer's training program, Update to <i>Start Powerboating Right</i> ; Development of S@S Online Modules 11-15.	Green
National Handicap; Portsmouth YS	The Rating Rule RFP stalled before the Offshore Committee, hope to readdress this fall/winter for implementation in 2020.	Red Yellow

<b>3. Regionalize</b>		
<b>Eight Regional Symposiums; SLF Plan</b>	Four Regional Symposiums offered in Q3 and Q4, for a total of eight symposiums in 2019.	<b>Green</b>
<b>Est. USST/ODP Regional Training Centers and Partners</b>	<ul style="list-style-type: none"> <li>- Triple Crown Series at Oakcliff success</li> <li>- Working on lease with the US Sailing Center Miami</li> <li>- Meeting with the FAST Team in San Francisco scheduled for mid-October</li> <li>- Active conversations with Long Beach, San Francisco and San Diego for West Coast regatta series (Summer 2020)</li> </ul>	<b>Green</b>
<b>4. Volunteering – easy, rewarding, beneficial</b>		
<b>Volunteer Connect</b>	SAC elections are complete and we have a newly reformed Sailor Athlete Council. Clerc Cooper led the first meeting on October 7th. At the meeting, the SAC voted to nominate Briana Provancha as the sailor-athlete elected to the Board of Directors. Her name will be submitted to the registered sailor athletes for a vote and confirmation.	<b>Yellow Green</b>
<b>Enhance Race Admin: uniformity, quality, participation</b>	<p>The Race Administration, Judges, Race Officers and Judges Committees have discussed policy and procedural changes that will clarify decision making and make the pathway to certification more consistent and transparent to members.</p> <p>The Race Officials background check policy was approved by both the Legal Committee and the Race Administration Committee and submitted to the Board of Directors for approval at October meeting.</p>	<b>Yellow Green</b>
<b>SafeSport and Background Check Implementation</b>	<ul style="list-style-type: none"> <li>- USOPC Audit completed July 2019</li> <li>- SafeSport Audit scheduled for December 5, 2019</li> <li>- Develop SafeSport Recognized Club Program</li> <li>- US Sailing SafeSport webpage update/redesign</li> <li>- Develop SafeSport packet of educational materials available to member clubs</li> </ul>	<b>Yellow</b>
<b>5. American Success</b>		
<b>ODP and USST Performance:</b> <b>ODP</b> - 2 golds + 4 top 10s at Youth Worlds <b>USST</b> - 7 medals (Pan Ams) + 7 top 10s in Japan	<ul style="list-style-type: none"> <li>- Laser Worlds: 11th, Charlie Buckingham</li> <li>- Radial Worlds: 9th, Charlotte Rose</li> <li>- 470 Worlds: 18, McNay/Hughes; 30th, Brugmans</li> <li>- Pan American Games: 7 medals</li> <li>- Olympic Test Event: 3 top 10s</li> <li>- Hempel World Cup Series Enoshima: 3 top 10s</li> </ul>	<b>Yellow</b>
<b>Communications:</b> Executing comm plan and increasing exposure	<ul style="list-style-type: none"> <li>- SafeSport: Updating website and communications in Q3 for launch in Q4</li> <li>- Covered PAG, Test Event and WC USST events</li> <li>- Partnership press announcement for Zodiac and social coverage for Sperry</li> <li>- Video development/distribution for Kilroy</li> <li>- Coverage of National Championships</li> <li>- Started weekly USST update to <i>The Medalist</i> list</li> <li>- Grew over 5,000 new followers on social media</li> </ul>	<b>Yellow</b>

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## *CEO Summary – Jack Gierhart*

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As Q3 closes, financially we are on budget; however, we are focused on analyzing and planning for potential soft areas in our budget and performance. We are developing a direct outreach campaign (phone) to bolster membership numbers in the month of October and November. We are also looking at what programs can be further promoted in Q4 to expand business—Safety at Sea and smallboat courses are a couple of areas—and finally focusing on expanding the annual appeal and other fundraising activities to help us hit our development budget. On top of working to achieve our 2019 objectives, Q4 is the season of travel, meetings and events, so many staff are on the road.

We continue to develop our 2020 plan and budget. The departments have finalized their plans and objectives and are now developing the first round of budget figures. We will have a draft for the Board meeting in November.

With a quarterly report this month, each department is reporting on activities and progress, so my report will be brief. A few highlights:

The search for a new Foundation Chair is close to complete. We have identified a finalist who is excited to be considered for the position and brings a wealth of experience, connections and disciplined ideas to the position. He will be joining us in Chicago at the November Foundation and Board meetings and presenting his vision and approach for a successful and sustainable fundraising organization. More details will be provided in advance of our meetings. I would like to thank Jeff Neuberth and the search team of Brian Keane, David Loring, Gary Jobson and Rich Jepsen for their input and support during the process. Cory and Bruce have also been involved and very helpful.

The Olympic Department is settling and operating efficiently. Meredith, Luther and Leandro are aligned and working extremely well as a team. We are also excited to welcome Sally Barkow to the staff team as an Olympic Coach and Performance Manager. She will be working with the Nacra teams, as well as supporting Luther to engage all coaches in setting objectives and systematically tracking athlete progress against key performance indicators. She will also be the conduit between athletes and coaches, and the IR&D team, and track progress of priority projects to ensure they meet timelines and deliverables. Greg has agreed to stay on a little longer and is working on the first phase of the Olympic Offshore program, information for which should be live on the website by our Board call. Finally, Greg and Meredith have done a great job working on our lease agreement with the US Sailing Center in Miami that will provide our athletes with the valuable facilities and water access they need to train.

This past week the Olympic staff—Meredith, Luther and Leandro—along with myself, Peter Glass and Brittney Manning spent time in San Francisco participating in a Kilroy Realty Media day with the Sailing Team Athletes. It was a productive event that provided us the opportunity to engage with a large collection of journalists and spend time with our partner, Kilroy Realty. There is a very positive and strong synergy between Kilroy and the Team. We also held several meetings with key stakeholders to discuss the Olympic leadership transition and US Sailing's and the Team's continued commitment to the Bay Area. There was concern locally, and we worked to address it directly and explained our plans and priorities going forward. Our team did a great job engaging this group and listening to their input and questions.

On Sunday, October 20th Tom and Stacey Siebel will be hosting a launch event for the Siebel Sailors Program on Treasure Island for local leaders, media and supporters. US Sailing will follow the launch party with a reception at the St. Francis Yacht Club to provide further opportunity to talk with the sailing community about the program and how to get involved. The Bay Area sailing community is excited about this project and welcoming it to the region.

The World Sailing Annual conference begins later this month and US Sailing will be present with an active delegation to engage around governance reform, event scheduling, Olympic equipment selection and other topics. Also, it was announced yesterday that Andy Hunt, the current CEO, will be departing the organization at the end of the year. It should be an interesting conference.

The professional sailors' association project continues to move forward. We have completed the second round of interviews and concept validation. We continue to gain productive feedback and very positive responses to the idea. We are now moving into the planning phase and developing a road map for designing, developing and launching an association.

Matt has been working with the Race Administration community and leadership to address the pending background check policy. They have been providing feedback on the screening and oversight process, as well as the financial implications. We are presenting a recommendation to the board to slightly increase organizational dues to cover the costs of background checks and the SafeSport program, both of which they directly benefit from.

Internally, we are making some changes to improve employee benefits. After six months of review, we have decided to move the employee 403(b) program to Vanguard from Mass Mutual. We are saving US Sailing and account holders a significant amount in expenses and moving to a more robust and customer-focused platform and organization. Our healthcare renewal is also coming up on November 1st. Across the board, premiums are increasing by 12-15% for the same plan. We have worked hard to refine deductibles and other elements to keep the increases to approximately 5% while maintaining the same level of benefits for staff.

Enjoy further, detailed department updates from the directors and staff in the following pages.

We hope you are enjoying the fall, having fun, and engaging with our members and collecting input on what we can be doing better. Thanks to many of you who attended events around the country during the past season. Many of our Sailing Team Athletes are heading to New Zealand and Australia shortly to compete in key world championships. Stay tuned for further information, news, stories and ways to follow their racing. As always, thanks to our Board members, volunteers and my team for your contributions and commitment to our sport.

Cheers,

Jack and the US Sailing Staff

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## ***Membership – Lauren Cotta***

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Over the summer we continued the *Sail with US* campaign and started planning for fall initiatives. Two initiatives that have just launched are the *SailGreen MVP* program and our support of the Leukemia Cup Regattas. The *SailGreen MVP* campaign is targeted to organizations to promote membership. When they achieve signing on 50 brand new members to join through their program, we will send a water filtration system. All other members who renew will be sent a sustainable cup. The Leukemia Cup partnership was also announced this week at the Annapolis Boat Show. US Sailing will donate \$10 to the Leukemia & Lymphoma Society (LLS) for every Leukemia Cup Regatta participant who joins or renews. This donation helps drive membership and aligns with the LLS goal of supporting regatta participants fundraising efforts.

One area that we continue to look into and adjust our tactics around is renewals. Long-standing members are not renewing their membership. Deb has been calling and emailing a subset of these 25+ year members. From those efforts she was able to convince half of the expired members to renew (this was a test group of about 50 people). This example, on a small scale, sparked an initiative we'll be tackling across the entire organization in October to reach out to members who lapsed in August (to begin with) to renew. The personal phone call and follow-up email goes a long way to make a member feel heard and part of our community.

To help retain members going forward, we're enhancing our communications. In September we started sending member anniversary emails. The email is customized to thank members for 5, 10, 15, 20 and 25+ years of membership. We're hoping that these efforts (personalized emails and calls) will help to start turning our renewal rates back in a positive direction. The acquisition numbers continue to hold strong with successful programs that draw in members through the value of Skill Up and Safety at Sea. Contributing memberships continue to move in a positive direction as well.

We continue to increase the tangible value of membership with the onboarding of the Zodiac as a member benefit for individuals and organizations. US Sailing members receive an unbeatable 12% discount on Zodiac purchases through a manufacturer's rebate. Zodiac will also provide an additional 5% rebate in flash sales throughout the year. Organizational members will receive a 15% discount on Zodiac purchases through a manufacturer's rebate.

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## ***Director of Operations - Lauren Cotta***

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In Q3 there were a few projects of note in Operations. Our top priority was the digital member card, Jet Mail inventory transition, and planning for 2020.

The digital member card development and rollout for Phase One was completed. In July we did a soft launch of the card with a full rollout in August. Now, all new and renewing members receive a digital member card in lieu of a snail mailed paper card. All members have the option to request a paper card and Deb diligently follows up. The feedback Deb has received on the digital card has been positive. In Q4 we'll complete Phase Two with the addition of, when applicable, the member's certification(s) listed on the front of the card. We're planning to leverage additional capabilities of the digital member card to engage members in 2020.

Rachel led a successful transition of operations and inventory from Allied to Jet Mail. Over the last few years, Mike developed a strong relationship with this new vendor. In 2019 Jet Mail worked with the USSF and the Education Department and awarded multiple print orders throughout the year. These relationships paved

the way for our store and fulfillment operations to be consolidated to Jet Mail. Rachel worked with Mike, Andrew, Peri, Pat, Andi, Accounting, our external stakeholders and others to lead an incredible effort of transitioning operations from one warehouse to another. This is part of the behind-the-scenes work that prepares us for success in delivering a great customer experience. As of October 1st, the transition was complete. We now get to look ahead to 2020 with everyone on the same page and start to analyze the improvements we can make and the additional benefits to be realized from this new partnership.

We've taken a different approach to planning for next year. Each Director was provided the high-level objectives for 2020 and a planning template. The departments prepared their plans and then presented to the eTeam. Each plan identified objectives, plan overview, marketing initiatives, metrics and new initiatives. Katie Alley compiled the departments' key objectives into one document and the eTeam provided feedback to the Directors. This approach will help create transparency in the work each department is performing, allocate resources, and help track our monthly metrics. Creating this alignment will not happen overnight, but it's already influencing how we're working together in 2019 to accomplish our goals.

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## ***USSF Managing Director - Georgia McDonald***

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### **Fundraising Results YTD**

- US Sailing *Cash In* through 9/30/19: \$373,455 vs. Annual Goal of \$587,000.
- The US Sailing Foundation is preparing for the year-end giving season.

### **Year-End Appeal Target Audiences**

Existing Donors    Acquisition List    VIP Engagement    Women in Sailing Leadership Followup    Olympic Donors

### **Major Gifts**

We're preparing to launch a long-term initiative that leverages the visibility and impact of the Siebel Sailors Program to generate targeted support for US Sailing programs that provide access to and foster inclusion through Community Sailing.

- To position the initiative for success, we're collecting feedback from donors and other nonprofits, including NGBs, who have launched similar initiatives. The most advantageous campaign structure as well as ask amounts and messaging are under evaluation.
- The October 20th Siebel Sailors Program launch event and post-event reception for supporters at the St. Francis Yacht Club is the first official opportunity to introduce the initiative to the sailing community.

Our Olympic fundraising team aims to center upcoming actions around the following axis:

- Increased regional efforts to energize the Medalist and Legend Donor Circles which are the core supporters of the Olympic programs.
- Launch a yearly institutional appeal to cover the business operations and impact report to engage our donor in a long-term Olympic vision rather than a Game-to-Game quad horizon.
- Create and promote a class platform appeal for designated mega-donors.
- Pursue the Bottom of the Pyramid Drip Appeal (recurrent thematic message with buildup asks) as the momentum grows with the 2020 Olympic Games.

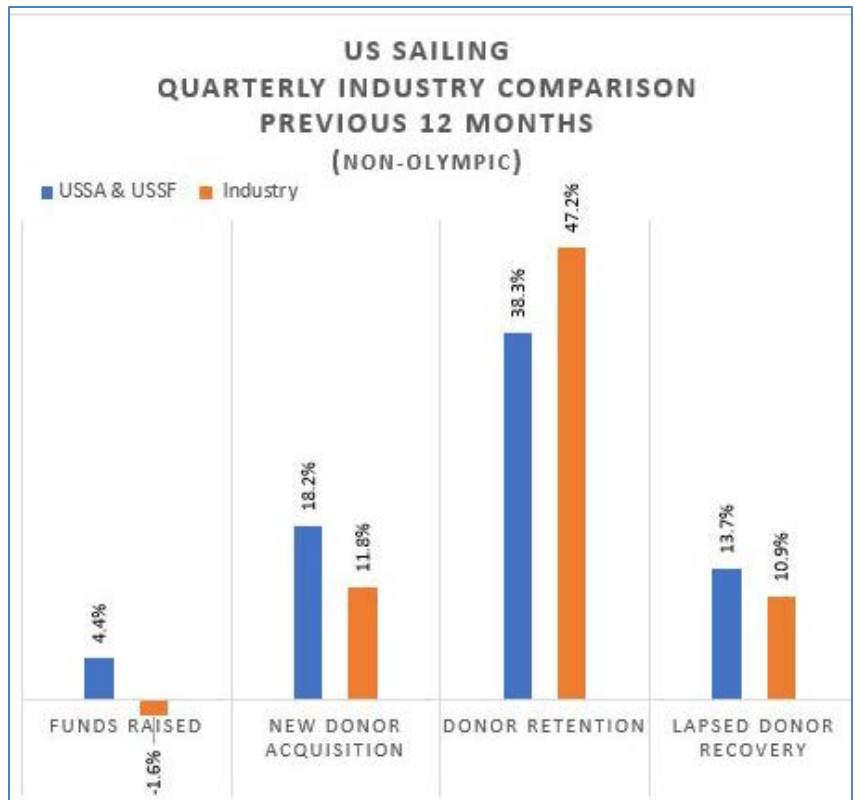


Over the previous 12 months, the US Sailing Foundation has outperformed the industry in the percentage increase of total funds raised, new donor acquisition and lapsed donor recovery, but donor retention is lagging by 9%. A dedicated focus on donor stewardship practices and communications is the key to improvement.

**Source: Blackbaud Institute for Philanthropic Impact, 2019 Quarterly Report\***

\*9,092 Nonprofits Surveyed, representing \$38B in Donor Support

“ . . . while fewer households are giving, those that give are donating at higher levels than ever before. Buoyed by these generous donors, organizations that prioritize stewardship and retention of their donors continue to find the greatest success. As always, a focus on the fundamentals of relationship building continues to be key to fundraising success.”



Our Stewardship Plan is partially executed. The tasks highlighted in yellow are completed consistently while others remain on our wish list. While our donors receive the Association’s frequent communications, research exists on varied and different approaches required to engage and steward donors which we hope to implement in the future.

Stewardship Plan	New Donor	2nd Gift	Ongoing Gifts	Significant Gift	Major Gift
Google Alert	x	x	x	x	x
TY Call \$50+	x				
TY Call \$250+		x	x	x	x
TY Call \$1000+				x	x
Acknowledgment Letter	x	x	x	x	x
Handwritten Note (CEO or Board)				x	x
Monthly Impact Story	x	x	x	x	x
Biannual Newsletter (Digital)	x	x	x		x
Biannual Newsletter (Print)				x	x
Event Invitation	x			x	x
Holiday Card	x	x	x	x	x
Website					x
Annual Donor Book (Digital)	x	x	x	x	x
Annual Donor Book (Print)					x
Donor Wall				x	x



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## Chief Marketing Officer – Peter Glass

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It was a busy end of the summer with the team keeping up the pace. The key points of focus listed below:

### Communications

*Goal: Increase outreach and communications frequency to build stakeholder engagement*

- Communications has included a part of the team preparing the US Sailing messaging and resources for SafeSport launching in Q4.
- Announced three new coaches for the Siebel Sailors Program
- Worked with David Perry and Associates to support the USST/Kilroy media summit and Siebel Sailors Program launch event—engaging both national and local media
- Produced daily press releases at the Pan Am Games, Enoshima Test Event and World Cup; debriefed post event with press officer and started development of plan for 2020 Games
- Continued inner circle donor communication—short and concise reports on USST news
- Over 5,135 new social media followers on US Sailing and US Sailing Team channels in Q3. Increases in engagement also demonstrate that the build of more frequent communications is driving interest.

### Content Development and Distribution

*Goal: Leverage internal content and creative services to produce original content*

- Supported partnership agreements and activation through video development:
  - Regatta Craft Mixers, Kilroy and Sperry
- Videos edited to support:
  - Education - VR/Level1
  - Youth - Skill Up
  - Membership - Regional Symposiums
  - US Sailing Team
- Continued *Sail with US* campaign with new videos

### Marketing

*Goal: Build brand value*

- Launched national education brand campaign—Gold Standard—leveraged US Sailing owned media and 1.0M impressions on Patch.com
- Ordered new product and conducted promotional sales for the US Sailing and US Sailing Team store
- Partnered with Chicago Mac and Rolex Big Boat Series to provide US Sailing sustainability support
- Working on Rolex YOY planning to integrate with SLF, build media exposure, and conduct live winner announcements
- Work is underway for Siebel Sailors Program launch, Chicago Stakeholder Summit, SLF, Rolex YOY
- Meet with Long Beach, Chicago, Big Boat Series, Nantucket, Marblehead Race Committees and YC Flag Officers about participation in the US Regatta Series

### Partnerships

*Goal: Drive organizational revenue and support through expanding the value proposition, growing existing partnerships, and identifying new partnerships*

- New partnerships with Zodiac and Tucci announced during Q3
- Continued development of the US Regatta Series with YC/Race Week meetings with Committee Chairs and Flag Officers
- Showcased a US Regatta Series event to potential partner; working toward a summer 2020 program
- Renewal discussions have begun with partners with agreements that expire in 2019

- Supported Partner agencies sales efforts: Berteau Group, Top Sail
- Partner activations are in full swing with Sperry, Regatta Craft Mixers, Kilroy Realty, Zim, Chubb, RS
- Continued partnership pipeline development; to hear back on three partnership proposals during Q4

### Highlights of Program Support

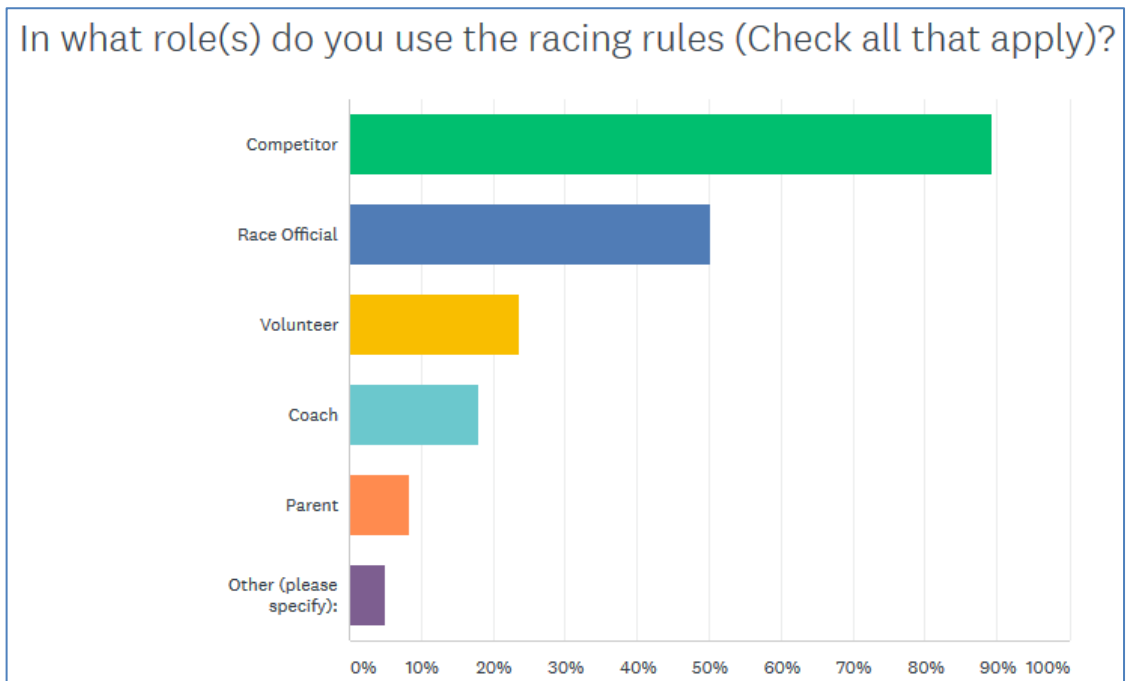
Goal: Work across the organization to provide program support and growth

- Continued collaborative efforts to support new Education product launch with *Bareboat Cruising*
- Supported sustainability programming with *SailGreen MVP* initiative
- Video shoots in Newport and Long Beach capturing USST athlete training
- Siebel Sailors Program media exposure
- Coordinated World Cup shows from Japan airing on NBC Olympic Channel

## Race Administration Director - Matthew Hill

After extended consultation with the USOPC, our peer NGBs and Race Administration Committee members, we have completed a draft of the Background Check Policy for Race Officials. This policy details what information our provider, Hire Image, will check for, how it will be reported to and handled by US Sailing, and how we will make decisions on eligibility for certification based on that information. The policy takes pains to protect the privacy of our members and respects the due process rights that are mandated by the Ted Stevens Olympic and Amateur Sports Act.

Work on *The Racing Rules of Sailing for 2021-2024* is well under way. We have recently surveyed the membership on how they use the racing rules and features they would like to see, which we will use to guide our planning. Nearly 3,200 members completed the survey in just over 24 hours. We have created a small, representative focus group that will assist us in this process. Our team has



met with app developers and is currently considering interactive features that will enhance our ability to deliver the rules and make them more accessible and understandable to racing sailors. We plan to release the printed rulebook and version 1 of the mobile app by the end of October 2020, well before the rules go into effect on January 1, 2021.

In our third year, the Race Administration National Faculty group will assemble in Bristol later this year to plan for the rulebook, put the finishing touches on our newest course, Race Committee Fundamentals, and tackle a large-scale revision of *The Race Management Handbook*.

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## *Olympic Sailing – Olympic Director – Meredith Brody*

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The summer was the peak of the racing season for the athletes as they focused on the Pan American Games and training and racing at the 2020 Olympic Games venue.

Seventeen Americans went to Paracas, Peru to represent Team USA at the 2019 Pan American Games where they were very successful, bringing home seven medals:

Gold – Ernesto Rodriguez & Hallie Schiffman, Mixed Snipe	Silver – Charlotte Rose, Women’s Laser Radial
Gold – Riley Gibbs & Anna Weis, Mixed Nacra 17	Bronze – Charlie Buckingham, Men’s Laser
Silver – Stephanie Roble & Maggie Shea, Women’s 49erFX	Bronze – Will Cyr, Open Formula Kite
Silver – Pedro Pascual, Men’s RS:X	

Our aspiring Olympians faced a variety of conditions at the Olympic venue in Enoshima, Japan. Thirty-four American athletes across all ten Olympic disciplines competed in Sagami Bay at the two events: the Olympic Test Event and the 2020 Hempel World Cup Series Enoshima. Top finishers of the events were Stu McNay and Dave Hughes in the Men’s 470 with a 4th place overall at the Olympic Test Event.

The Olympic Development Program had a strong summer, culminating at the Youth Worlds, where four U.S. athletes earned the title of Youth World Champion. Maddie Hawkins (Edgewater, Md.) and Yumi Yoshiyasu (Houston, Texas) claimed gold in the Girls International 420 fleet, and Berta Puig (Miami, Fla.) and Bella Casaretto (Ft. Lauderdale, Fla.) were victorious in the Girls 29er fleet.

We’ve hired Sally Barkow to join the leadership team currently comprised of Luther Carpenter, Senior Coach; Meredith Brody, Olympic Director; and Leandro Spina, Olympic Development Director to guide the team to Tokyo and beyond. Sally will join as the Nacra coach, but also will focus on systemizing and increasing processes for the team operations.



*US Sailing Team athletes had an opportunity for a cultural exchange in Enoshima. The athletes met with local school children and taught them how to hike.*



The U.S. has now qualified the country for the Tokyo 2020 Games in eight of ten Olympic classes. Most recently, at the 2019 RS: X World Championships, Farrah Hall and Pedro Pascual qualified the USA for the RS: X Women and RS: X Men places. Trials continue for all classes, with the next event at the end of November in Auckland, New Zealand for the 49er, 49er FX and Nacra 17 Worlds.

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## ***SafeSport and Compliance – Justin Sterk***

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During the third quarter, the SafeSport program's focus has been educating US Sailing members and member organizations regarding SafeSport and background check obligations and voluntary best practices. The SafeSport team has been planning a number of initiatives related to education.

First, we intend to roll out a *Recognized Club* program which would allow member organizations to voluntarily certify its credentials as a club, community sailing center, or sailing school that follows certain enumerated SafeSport principles and policies. US Sailing will administer the certification process and provide successful applicants with badges for display on a club's website and physical premises informing the public of its status as a SafeSport *Recognized Club*.

We are also in the middle of updating the SafeSport section of the US Sailing website to create a more user-friendly experience for our online visitors. We will provide resources and educational materials tailored to specific US Sailing constituent groups such as parents, athletes, volunteers, and coaches. The intent is to enable efficient access and communication of our members' SafeSport obligations and best practices.

Lastly, we have been developing a packet of general educational materials that we can provide to our member organizations which will facilitate the implementation of SafeSport policies at the club level. These resources include clear direction on misconduct and abuse reporting requirements, misconduct and abuse prevention policies, response and resolution best practices, media relations, and others. The intent is to make adoption of SafeSport best practices as easy as possible for our member organizations. The vision is that the materials we provide can be displayed on member organization websites as well as placed throughout an organization's physical premises.

Looking to the future, US Sailing's 2019 SafeSport audit will be conducted on December 5th. During this daylong audit, a compliance official from the US Center for SafeSport will be in the office to verify current SafeSport compliance and assist with any questions we may have.

Switching gears, much of Q3 was spent developing a model background check policy. The USOPC recently approved an updated background check policy applicable to all NGBs. This policy requires NGBs to pass background check policies covering all employees and other individuals the NGB "formally authorizes, approves, or appoints to (a) serve in a position of authority over or (b) have regular contact with athletes." This required us to reassess which individuals within our network are subject to this policy. Matt Hill, Karyn Rhodes, and I have developed a policy that specifically applies to US Sailing certified race officials, which we hope to put before the Board in October. This policy will also likely serve as a model policy that can be applied to all groups US Sailing is required to screen.

Lastly, the compliance team welcomed our first legal intern to US Sailing. Hope Modugno is a second-year law student at Boston University and has taken the lead on a number of projects. In particular, Hope has provided excellent research on US Sailing's privacy obligations related to our Skill Up mobile application and has begun drafting an update to the US Sailing general privacy policy.

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***Chief Technology Officer - Mike Waters***

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October is National Cybersecurity Awareness Month and I want to ensure that everyone knows that every month is Cybersecurity Month at US Sailing and your IT Department is on top of it. Recently our entire team was invited, with a number of other companies, to the IBM® X-Force® Command Center in Cambridge, MA for an all-day event that simulated a state-sponsored, multiple-pronged attack on systems and people to compromise a fictitious company. This was an invaluable exercise that showed some weaknesses in every program. It was also a place for us to share our experiences and come away with best practice ideas.

Daily, we combat all forms of attacks. We must stay on top of equipment challenges, updates, external vendors and partners who share our information. It is too bad, as all of this takes time away from smart people progressing innovation. Our practices are sound and our connections to authorities help keep US Sailing information safe.

For everyone's benefit I have compiled several tips to keep in the forefront of your mind. Please read Tip #10!

*Tip #1 - You are a target to hackers.* Don't ever say "It won't happen to me." We are all at risk and the stakes are high—to both your personal and financial well-being, as well as US Sailing's standing and reputation.

*Tip #2 - Keep software up to date.* Installing software updates for your operating system and programs is critical. Always install the latest security updates for your devices.

*Tip #3 - Avoid phishing scams; beware of suspicious emails and phone calls.* Phishing scams are a constant threat. Using various social engineering ploys, cybercriminals will attempt to trick you into divulging personal information such as your login ID and password, banking, and credit card information.



*Tip #4 - Practice good password management.* We all have too many passwords to manage—and it's easy to take shortcuts, like reusing the same password. A commercially available password management program can help you maintain strong and unique passwords for all of your accounts. These programs, in the Apple Store or recommended by Microsoft, can generate strong passwords for you, enter credentials automatically, and remind you to update your passwords periodically.

*Tip #5 - Be careful what you click.* Avoid visiting unknown websites and downloading software from untrusted sources. These sites often host malware that will automatically, and often silently, compromise your computer. If attachments or links in the email are unexpected or suspicious for any reason, don't click.

*Tip #6 - Protect sensitive data.* Be aware of any sensitive data with which you come into contact.

*Tip #7 - Use mobile devices safely.* Considering how much we rely on our mobile devices and how susceptible they are to attack, you'll want to ensure that you are protected and using the same best practices as you would use for any computer.

*Tip #8 - Install antivirus protection.* Only install an antivirus program from a known and trusted source. Keep virus definitions, engines and software up to date to ensure your program remains effective.

*Tip #9 - Back up your data.* Back up regularly. If you are a victim of a security incident, the only guaranteed way to repair your computer is to erase and reinstall the system.

*Tip #10 – SLOW DOWN.* Take nothing for granted. Take a few minutes as you open your mail and read what is going on. Think and react properly.

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## ***Offshore Director - Nathan Titcomb***

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Q3 is the crux of the Offshore season with the principal races we service taking place. Certificate production has been slightly above our expectations with the IRC rule and ORC rules both trending about 10% above expectations. The certificate counts for ORR are about on target, however we have seen a greater than expected percentage of new certificates versus renewals of existing certificates. This is a general trend of existing offshore racers purchasing and campaigning new or new to them boats. This trend is also shown through the sales of sail numbers which are also trending well above expectations.



With the busy season for the office behind us we now turn our attention to preparing for the 2020 season. We have two principal points of focus. The first is measurement: we are working hard to complete the training of several measurer candidates this fall to be fully certified UMS measurers. Eric Baittinger just completed a trip to Southern California where we have two prospective measurers in training. Upon the signing of the Measurers agreement we are welcoming Manny Gomes to the measurers corps and expect to have another candidate in Southern California signed on by the end of the year.

We are also working on promoting those boats inquiring about measurement for the 2020 season to be measured before they come out of the water for winter storage. This provides opportunity for measurer candidates to learn and prove their knowledge through practical demonstration as well as helping to address as many as boats in the offseason before the spring rush in 2020.

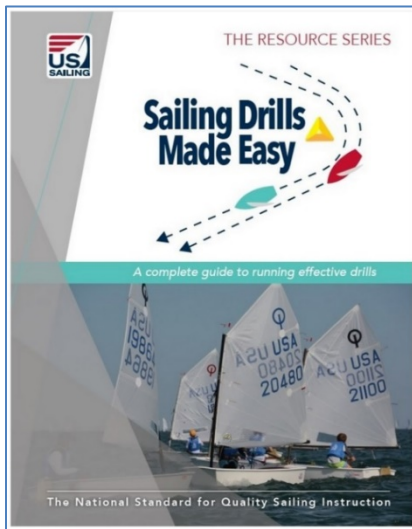
The second point of focus as we enter the fourth quarter is a look into our existing processes for both certificate processing and data validation of the certificates. We see opportunity to improve existing processes and are working hard to implement these improvements for the 2020 season.

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## ***Director of Education - Stu Gilfillen***

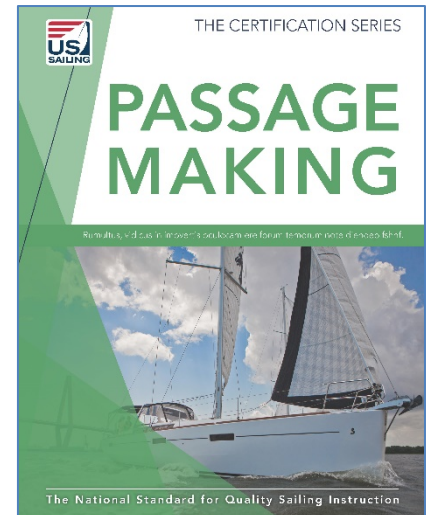
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Thanks to significant work by Larry Ledgerwood, the *Training Policy Manual* has been dramatically updated to be more user friendly. The Training Committee approved the changes and the Education Department is in the process of updating all of our Trainers. Subsequently, Peri and Andi have undertaken the herculean task of developing a true Education Department *Procedures Manual*, which will give Instructors and Instructor Trainers valuable guidance as they work in the field.



The Education Department continues to focus on simultaneously producing products while planning for the future. The second edition of *Sailing Drills Made Easy* hit the store the first week of September and provides coaches with a complete guide to running races while also offering guidance on best practices. Content from this book also has been added to the Skill Up app.

Jessica, Brad and Pat have accomplished substantial work on the second edition of *Passage Making* and have completed one full revision. Stylistically designed to match our other updated publications, such as *Sailing Drills Made Easy* and *Bareboat Cruising*, this will be reviewed by National Faculty and the author, Tom Cunliffe, before hitting both the shelves and our digital app in early 2020.



As part of the process, Jessica, Brad and Pat are undertaking a holistic review of our Keelboat Certification standards to ensure that they are not only current, but are also reflected in the publications, tests and materials we offer. We expect this review process to be substantial and will require looking at all disciplines at US Sailing. This project will continue into 2020 and the end result will be a stronger educational product line.

Additionally, *Teaching and Coaching Fundamentals Online (TCFO)* was beta tested in our Level 1 course in early September to ensure that it's ready for primetime. Level 1, more than any other course, required significant changes to the curriculum to accommodate the inclusion of *TCFO*. We will notify all of our ITs in the coming weeks about the changes and also hold both a webinar (November 19th) and an in-person meeting just prior to the Sailing Leadership Forum. For those who cannot attend the in-person meeting, we will provide the option to attend remotely.

With assistance from Timmy Larr, we are working on NASBLA reapprovals for our Safe Powerboat Handling and Basic Powerboat Cruising courses. The approval is required for us to be able to issue state boating certificates. While we are not approved in all states, there are certain ones (such as NY and CA) where having the approval is incredibly valuable and we're grateful to have Timmy's help with the process.

While we are not holding a full National Faculty meeting this year, there will be a few smaller working groups gathering at various locations to focus on primary projects in the 2020 queue. Details on achievements will be provided in the next report. That said, the development of *The Racing Rules of Sailing for 2021-2024*, its accompanying app and supporting instructional materials is a primary project of focus.



I'm pleased to share that on September 28th I was elected Chair of the [National Safe Boating Council](#) (NSBC). The NSBC, with a membership of over 500 U.S. and international organizations, is a catalyst for recreational boating safety dedicated to advancing and promoting a safer recreational boating experience through education, outreach and training. During my two-year term I will have the opportunity to better connect US Sailing to the greater boating safety community and create avenues for collaboration with like-minded and safety-focused partners.



Lastly, I'm sad to report that Hart Kelly has resigned as a Smallboat Master Instructor Trainer. Hart was a former employee of US Sailing and a driving force in our training programs. A staunch advocate for US Sailing, Hart helped our National Faculty produce the *Learn Sailing Right!* books and *Instructor Guides*; Hart also authored the *Level 3 Head Instructor Guide* publication. Hart is stepping away to spend more time with his family and to focus on his role as the Head Sail Training Coach at the U.S. Coast Guard Academy. Both professionally and personally, the Education Department will miss having him involved and are forever indebted to him for his contributions.

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## ***Adult Director - Betsy Alison***

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Championships ended the 2019 season on October 6th with the final two events, US Match Racing and Championship of Champions, running concurrently on opposite coasts during the first weekend of the month. All in all, 350 sailors from 17 states and five countries (USA, CAN, USVI, POR, ESP) competed in the eight championships held this year. Several of the events were oversubscribed with waiting lists (USTR, Offshore, and Championship of Champions) due to the strong recruiting efforts of our volunteer committee members combined with the herculean efforts of Nancy Mazzulli in the office.

We are working closely with MarCom to identify one or two adult championships that can be run as part of an event in the newly formed Regatta Series. This opportunity would raise visibility for our championships within well-established events providing event hosts, sailors and sponsors to interact with and help celebrate the national championship sailors who represent excellence from the various areas and regional sailing associations around the country.

Though the fall is a slow season for Safety at Sea courses, it is a busy time for planning. We already have 22 courses on the 2020 SAS calendar (almost half of all scheduled in 2019) with many more still to come. Karen Davidson has been working closely with host organizers and moderators to get the courses posted early so that we can list them in the online calendar as well as in ads graciously supported by *Cruising World* and *Sailing World* magazines.

Many of the notable offshore races have increased safety training requirements for entrants which especially increases the need for more SAS courses to accommodate the need for hands-on courses. In 2020, several races are increasing the percentage of sailors required to have the International Offshore Certificate which can be upgraded from an Offshore by taking a Hands-On only course within 365 days of completing the Offshore course in either format. We expect online course use to continue to grow since users seem to enjoy being able to take the 10-chapter course at their own pace in the comfort of their home or office.

The Adult Department attention is focused on energizing the One-Design class with the intent of revitalizing interaction with and providing services to this important constituent group of sailors throughout the USA. We created a survey for One-Design class associations and sailors in the US Sailing database that was sent out on October 1st and have also done outreach to non-member sailors and orgs throughout the U.S.

by promoting participation in the survey through the *Weekly Lift*, *Quarterdeck*, and *Scuttlebutt*. The information being collected is broad based—hearing from the One-Design community to know what US Sailing is doing well, what we can do better, and what kind of programs/services those sailors and orgs want from us. We are excited to embrace all comments and input—both negative and positive. We will be able to mine data specific to gender, boat ownership, helming or crewing. Each respondent can enter data for up to four One-Design classes. As of October 10th, over 450 surveys have been received from One-Design sailors and from 18 One-Design classes, with more coming in every day. We intend to share the information publicly and plan on involving the One-Design community in our efforts to make a positive impact on this critical component of our sport.

We are actively working with Education and MarCom to expand efforts to grow our network of Keelboat and Powerboat schools. Discussions are ongoing with potential networks and partners which could have a significant positive impact on the growth and development of these programs. We will provide updates on these potential partnerships as discussions evolve.

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## *Youth Director - John Pearce*

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The Youth Department has welcomed several new staff members on board with the Siebel Program in Q3, allowing us to increase our regional presence and connect with local LSOs and youth sailing leaders:

- Blair Overman, Siebel Sailors Program Manager (based in Durham, NC);
- Janel Zarkowsky, Siebel Sailors Program Coach (based in Washington, DC);
- Meredith Dart, Siebel Sailors Program Coach (based in Chicago, IL); and
- Chris Childers, Siebel Sailors Program Coach (based in San Francisco, CA).



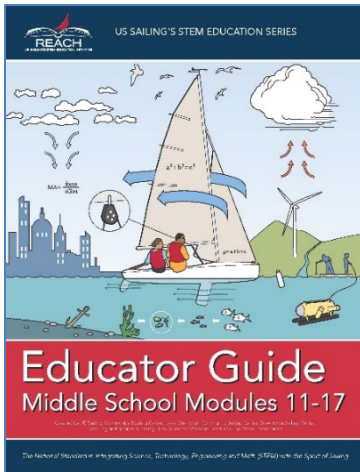
We already see the benefit of having regional staff, with improved communications and stronger connections in these regions.

The Siebel Sailors Program now has coaches, boats, and partnerships in place in DC/Baltimore, Chicago, and San Francisco, with sailor recruitment underway and full programming coming in Spring 2020. Applications for two additional regions, to be launched in early 2020, were due October 15th. Siebel Sailors Program Manager, Blair Overman, is leading the charge on all fronts, establishing a strong foundation for the program to grow in the coming years.

Many US Sailing regattas took place in Q3, including the Junior Women's Singlehanded and Doublehanded Championships, Chubb U.S. Junior Champs, and 17 USA Junior Olympic Sailing Festivals. The strategy for these regattas is being evaluated at committee meetings this month, with several format or policy changes possible. The Youth/Junior Championships had an average Net Promoter Score of 81, which means that over 8 out of 10 participants rated the event as a 9 or 10. Great work by our Championships Committees, Chairs, and staff member Meredith Carroll for the countless hours that go into producing these world class regattas!

Youth education programs continue to be very strong, but with slightly lower course enrollment than budgeted. This is partially due to aggressive budgeting, but there's room for growth in 2020 with an improved promotional strategy, particularly around matching local and regional demand with the correct course timing and locations. Jen Guimaraes is leading our youth staff in this area, with a new approach to regional engagement.

Additionally, Community Sailing Accreditation numbers continue to rise steadily, signaling strength among public access sailing centers. Reach courses continue to be popular, and Reach publications have had a very strong year so far, led by the very popular new *Educator Guide: Middle School Modules 11-17*. We are also excited for the newly revised *Sailing Drills Made Easy*, which promises to be a popular offering.



The Skill Up mobile app has been live for four months, including heavy use by a group of thirteen “early adopter” sailing programs that have provided invaluable feedback and ideas. Skill Up is poised to grow significantly in 2020, as it is promoted to a wider audience of youth sailing programs, instructors, and sailors. A full marketing push will begin at the Sailing Leadership Forum. New features and upgrades are in the final planning stage with New Start mobile, who have proven

to be excellent partners in this project. The challenge ahead is to successfully grow the number of users (who must be US Sailing members), while simultaneously developing the content and features that will make it a tool with lasting value. It’s a very exciting opportunity!

