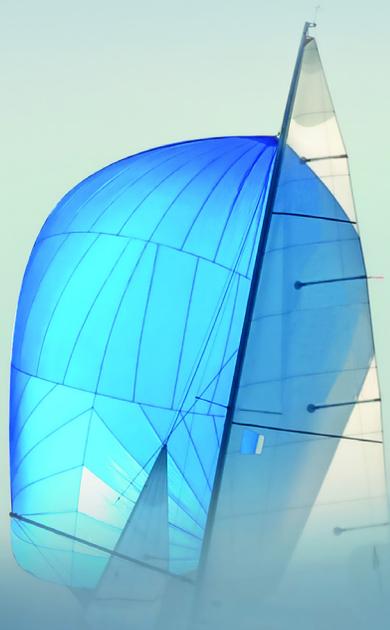


# 2019

STAFF REPORT





# C O N T E N T S

Welcome Letter .....	2
Board of Directors.....	3
Education.....	4
Olympics .....	5
Youth .....	6
Adult.....	7
Competitive Services .....	8
Marketing.....	9
SafeSport.....	11
Foundation .....	12
Financials .....	13
Objectives .....	14
Contact Information.....	16

# W E L C O M E

We have had a busy and productive year and would like to take a moment to thank you for your ongoing support and commitment to our organization that has enabled us to progress on many fronts.

At US Sailing, we are constantly striving to improve what we do to support sailing and our members and pursue a healthy future for the sport. During 2019, we launched new initiatives to drive innovation in youth sailing, sharpened our focus in preparing our athletes for the Tokyo 2020 Olympic Games, and continued to evolve our core programs to improve accessibility and relevance to address the changing nature of how people sail and spend their time on the water. We continue to challenge the established norms and explore how we can improve what we do every day.

As we look forward to 2020, the future promises to be exciting with great events, continued investment in our key initiatives, commitment to progress and excellence, and an increased focus on our part to engage and support you, our members. Throughout the year, our staff and volunteers look forward to spending time on the waterfront supporting your local sailing organizations, events and programs to get new people sailing and help you get the most of your time on the water. We also welcome your feedback.

Thank you again for your contributions and supporting US Sailing and our sport – as members, volunteers, parents, and participants. We couldn't fulfill our mission without you.

I hope you enjoy our 2019 Staff Report that highlights our progress and accomplishments and explores our key ongoing initiatives to improve the sport.

I look forward to seeing you on the water.

Best Regards,



Jack Gierhart  
Chief Executive Officer, US Sailing



# BOARD OF DIRECTORS

## **Board Officers**

Cory Sertl, President

Richard Jepsen, Vice President

Martine Zurinskas, Secretary

John Schoendorf, Treasurer

Jack Gierhart, CEO

## **Board Members**

Charlie Arms

Henry Brauer

Bruce Burton

Clerc Cooper

Russell Lucas

Dave Perry

Briana Provancha

Tony Rey

William J. Ruh

John Sangmeister

# EDUCATION

Over the past twelve months the Education Department has produced six publications, held three National Faculty meetings, launched and implemented *Teaching and Coaching Fundamentals Online*, facilitated a National Coaching Conference and the first ever Women's Coaching Conference, completed multiple video and photoshoots in support of our educational materials, and scheduled 308 courses and seminars for 3,466 attendees. Additionally, in collaboration with other departments, we've been working to improve our processes and procedures and identifying how best to create consistency across all our educational programs. That process will continue through 2020.

The National Faculty groups that met in 2019 included Smallboat, Keelboat, Powerboat and a group of professional coaches. The groups each focused on specific tasks that will have an impact in 2020. The Keelboat group put the final touches on the new version of *Passage Making* and discussed the future of online education in the Basic Keelboat Online. The Powerboat working group provided edits for *Start Powerboating Right!*, which we will include with our reapproval application to NASBLA in March 2020, and

spent time evaluating the use of paper versus electronic charts when teaching navigation. The Coaching group took a holistic view at how US Sailing approaches coaching, and what we offer to those coaches who are already professionals but are not in our system. Lastly, the Smallboat group reviewed the *Level 1 Instructor Trainer Manual* and worked on the integration of *Teaching and Coaching Fundamentals Online* into the Level 1 course.

Created through a partnership project with the US Olympic and Paralympic Committee's Coaching Education Department, [Teaching and Coaching Fundamentals Online](#) is a free online course that merges the worlds of teaching and coaching. The course focuses on keeping learning safe and fun while breaking down complex skills into smaller parts and focuses on developing skills to build lifelong sailors. By being better educated and learning how to keep the sport fun while focusing on skill development, instructors will actively contribute to the future of our sport and its athletes.

The publications team also spent significant time working on the development of the remaining Safety at Sea online course modules so we can begin the process of uploading them to our Learning Management System platform in 2020.

We are working with the IT Department to begin transitioning all our online courses to the same platform used by the USPOC for Safesport. The hope is that we'll be able to have better reporting capabilities, easier access to make adjustments, and a lower price point per user. Additionally, the publications team is 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 across US Sailing. This project will continue into 2020 and will result in a stronger educational product line.

Lastly, the Education Department continues to seek new and innovative ways to connect with our customers. In 2019 we explored the potential integration of augmented and virtual reality into our programming, both as a passive teaching tool and as a link between the knowledge and skill development sides of learning. While it's early in the research and development phase, it's a promising new arena that, if successful, would put US Sailing at the forefront of sports-based education.

# OLYMPICS

Our US Sailing Team athletes had an active year as they look ahead to the Tokyo 2020 Games, competing in over 20 regattas across four continents and spending approximately 147 days racing in 2019. Several US Sailing Team athletes competed at the Lima 2019 Pan American Games and brought home seven medals for Team USA, including two Gold, three Silver, and two Bronze. Following this successful campaign, the US Sailing Team went straight to Japan for the 2019 Hempel World Cup Series Enoshima and Ready Steady Tokyo – Sailing

Olympic Test Event, where six of our entries finished in the top 10 over the two events combined.

With just six months to go until the 2020 US Olympic Sailing Team lines up for the Tokyo 2020 Games, our athletes will be training hard through the spring and early summer to make their final preparations for the Olympic Regatta. As our Head Coach Luther Carpenter terms, it is focusing on the “difference makers”.

It’s an exciting time for the US Olympic sailing effort. While our current National Team athletes have their eyes fixed

on Tokyo 2020, the younger generation is on the brink of a new era for Olympic-class sailing in the U.S. Many of the young athletes who were involved with the early phases of US Sailing’s Olympic Development Program (ODP) are now advancing out of the Youth Worlds classes and transitioning into Olympic-class boats. In 2019, ODP athletes won high school and college national titles, Pan American Games medals, began full-time campaigns for the Paris 2024 and LA 2028 Olympics, and finished in the top 10 at an Olympic-class World Championship.



# YOUTH

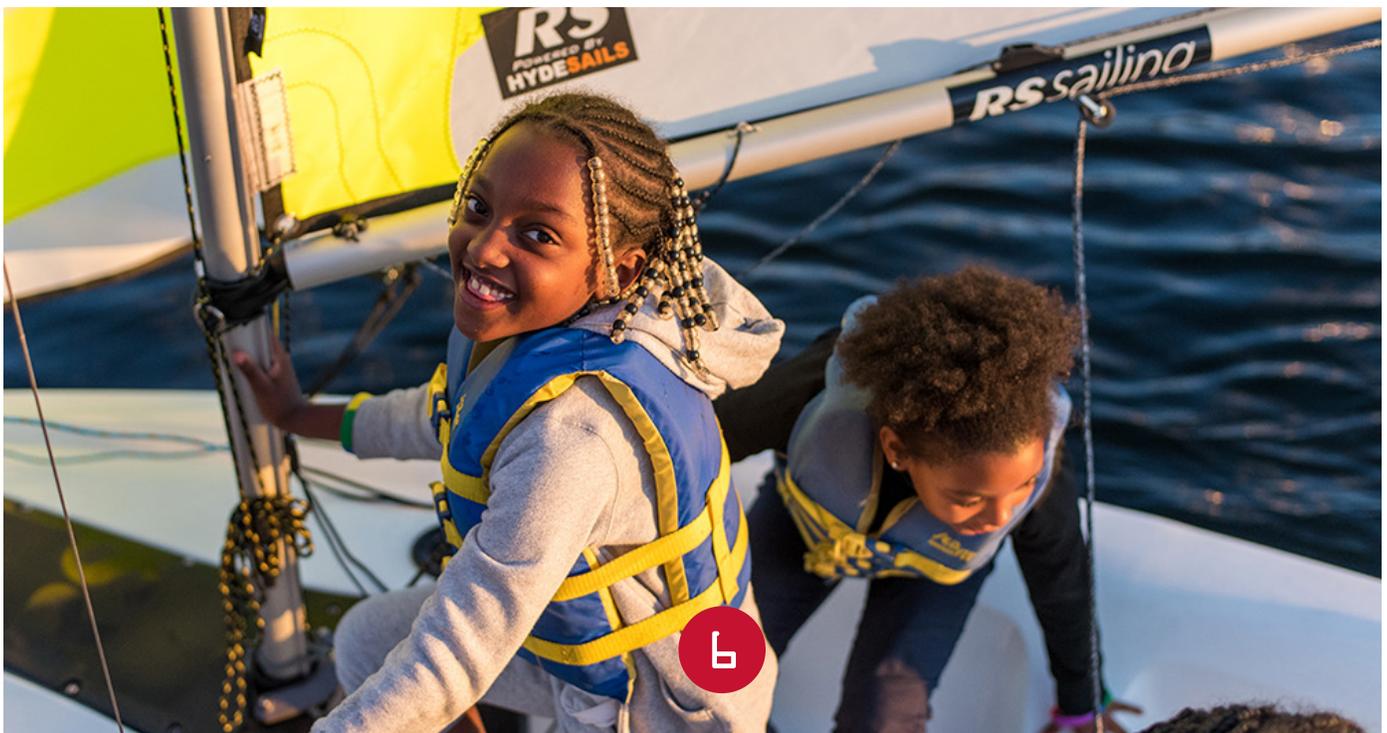
The growth and development of youth sailing was a core area of focus in 2019 and will continue to be an important area of our sport moving forward. Our long-term vision for sailing requires a consistent commitment to providing access to the sport and skill development. One way we are addressing this challenge is through the creation and implementation of the [Siebel Sailors Program](#), an innovative community sailing program developed with the goal to increase opportunity and diversity in the sport by providing resources and support to youth sailors at public access sailing centers across the country.

The Siebel Sailors Program launched in three regions around the country in 2019, including San Francisco Bay, Chicago and the D.C./

Baltimore Area. Within the regions, 10 Siebel Centers were named, three Siebel Coaches were hired and a total of 75 boats were delivered – all with the goal of increasing access and program opportunities for youth in the sport. 2020 promises to be a busy year with the full launch of programming for the three regions, and we will add two new regions, two coaches and another 50 boats to further diversify our geographic impact. Additionally, we have shifted our Youth Education Manager to the West Coast. This will allow US Sailing to develop stronger partnerships in the Western half of the United States.

US Sailing remains focused on “squaring the pyramid” of youth sailing by creating a model that provides skill development and fun for all participants, with multiple

pathways for participation and advancement. [The Skill Up](#) program provides a model for youth development that serves as a roadmap for young sailors at every level, ability, and interest. The Skill Up mobile app is in development to connect sailors, parents, instructors, and organizations to learning materials, videos, and skill tracking tools that will help young sailors learn and advance in the sport. Initial beta testing of the app by early adopters has led to a clear roadmap for the 2.0 version, with features and content being built specifically to the needs of our member organizations. Stay tuned for updates on how your organization can become a part of the Skill Up program and launch into the digital age of sailing instruction.



# ADULT

US Sailing developed the [Online Coastal Safety at Sea](#) and [Online Offshore Safety at Sea](#) course curriculums to provide sailors with essential safety information they can learn and implement on the water and in preparation for their next sail or offshore race. The number of Online Offshore Safety at Sea course users in 2019 increased by 182% with 1,812 people taking the course. 2,665 Safety at Sea Certificates were generated by the US Sailing Office in Bristol, RI to people who participated in an in-person SAS course. Lastly, a new initiative was instituted this past year as a member benefit to Offshore sailors: linking Safety at Sea training to their US Sailing membership. This initiative resulted in more than 600 US Sailing members taking advantage of this new benefit. In addition, more than 300 Safety at Sea participants joined or renewed their US Sailing memberships.

We issued 1,200 student powerboat certificates and over 4,700 student keelboat certificates in 2019. This is an indication of an active provider network. Our education products and instructor training for these programs continue to set the bar for education in both power and sail boating in the U.S.

Eight Adult Championships were held this year with 350 participants attending. Many application events like US Team Racing, US Match Racing, US Offshore, and Championship of Champions were oversubscribed. US Women's Match Racing, US Para Championship, US Multihull and the US Adult Championship for the Mallory were very well attended with all competitors receiving wonderful hospitality and great racing. Going into 2020, we have hosts finalized for seven of the eight events (still confirming the Adult Championship location). US Offshore is a biennial event and Women's Keelboat remains on-hold for the time being.

We look with anticipation toward 2020. We are working with Youth and Education on expanding the application of Skill Up to adult dinghy sailing, powerboat training, and keelboat programming. The convenience of skill tracking for the adult market on smartphones and tablets will be a gamechanger in the marketplace. We hope to begin Spanish language translation of *Basic Keelboat* and *Start Powerboating Right!* to accommodate boaters whose first language is not English. We continue to work with Offshore to provide more member benefits to that community related to Safety at Sea training and information dissemination. And we look forward to sharing the results of the One Design Survey conducted in the fall of 2019, and establishing volunteer working parties to tackle some of the challenges and projects identified by the diverse group of One Design sailors that responded to the survey.



# COMPETITIVE SERVICES

US Sailing launched a new course, **Race Committee Fundamentals** (formerly RC 201) designed to help sailing organizations train their race committee volunteers. This educational offering focuses on the duties of race committee members, not race officers. We will begin actively promoting and training instructors for a rollout of this program in the spring of 2020. Please join us for a quick preview on Friday morning at our SLF session, "Keeping It Fun: Engaging and Encouraging Race Committee Volunteers."

Preparations for *The Racing Rules of Sailing for 2021-2024* kicked into high gear at the end of 2019, with significant decisions made about the products to be offered, integration of materials and delivery methods. We anticipate receiving the text of the racing rules and the US Prescriptions by June 2020, by which point substantial work on the mobile app and print versions will be completed. We are working with New Start Mobile (developers of Skill Up) on a project plan that will see us deliver the completed app in October 2020. We also expect to have the printed version of the rulebook completed in that same timeframe, with

Dave Perry's books available shortly thereafter. Our expectation is that we will hit the ground running on January 1, 2021, if not before.

Certificate production has been slightly above our expectations with the International Rating Certificate (IRC) and Offshore Racing Council (ORC) rules both trending about 10% above expectations. The certificate counts for ORR were 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.

Additionally, the Offshore Department focused on two major projects. The first centers around a data validation project to ensure the most accurate information regarding the boat configurations is being represented in the rating certificates. One of the principal points of this is the development of an online sail measurement certificate submittal portal. We have partnered with an outside developer who is creating online forms that

draw a representation of the sail. This drawing makes mistakes and transposed measurements easily identifiable. Having an online portal makes submittal platform and software independent which has caused issues with sail reporting in the past. It also allows user validation via US Sailing member ID and password sign on.

The second project has been to add to our aging corps of UMS measurers. Claiming a small victory, we have added four new measurers to the ranks in Q4. Two centered in Southern California, one in Wisconsin, and the last in Rhode Island, where we expect the heaviest workload in 2020.

With the Bermuda race and the Worlds events both taking place in 2020 we are expecting a modest uptick in the total number of certificates processed by the office setting the pace for a great year. We will be working on bringing even more measurers online, in part with the IRC and ORC staff with a Measurers seminar in March in Annapolis, as well as continued measurement training efforts through Q1 and Q2 of 2020.



# MARKETING

In 2019 the MarCom team worked in a collaborative fashion to effectively deliver broad based program support to build existing key lines of business and develop new opportunities. Below is an outline of some of the key highlights:

## Marketing/ Brand Development

In the Spring of 2019, we launched a robust brand campaign, **“Sail with US”**, which included [12 unique videos](#), a full website rebrand, and social media exposure. We also developed a National Keelboat campaign to support existing Keelboat schools and attract new ones. Our on-site event presence in 2019 was focused on creating a platform to communicate the importance of sustainability and was activated on at key events with our **#sailgreen** campaign. Our e-commerce initiatives centered around developing new and fresh products to offer in our US Sailing online store

and executing promotional messages and campaigns to increase sales. To build and increase exposure of our brand, we aligned with partners to include the US Sailing and US Sailing Team brands in their marketing and communications activities.

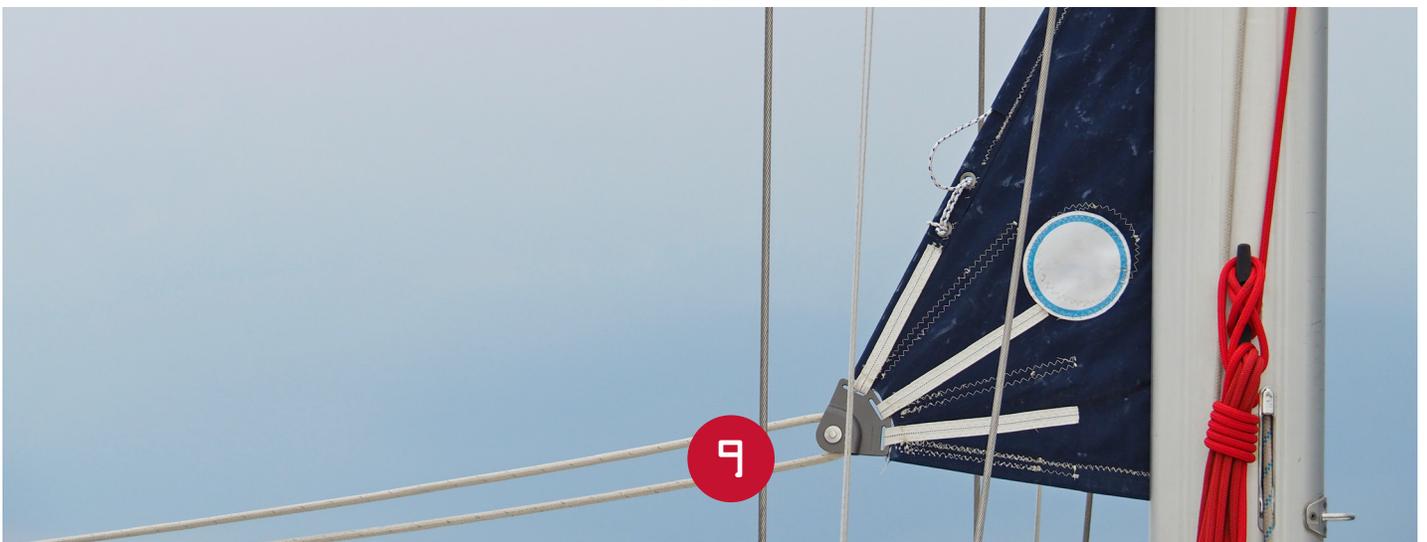
## Communications

Throughout 2019 we have steadily increased our communication output as well as our audience and trackable statistics. We have worked to build our social media audience with over 12 million impressions across US Sailing and US Sailing Team channels and increased our website visits by 18.5%. We elevated our stakeholder communications, almost doubling our email frequency (323 in 2018 vs. 641 in 2019), by increasing the frequency of Quarterdeck from quarterly to monthly and introducing new communications such as the “Weekly Lift” among other programmatic newsletters. To increase efficiency and become more targeted in

our communications, we transitioned various email databases into Mail Chimp to allow for a more streamlined approach with audience segmentation capabilities.

## Content

A big focus of 2019 was the development of new original content and mass distribution of that content. In addition to the 12 “Sail with US” videos, we developed an “All Access” digital series providing viewers a “behind the scenes” look at the US Sailing Team. We also launched a new broadcast partnership with NBC which provided the ability to air all World Cup events on the NBC Olympic Channel as well as access to commercial spots within the broadcasts. And, through a new partnership with SailGP, we developed four unique one-minute features that aired on the CBS Sports Network. Additionally, we created various video assets to support programs, partners, Membership, Education, Olympics, and more.



# MARKETING

## Partnerships

2019 was a year of growth and development. We were able to resign and expand relationships with existing partners such as Sperry, Regatta Craft Mixers, Tucci, Rolex and Zim Sailing, to provide increases in both program and financial investment. We also developed some exciting new partnerships with Kilroy Realty, RS Sailing, Zodiac, Tropic Sport and SailGP, which have already proven to be beneficial and provide a sturdy partnership foundation for the coming

years. The development of the U.S. Regatta Series continued as important meetings were conducted with Race Organizers to generate excitement and participation and drive increases in partnerships and content.

## Events

2019 was chalk full of amazing experiences for our members and constituents as we continue to deliver premium and ultra-successful US Sailing events. NSPS kicked off the year with record breaking attendance numbers and sponsor participation. The

bar continued to be set with the growth of other existing events such as National Coaching Symposium, Rolex Yachtsman & Yachtswoman of the Year Luncheon, Stakeholders Summit, Regional Symposiums, and others. Additionally, new exciting events were created including the SailGP Viewing Party in New York City, the US Sailing Team Media Day at Kilroy Realty Headquarters in San Francisco, and the Siebel Launch Event on Treasure Island. We look forward to continuing these new events in 2020 and increasing the growth of the existing ones.



# SAFESPORT

It was a year of transition in the area of youth athlete safety and misconduct. The U.S. Center for SafeSport (“the Center”), the independent organization authorized by Congress to oversee all sexual misconduct policy, reporting, and investigation within the Olympic and Paralympic Movement, created the Minor Athlete Abuse Prevention Policies (“MAAPP”) to set a baseline for acceptable safety standards that limit one-on-one interactions between adults and unrelated minor athletes. The Center urged all National Governing Bodies (NGBs) to add restrictions tailored to fit their sport.

On May 13, 2019, US Sailing approved its updated [SafeSport Handbook](#), which incorporates the US Sailing MAAPPs addressing best practices for interactions between adults and minor athletes. The US Sailing SafeSport Handbook serves as a resource for all US Sailing member organizations to implement athlete safety policies and procedures at the club level.

US Sailing also implemented changes to its background check program by adding certified race officials as individuals requiring screens. This change was

necessary due to amended USOPC background check requirements. The policy as applied to race officials was adopted by the Board of Directors in November and is set to be initiated in early 2020.

Looking ahead to 2020, US Sailing is developing a comprehensive SafeSport toolkit comprised of resources that will be made available to all member organizations. This toolkit will contain standard athlete safety policies and other resources for member organizations to adopt, implement, and display at their club.



# FOUNDATION

A new chair for the US Sailing Foundation was elected to lead in November 2019. This new leadership will allow the Foundation to sharpen its focus on the development of resources that will strengthen and sustain the fundamental drivers of growth, innovation, and excellence in the sport of sailing. In 2020, the Foundation expects to add other leaders from business, philanthropic and sailing communities to its board. Three successful fundraising campaigns were completed in 2019.

## **The Women in Sailing**

**Leadership** Appeal sought to expand the number of women members in the US Sailing President's Club. The campaign initially launched in June 2019 and was followed up in December 2019 as part

of the year-end appeal. The year-end content included a letter and an email from Cory Sertl, and a newsletter focused on USSA's programs for Women in Sailing in both print and digital format. **Altogether, we received a total of 45 gifts and enrolled 27 new members into the President's Club.**

The 2019 Year End Appeal, **The Power to Empower**, connects the support our members provide to empowering others to give back to the sport as instructors, coaches, race officials, safety experts, regatta leaders, and Olympic champions. For the first time, we advertised on social media platforms, using Facebook analytics to expand our reach to users who follow US Sailing and their friends, as well as users with an interest in watersports. The Year End Appeal raised

**\$122,000** from 510 donors, in which 134 were new first time donors, and we were able to retrieve 43 lapsed donors.

Lastly, Olympic fundraising wrapped up its **One Design Challenge**. It was an 18-month initiative in which 76% were first time donors. The challenge raised **\$778,000** for the support of the US Sailing Team. Olympic fundraising priority has been centered around the development of the athlete toolbox and webpage which support the USST athletes' own fundraising efforts. In 2020, we will launch the Club Challenge initiative to build fans and engage with Clubs at the local and regional level. We hope to bring greater awareness to our USST athletes and the grueling path to the Olympic Team.



# FINANCIALS

## Statement of Revenue & Expenses Summary at 12/31/19

*internal/unaudited*

	<b>Actual</b>	<b>Budget</b>	<b>Prior YTD</b>
Revenue	9,662,496	9,539,309	13,006,031
Expense	10,736,305	10,592,304	11,007,430
Surplus/Deficit	(1,073,809)	(1,052,995)	1,998,601
Pledge Payments & contributions from reserves for new programs	1,531,764	1,170,983	826,000
Less New Pledges	(100,000)	0	(936,300)
Cash Flow	357,955	117,988	1,888,301

# OBJECTIVES

## Financial Metrics Based on Year End 2019 Financial Statements and Membership Report

Goal	Comments	Status
<b>Financial Metrics</b>		
<b>Cash Flow from Operations: \$118,000</b>	\$ 357,956	Green
<b>Membership: 46,000</b> <b>Retention: 68%</b>	43,842 (12/19) vs. 44,784 (12/18) Retention – 72.8%	Red / Green
<b>Fundraising: \$1,420,000 cash (new gifts)</b> <b>Olympics Team - \$833,000</b> ODP – n/a <b>USS - \$587,000</b>	\$1,401,990 vs. \$ \$1,420,000 goal <b>OLY</b> - \$ 807,760 actual vs. \$833,000 goal <b>ODP</b> - \$ 12,000 actual vs. (no fundraising goal) <b>USS</b> - \$ 582,230 actual vs. \$ 587,000 goal	Yellow
<b>New Sponsorship: \$400,000</b>	\$ 192,500 USSA revenue \$ 600,000 new Olympic sponsorships	Green
<b>1. Create opportunities for life-long participation</b>		
<b>Implement Skill Up:</b> Launch app; adopted by 20 LSOs	Successful testing of version 1.0 by Early Adopter users has led to a strong roadmap for the current 2.0 build, including app improvements as well as an organization web console to allow LSO's to manage and monitor learning. Version 2.0 build is underway for completion at end of Q1 2020.  2019 app use by early adopters: <ul style="list-style-type: none"> <li>1,470 total 2019 users <ul style="list-style-type: none"> <li>Peak 1-day users: 68</li> <li>Peak 7-day users: 180</li> <li>Peak 28-day users: 383</li> </ul> </li> <li>7,858 sailor "assessments"</li> <li>1,991 access to "drills"</li> <li>65,699 screen views</li> </ul>	Green
<b>Launch Siebel Sailors:</b> Two centers activated; three others selected	San Francisco, Chicago, and DC/Baltimore regions are fully operational and will begin on-water programming in March.  The Siebel Coaches have created the program curriculum, culture, and stewardship plans. Regions #4 and #5 will be announced in Q1 2020, with programming to follow.	Green
<b>2. Provide a broad spectrum of activities</b>		
<b>Product Development</b>	<b>Completed in 2019:</b> Teaching and Coaching Fundamentals Online, Video shoot for S@S Online Modules 11-15; RC Fundamentals betas, Sailing <i>Drills Made Easy</i> ; <i>Reach Educator Guide Middle School Modules 11-17</i> , <i>Level 1 Instructor Trainer Manual (update)</i> , <i>Training Policy Manual</i> , <i>Bareboat Cruising</i> , National Coaching Symposium, Women's Coaching Clinic, three National Faculty meetings.  <b>Will be completed in 2020 Q1:</b> <i>Education Department Procedures Manual</i> ; <i>Passage Making</i> ; <i>Start Powerboating Right</i> ; <i>Skill Up 2.0</i> .	Green

<b>National Handicap; Portsmouth YS</b>	This has been moved to the 2020 agenda for the Offshore leadership.	<b>Red</b>
<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>	ODP – Regional programs are working well with ODP but the strategy is shifting. The designation of Regional Training Centers concept is no longer the key objective. Support is shifting to classes - Nacra 15 class and 29er class are good examples of regional programs and ODP class cooperation.	<b>Green</b>
<b>4. Volunteering – easy, rewarding, beneficial</b>		
<b>Volunteer Connect</b>	Most TOR updated. In 2020, launch Educational Ambassador program (pending TCOMM approval) which includes revising the Regional Training Coordinator (RTC) position	<b>Yellow</b>
<b>Enhance Race Admin:</b> uniformity, quality, participation	With strong support from the BoD, forming a Race Administration Working group that will identify ways to recruit a wider variety of sailors to the Race Admin community. Unify and streamline policies and procedures. Identify needed areas of support and apply best practices from other areas of the association.	<b>Yellow Green</b>
<b>SafeSport and Background Check Implementation</b>	<ul style="list-style-type: none"> <li>• SafeSport Audit completed December 5, 2019</li> <li>• Developing SafeSport Recognized Organization program</li> <li>• Develop SafeSport toolkit for use by member organizations</li> <li>• Update SafeSport page on US Sailing website for easier navigation by members and member organizations</li> <li>• Expanded background check policy to include certified race officials</li> </ul>	<b>Green</b>
<b>5. American Success</b>		
<b>ODP and USST Performance: USST -</b>	Auckland, NZL - 49er, FX and Nacra Worlds 49er FX – Henken/Tobias (9 <sup>th</sup> ) - Roble/Shea (13 <sup>th</sup> ) 49er – Snow/Wilson (13 <sup>th</sup> ) - 10 <sup>th</sup> country (missed country qualification by 1) Nacra 17 – Gibbs/Weis (14 <sup>th</sup> ) - 11 <sup>th</sup> country Melbourne, AUS – Dec Finn Gold Cup – Muller, 17 <sup>th</sup> with 3 <sup>rd</sup> in U23. Paine 25 <sup>th</sup>	<b>Yellow</b>
<b>Communications:</b> Executing comm plan and increasing exposure	Supported core programs and customer engagement/outreach <ul style="list-style-type: none"> <li>• Over 12MM social media impressions</li> <li>• Increased email communications by 2X</li> <li>• Supported key events/ activities of the US Sailing Team through press and video</li> </ul>	<b>Green</b>

# CONTACT INFORMATION

**Administration** – Provides front and back office support for US Sailing’s headquarters in Bristol, RI, as well as board and volunteer support. Responsible for all financial functions, and supports all of US Sailing’s technology systems.

**Chief Executive Officer:** Jack Gierhart [JackGierhart@ussailing.org](mailto:JackGierhart@ussailing.org)  
**Operations Director:** Lauren Cotta [LaurenCotta@ussailing.org](mailto:LaurenCotta@ussailing.org)  
**Chief Technology Officer:** Mike Waters [MikeWaters@ussailing.org](mailto:MikeWaters@ussailing.org)

**Adult Programs** – Provides marketing, promotional and technical support for US Powerboating, Safety at Sea courses, Keelboat programming, First Sail, adaptive sailing, liason with One Design Classes and management of all US Sailing Adult Championships.

**Adult Programs Director:** Betsy Alison [BetsyAlison@ussailing.org](mailto:BetsyAlison@ussailing.org)

**Competition** – Provides fair ratings for measurement rules, supporting the PHRF and Portsmouth Yardstick Handicapping fleets and setting racing and cruising safety standards. Oversees, coordinates and promotes the certification of Race Officials. Manages the appeals system and distribution of the US rulebook.

**Offshore Director:** Nathan Titcomb [NathanTitcomb@ussailing.org](mailto:NathanTitcomb@ussailing.org)  
**Race Administration Director:** Matthew Hill [MatthewHill@ussailing.org](mailto:MatthewHill@ussailing.org)

**Education** – Responsible for product development and scheduling of all training and certification activities.

**Education Director:** Stu Gilfillen [StuGilfillen@ussailing.org](mailto:StuGilfillen@ussailing.org)

**Foundation** – Responsible for fundraising activities that provide additional resources for US Sailing programs and services. Campaigns include the Annual Appeal, major gifts, and donor stewardship and communications.

**Foundation Operations Manager:** Lorie Anderson [LorieAnderson@ussailingfoundation.org](mailto:LorieAnderson@ussailingfoundation.org)

**Marketing and Communications** – Responsible for US Sailing brand direction, communications, sponsorship management and fulfillment for the organization.

**Chief Marketing Officer:** Peter Glass [PeterGlass@ussailing.org](mailto:PeterGlass@ussailing.org)  
**Marketing Director:** Josh Toso [JoshToso@ussailing.org](mailto:JoshToso@ussailing.org)

**Olympics** – Manages US Sailing Team, Olympic Development Program and World Cup Series Miami.

**Senior Olympic Coach:** Luther Carpenter [LutherCarpenter@ussailing.org](mailto:LutherCarpenter@ussailing.org)  
**Olympic Director:** Meredith Brody [MeredithBrody@ussailing.org](mailto:MeredithBrody@ussailing.org)  
**Olympic Development Director:** Leandro Spina [LeandroSpina@ussailing.org](mailto:LeandroSpina@ussailing.org)

**Youth Programs** – Provides marketing, promotional and technical support for Smallboat Instructor Certification programs, Reach (STEM Education), USA Junior Olympic Festivals, Siebel Sailors Program, and management of all US Sailing Youth & Junior Championships.

**Youth Director:** John Pearce [JohnPearce@ussailing.org](mailto:JohnPearce@ussailing.org)

**Make the Sport Safe** – Ensures safety of athletes using SafeSport and Background Check programs.

**Compliance Manager:** Justin Sterk [JustinSterk@ussailing.org](mailto:JustinSterk@ussailing.org)

View the entire staff directory online at: [www.ussailing.org/about/our-people/staff-directory/](http://www.ussailing.org/about/our-people/staff-directory/)