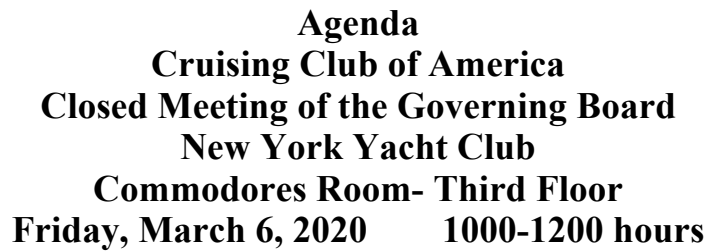




*CRUISING CLUB OF AMERICA  
GOVERNING BOARD MEETING  
of  
March 6, 2020*

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**Agenda**  
**Cruising Club of America**  
**Closed Meeting of the Governing Board**  
**New York Yacht Club**  
**Commodores Room- Third Floor**  
**Friday, March 6, 2020      1000-1200 hours**

- Note: Those nominated to serve as a Governor are also invited guests.

3/2/20 9:08 AM



**Agenda**  
**Cruising Club of America**  
**Board of Governors' Meeting**  
**New York Yacht Club**  
**Commodores room**  
**Friday, March 6, 2020      1500-1645 hours**

1. Call meeting to order
2. Circulate attendance sheet/Governors, Flag Officers, Comm. Chairs
3. Commodore's Welcome
4. Approval of Minutes of last Board meeting, October 11, 2019
5. Report of the Treasurer                      Peter Chandler
6. Report of the Secretary                      Chris Otorowski
7. Report of the Historian                      Jack Towle
8. Report of Fleet Captain                      Paul Hamilton
9. Report of the Vice Commodore              Bob Medland
10. Report of the Commodore                      W. Bradford Willauer
  
11. Committee reports for this meeting (Written reports are provided separately)
  - a. Membership                      Peter Stoops
  - b. Awards                      Bill Cook
  - c. BROC                      Jay Gowell
  - d. Voyages                      Zdenka and John Griswold
  - e. GAM                      Wendy Hinman
  - f. Web                      Michael Moradzadeh
  - g. Safety and Seamanship                      John Robinson
  - h. Archive                      Mark Ellis
  - i. Bonnell Cove                      Joyce Lhamon
  - j. Financial Affairs Committee                      Kathleen O'Donnell
  - k. Cruising Guides and Charts                      Doug Bruce
  - l. Guest Moorings                      Eugene Gardner
  - m. Events                      Barbara Watson
  - n. Environment of the Sea                      Joe Harris
  - o. Investment Committee                      Tom Post
  - p. Technical                      Jim Binch
  - q. Yearbook                      Murray Beach
  - r. Ski GAM                      Johnny and Po Martin
  - s. Communications                      Bob Medland
  - t. Quartermaster                      Steve Prime
  - u. Nominating Committee                      Tad Lhamon/Jim Binch
  - v. Trophies                      Bob Darbee

w.      Waypoints      Dev Barker

12. Q and A about Rear Commodore Reports (Written reports supplied separately)

a.	Bermuda	Les Crane
b.	Bras D’Or	Bernard Prevost
c.	Boston	James D. Phyfe
d.	Buzzard’s Bay	Lawrence Hall
e.	Gulf of Maine	Dale Bruce
f.	Narragansett Bay	Dick Waterman
g.	Great Lakes	Tom Post
h.	Chesapeake	Marjorie Robfogel
i.	Essex	Daniel R. Biemesderfer
j.	Florida	Joel Taliaferro
k.	New York	David Tunick
l.	Pacific Northwest	Rick Meslang
m.	San Francisco	Stafford Keegin
n.	Southern California	Steve Calhoun

13. Cruise reports Steve James

a.	Royal Cork 300th		Dave Curtin
b.	Mallorca, Sept. 2020		Les Crane
c.	Apostle Islands, Aug. 2021		Gaynelle Templin
			Dean Rau
d.	Newfoundland	2021	Bill Bowers
e.	Cruise/Gam	2022	Chris Otorowski
f.	Future cruises	2023, 2024	Chris Otorowski

## 14. Old Business

a.	Bermuda Race Foundation	Jim Binch
b.	100 <sup>th</sup> Anniversary Ad Hoc Committee	Chris Otorowski
c.	Other	

## 15. New Business

a. Dues analysis and recommendation Peter Chandler

16. 2020 Board Meeting/Fall Meeting- Seattle Doug Cole

17. 1645 Adjourn- Next Meeting is in Seattle, October 22, 2020

End.



**Agenda**  
**Cruising Club of America**  
**Annual Meeting of the Membership**  
**New York Yacht Club**  
**Commodore's Room**  
**Friday, March 6, 2020      1645-1700 hours**

1. Call meeting to order
2. Quorum
3. Commodore's Welcome
4. Approval of Minutes of last Annual Meeting, March 1, 2019
5. Report of the Treasurer      Peter Chandler
6. Report of the Secretary      Chris Otorowski
7. Report of the Historian      Jack Towle
8. Report of Fleet Captain      Paul Hamilton
9. Report of the Vice Commodore      Bob Medland
10. Report of the Commodore      Brad Willauer
11. Report of the Nominating Committee      Tad Lhamon

Vote on the following slate:

**OFFICERS**

Commodore	J. W. Robert Medland
Vice Commodore	Christopher L. Otorowski
Secretary	John R. Gowell
Treasurer	Peter L. Chandler
Historian	John P. Rousmaniere

**GOVERNORS (Terms expiring 2023)**

Brian W. Billings (BDA)  
Amelia L. Green (ESS)  
Ian N. H. Gumprecht (GLS)  
Rodney T. Hearne (PNW)

**NOMINATING COMMITTEE FOR 2020**

James G. Binch, Chairman  
Douglas A. Bruce  
Ernest L. Godshalk  
Frederic T. Lhamon  
W. Bradford Willauer

Adjourn



# **The Cruising Club of America**

## **Nominating Committee Report December 01, 2019**

The Nominating Committee submits the following nominations to be acted upon at the Annual Meeting to be held March 6, 2020

### **OFFICERS**

Commodore	J. W. Robert Medland
Vice Commodore	Christopher L. Otorowski
Secretary	John R. Gowell
Treasurer	Peter L. Chandler
Historian	John P. Rousmaniere

### **GOVERNORS (Terms expiring 2023)**


Brian W. Billings (BDA)  
Amelia L. Green (ESS)  
Ian N. H. Gumprecht (GLS)  
Rodney T. Hearne (PNW)

### **NOMINATING COMMITTEE FOR 2020**

James G. Binch, Chairman  
Douglas A. Bruce  
Ernest L. Godshalk  
Frederic T. Lhamon  
W. Bradford Willauer

Respectfully Submitted by the 2019 Nominating Committee

James G. Binch  
Douglas A. Bruce  
Ernest L. Godshalk  
Frederic T. Lhamon, Chairman  
Lawrence Somers

	<b>2020 CCA Annual Meetings and Awards Dinner</b>				wifi password nyc1844
TIME	Model Room	Commodores Room 3rd floor front	Ward Room 5th floor front	Afterguard Room 4th floor back	Grill Room
Water requested to be available in all CCA meeting rooms, on a side table				All rooms can have conference phones	
	Members are welcome to attend all OPEN meetings			and with written instructions as requested.	
<b>THURSDAY 5th</b>					
1400-1600		1400 - 1600 Safety and Seamanship <b>30</b> OPEN <b>Speaker phone</b>	1400 - 1600 Tech Committee OPEN <b>speaker phone</b>	1400 - 1530 100th Anniversary committee <b>8</b> OPEN	
1545 - 1745				1545 - 1745 Communications <b>30</b> <b>TV</b> OPEN <b>Speaker phone</b>	
1600		<b>Dinner set up</b>	<b>Dinner set up</b>	1545 - 1745 Communications <b>30</b>	
1800 - 2100		<b>AWARDEE DINNER</b>			
<b>FRIDAY 6th</b>					
0800			0800 - 0930 Awards <b>6</b> Closed <b>Coffee and Danish</b>	0800 - 1000 Membership <b>14</b> Closed <b>Coffee and Danish speaker phone</b>	
0830	0830 - 1000 Financial Affairs <b>6</b> Closed		Awards <b>6</b> Closed	Membership <b>14</b> Closed	
0900	Financial Affairs <b>6</b> Closed	0900 - 1000 Rear Commodores <b>12</b> Closed	Awards <b>6</b> Closed	Membership <b>14</b> Closed	
1000		1000 - 1100 Governing Board <b>24+</b> Closed		1000 -1200 BROC <b>12</b> Closed <b>speaker phone</b>	
1100		1100 - 1200 Elected Governors <b>12</b> Closed	1100 - 1200 Investment <b>8</b> OPEN	BROC <b>12</b> Closed	
<b>NOON</b>					<b>BUFFET LUNCH</b>
1230		12.30 - 1430 Charts & Guides <b>12</b> <b>TV</b> OPEN			
1300		Charts & Guides <b>12</b>	1300 - 1430 Events Committee <b>30</b> OPEN <b>speaker phone</b>	1300 - 1500 Bonnell Cove <b>11</b> Closed 2 hours requested <b>speaker phone</b>	
1500 - 1645		Board Meeting RCs, Governors and Committee Chairs <b>50+</b> OPEN			
1645 - 1700		Annual Meeting of the Membership and Elections <b>50+</b> OPEN			
1700- 1730				Cork300 Mallorca Q & A <b>20</b> OPEN <b>TV</b>	
1730 - 1900					<b>COCKTAILS</b>
1900 -	<b>DINNER &amp; AWARDS</b>				



## Report of the CCA Technical Committee for the Annual Meeting, March 6, 2020

This report is written prior to our first, in-person meeting which will be taking place on the Thursday prior to the Annual Meeting ---which is not to suggest that most of the Committee's members have not been deeply involved in ratings, and scantling discussions over the past twelve months.

For purposes of this report to the Board, I believe it best to focus on the major issues we have encountered with the accuracy of the ORR ratings used extensively throughout the US for offshore racing, in particular the Newport Bermuda Race.

In the Fall of '19 it was discovered by Technical Committee member Jim Teeters, on entering data from existing ORR-certified yachts who wished to race under the ORA's new ORR-Ez non-measured VPP rule, that there were significant errors in critical data used in the VPP calculations, resulting in erroneous ORR handicaps. In fact, these data errors even affected some results in the 2018 Newport Bermuda Race.

Jim brought this to the attention of the ORA's directors, and since then the ORA have been intensively developing new software-driven screening tools, both of sail and rig measurement accuracy, as well as for hull measurement data. In fairness, US Sailing has worked very closely with the ORA since this discovery, and are doing everything they are able to, in helping resolve the crisis. The ORA has loaned to US Sailing the sail and rig measurement software for their use on the checking of every single ORR certificate renewal for 2020. The ORA shall not lend the hull data software as it will become a front-end processing program of the VPP itself. As of now, both everyone on the ORA staff and the BROC's technical liaison, Nick Nicholson, are confident that all certs for the 2020 race, as well as all the other races throughout the USA in 2020 shall have accurate, and fair, handicaps.

How did we get here? When US Sailing entered into its five year contractual agreement with the ORA in 2015, it shortly thereafter enacted a substantial reduction in personnel resources in the Offshore Office, and essentially left the office bereft of any technical skill. Concurrently they were installing a comprehensive new ERP system from SAP (donated by Hap Fauth, owner of Bellamonte and Chair of SAP), which system was to have built into it a screening software for offshore ratings data. Regrettably this was never completed, and the screening of incoming data -



-- for either ORC, IRC and ORR certificates – was not performed, or certainly not to the degree required.

Due to the added burden on the ORA to resolve and assist in cleaning up this mess, the ORA has reached out to the Newport Bermuda Race Foundation, the Transpac Yacht Club, US Sailing, and the Chicago Yacht Club, for supplementary financial support to conduct this additional work. I am pleased to let the CCA Board know that all but the Chicago Yacht Club have come forward and provided the needed assistance.

Concurrently, the undersigned is also serving as Treasurer and Chair of the Finance Committee of the ORA and has been designated as the lead negotiator on behalf of the ORA for a completely new long-term agreement between US Sailing and the ORA. To date, I have had two very constructive and positive sessions with Jack Gierhart, CEO of US Sailing. The opening premise is that we, the ORA, and its founders, want an equitable playing field for all sailors regardless of yacht sailed, and irrespective of wealth (i.e. we are for every sailor, not merely the avowed racer with money to burn). And equally importantly, we wish to have US Sailing remain the entry point and final issuer of certificates, with an equitable split in revenues between the two that ensures the financial viability of the ORA going forward. I believe it will take several more meetings before we can reveal the final arrangements, but I remain confident the CCA's investment in offshore ratings development over many decades will be preserved and enhanced for future generations of US offshore sailors.

Respectfully submitted,

Jim Binch, Chair, CCA Technical Committee  
February 15, 2020



### **Financial Affairs Committee – Report to Annual Meeting 2020**

Pursuant to the revised charter approved at the 2019 Fall Meeting, the Financial Affairs Committee was asked to complete the following tasks:

- review the unaudited Financial Statement for the Fiscal Year ending October 31, 2019
- review the proposed budget for Fiscal Year beginning November 1, 2019, which is to be approved at this meeting
- engage an independent accountant to review the practices of the Treasurer (a copy of the review letter is attached)
- develop a policy on reimbursement of Commodore's expenses

As a result of the completion of these tasks, the Financial Affairs Committee makes the following recommendations to the Governing Board:

1. Budget Process:

The Club is in the process of adopting a budget concept and process. It is fair to observe that prior to 2019, no attempts were made to anticipate the Club's financial needs either in the immediate fiscal year or in the long term. Spending decisions were made on an *ad hoc* basis by officers, committee heads and members whose authority to spend money was implied by their appointed or elected positions. The first effort to assemble a comprehensive budget was undertaken during the fiscal year that ended October 31, 2019. The Treasurer polled the officers and members with operational responsibilities to obtain their expected financial requirements for the fiscal year ending October 31, 2020. Ideally, the Financial Affairs Committee and the Flag Officers would review the initial compilation with the responsible committee heads, with the objective of adjusting specific spending proposals to produce a balanced budget. This process obviously started too late to produce a balanced budget for the Board's approval for the current fiscal year. However, the effort reveals the importance of starting the budget process much earlier, and the difficulty that the FAC, officers and Board will likely have in paring spending expectations down to achieve a balanced budget. We recommend, and the Treasurer agrees, that the budget be prepared on a more timely basis so that it may be approved at the Fall Meeting in October for the following fiscal year. A practical timetable acceptable to the Financial Affairs Committee and the Treasurer should be adopted for use for the 2021 Budget. A suggested timeline follows:

a. May, 2020 -The Treasurer sends a request to the officers and the committees for anticipated revenue, expenses, and expenditures of a capital nature for the following fiscal year with the stated premise that the Club is to operate on a breakeven basis. All submissions should

be submitted with appropriate explanation and/or backup. Deadline for submissions should be May 31.

b. September - Preliminary budget compilation and financial statements for current and immediate past year to be provided by the Treasurer to the FAC for review and discussion. Deadline September 15.

c. September 15 to October 1 - The FAC reviews raw budget compilation, together and with committee heads and Flag Officers as necessary, to achieve balanced budget for Board approval.

d.. One week prior to Fall meeting the Budget proposal for the following fiscal year is circulated to the Governing Board

d. October - Final Budget to be approved the Governing Board.

e. March - Financial statements for prior fiscal year on a comparative basis and the approved budget for current fiscal year to be submitted to the Annual Meeting.

## 2. Expenditures:

Article XVIII of the Club's by-laws simply states that "no expenditures of funds nor contracts binding the Club shall be made except by authorization of the Governing Board". Compliance with this by-law cannot possibly work and this by-law is probably ignored. The FAC recommends Article XVIII be reviewed. Until such time as a revised Article XVIII is adopted, we recommend the adoption of a continuing resolution to authorize the Treasurer to pay budgeted expenses up to a [amount to be determined] limit without the necessity of Governing Board approval. Any expenditure above this amount must be approved by a second officer and must be supported by appropriate documentation such as a purchase order, a contract, an invoice, or the equivalent.

## 3. Deficits:

The FAC notes that the Club had an excess of expenses over revenue for fiscal 2019 and is budgeted to have a net loss of \$173,064 in cash in fiscal 2020 year. These losses have a serious impact on cash reserves, especially when you recognize that some Club assets are tied to the Stations or otherwise restricted. The FAC recognizes that most of this year's loss is attributed to the one-time expense of the 100<sup>th</sup> Anniversary books; a history of the Club and a "boats we sail" volume. But, even taking into account that cost, the Club will still lose \$45,000 this year. The FAC supports a modest dues increase to offset the operating expenses but we are concerned that we have seen no explanation of any efforts to mitigate the expense of the books, or really, any explanation of the budget for this project such as cost of the books, potential sponsorships, pre-orders to indicate interest, etc. The Treasurer has advised us that there are plans under consideration to mitigate the cash impact of the 100<sup>th</sup> Anniversary books.

## 4. Reimbursement of Commodore's Expenses:

The FAC recommends that the budget include the cost of reimbursing the Commodore for expenses incurred in visiting the Stations and Posts, attending meetings of sister cruising clubs or entertaining visiting Commodores from those clubs. The expense would be capped at \$15,000 per year. Invoices for travel and entertainment expenses shall be submitted to the Treasurer no later than 60 days after the expense was incurred. Documentation shall include for example: credit card statements, cancelled checks, sales receipts, or the equivalent.

Respectfully submitted,

Kathleen O'Donnell  
Chair  
Financial Affairs Committee

## **Independent Accountant's Report on Applying Agreed-Upon Procedures**

The Cruising Club of America  
Financial Affairs Committee  
P.O. Box 234  
Milton, MA 02186

We have performed the procedures enumerated below, which were agreed to by the Financial Affairs Committee of The Cruising Club of America, solely to assist you in evaluating the accuracy and consistency of certain balance sheet items for the fiscal year ended October 31, 2018. The Cruising Club of America is responsible for maintaining records necessary to present accurate financial information for the year ended October 31, 2018.

This agreed-upon procedure engagement was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants. The sufficiency of these procedures is solely the responsibility of the parties specified in this report. Consequently, we make no representation regarding the sufficiency of the procedures enumerated below either for the purpose for which this report has been requested or for any other purpose.

The procedures and the associate findings are as follows:

### **Balance Sheet**

1. Compare the balance of the operating checking account held at Key Bank as presented on the October 31, 2018 balance sheet with the October 31, 2018 bank statement reconciliation.  
The reconciled cash balance agreed with the balance of the "Key Bank Checking" (operating checking account) as presented on the October 31, 2018 balance sheet.
2. Compare the balance of the Business Gold Money-Market savings account held at Key Bank as presented on the October 31, 2018 balance sheet with the October 31, 2018 bank statement reconciliation.  
The reconciled cash balance agreed with the balance of the "Key Business Gold MM Savings" as presented on the October 31, 2018 balance sheet.
3. Compare the balance of the NBR Surplus CD's (CD 1, CD 2 and CD 3) held at Key Bank as presented on the October 31, 2018 balance sheet with the balance as recorded on the October 31, 2018 bank statement.  
The ending balances as recorded by Key Bank on the October 31, 2018 bank statement for the NBR Surplus CD's (CD 1, CD 2 and CD 3) all agreed with the balances as presented on the October 31, 2018 balance sheet.
4. Compare the balances of cash accounts (Fidelity Cash Reserve and Fidelity Government Money Market) held at Fidelity Investments as presented on the October 31, 2018 balance sheet with the October 31, 2018 brokerage statement.  
The ending balances of cash accounts held at Fidelity as Fidelity Government Cash Reserves and Fidelity Government Money Market as recorded by Fidelity Investments on the October 31, 2018 brokerage statement agreed with the balances as shown on the October 31, 2018 balance sheet.
5. Compare the balances of marketable securities held at Fidelity as presented on the October 31, 2018 balance sheet with the October 31, 2018 brokerage statement.

The ending balances of securities (500 Index Fund, L P Stock Fund, Vanguard Short-Term Investment Grade, Vanguard Total Market, Vanguard Total Stock Market, Vanguard US Short Bond and Vanguard Star Fund International) as recorded by Fidelity Investments on the October 31, 2018 brokerage statement agreed with the balances of those securities reported on the October 31, 2018 balance sheet.

6. Compare the balance of the prepaid asset account "2019 Fall Meetings" as presented on the October 31, 2018 balance sheet with the October 31, 2018 reconciliation summary.  
The total of receipts for prepaid expenses related to the 2019 fall meeting agreed with the balance of the "2019 Fall Meetings" as presented on the October 31, 2018 balance sheet.

**Bermuda Race Organizing Committee**

1. Compare the balance of the checking account held at Key Bank as presented on the October 31, 2018 balance sheet of the BROC (Bermuda Race Organizing Committee – a subgroup of the Cruising Club of America) with the October 31, 2018 bank statement reconciliation.  
The reconciled cash balance agreed with the balance of the Key Bank Checking as presented on the BROC October 31, 2018 balance sheet.
2. Compare the balance of the "Other Current Asset – Due from BROC" (Bermuda Race Organizing Committee) as presented on the October 31, 2018 balance sheet of The Cruising Club of America (CCA) with the balance of "Other Current Liability – Due to CCA" as presented on the October 31, 2018 balance sheet of the Bermuda Race Organizing Committee (BROC).  
The balance of "Other Current Asset – Due from BROC" agrees with the balance of "Other Current Liability – Due to CCA" as presented on the respective October 31, 2018 balance sheets.

We were not engaged to, and did not, conduct an examination or review; the objective of which would be the expression of an opinion or conclusion, respectively on the balance sheet or profit and loss statement. Accordingly, we do not express such an opinion or conclusion. Had we performed additional procedures, other matters might have come to our attention that would have been reported to you. This report is intended solely for the information and use of the Financial Affairs Committee and management of The Cruising Club of America and is not intended to be, and should not be, used by anyone other than these specified parties.



Boucher Perkins Campbell Paradis  
Brunswick, Maine  
December 15, 2019



**Cruising Club of America  
Treasurer's Report  
February 25, 2020**

The Treasurer's attention has been focused on improving the flow of financial information to the membership and leadership of the Club. Notably, we produced a complete financial statement for the first time for the eleven months ended September 30, 2019, for distribution at the Fall Meetings in Boston. We have now prepared complete statements for the fiscal year ended October 31, 2019, for distribution at the Annual Meetings in New York.

A related effort has been to start a process to compile and adopt annual budgets to guide the Club's financial planning and awareness. This remains a work in process. To date, we have obtained spending plans from the officers, committee chairs and other volunteers, and compiled them into a cash flow projection for the Club as a whole. The Financial Affairs Committee has been asked to review the results, and the process, in order to make suggestions to the Governing Board. We should anticipate an acceleration of requests for input to the FY 2021 budget in the second half of the current fiscal year.

While the Club's financial statements reflect significant losses over the past two fiscal years, the Club remains financially healthy, with no long-term debt and a healthy investment portfolio. Opinions will differ on the how long the financial health can continue without greater discipline in spending. The establishment of the Financial Affairs Committee, coupled with the appointment of additional volunteers to assist the Treasurer, should improve and increase the flow of financial information to the membership and officers. This, in turn, should enable and encourage financially appropriate decisions.

Respectfully submitted,

Peter Chandler  
Treasurer

**Cruising Club  
of America  
Budget Summary and Worksheets  
FYE October 31, 2020**

**Preliminary Budget Compilation**

**Confidential**



**Cruising Club of America**  
**Budget Worksheet**  
**FYE October 31, 2020**

<b>Function</b>	<b>Revenue</b>	<b>Expenditures</b>	<b>Net Cash</b>
100th Anniversary Books	-	(127,500)	(127,500)
100th Anniversary--Other	-	-	-
2020 Fall Meetings	-	(15,000)	(15,000)
2020 Mallorca Cruise	308,433	(308,069)	364
2021 Apostle Island Cruise	-	(3,000)	(3,000)
Awards and Medals	-	(20,700)	(20,700)
Awards Dinner	28,000	(43,000)	(15,000)
CCA Trophies, Displays, Maintenance	-	(4,700)	(4,700)
Communications	-	(25,500)	(25,500)
Cruising Guides	4,500	(10,500)	(6,000)
Financial Affairs Committee	-	(8,000)	(8,000)
Gam	-	(30,000)	(30,000)
2020 Annual Meetings	-	(15,000)	(15,000)
Membership Committee	-	(2,500)	(2,500)
Newport Bermuda Race	140,000	(125,000)	15,000
Safety and Seamanship Committtee	15,000	(37,000)	(22,000)
SAS Seminars	105,000	(84,000)	21,000
Technology	-	(888)	(888)
Voyages	-	(46,490)	(46,490)
Yearbook	-	(40,600)	(40,600)
Overhead	271,750	(101,300)	170,450
	872,683	(1,048,747)	(176,064)

**Cruising Club of America  
Budget Worksheet  
FYE October 31, 2020  
CASH FLOW**

	<u>November</u>	<u>December</u>	<u>January</u>	<u>February</u>	<u>March</u>	<u>April</u>	<u>May</u>	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>October</u>	Totals
Cash Balance BOM	201,046	255,959	349,819	447,065	447,101	488,781	339,454	300,010	185,336	145,172	133,072	39,446	201,046
Revenues	68,764	214,477	189,623	62,613	103,957	12,551	107,617	52,113	4,613	22,626	4,613	29,113	872,683
Recurring Expenses	(13,851)	(120,377)	(92,377)	(62,577)	(62,277)	(161,877)	(147,061)	(166,787)	(44,777)	(34,726)	(94,739)	(43,577)	(1,045,007)
Non-recurring Expenses	-	(240)	-	-	-	-	-	-	-	-	(3,500)	-	(3,740)
Caash Balance EOM	<u>255,959</u>	<u>349,819</u>	<u>447,065</u>	<u>447,101</u>	<u>488,781</u>	<u>339,454</u>	<u>300,010</u>	<u>185,336</u>	<u>145,172</u>	<u>133,072</u>	<u>39,446</u>	<u>24,982</u>	<u>24,982</u>
 Cash at Beginning of Year		201,046											
Annual Activity		(176,064)											
Cash at End of Year		<u>24,982</u>											

Cruising Club of America  
Budget Compilation for F/Y 10/31/20

	November	December	January	February	March	April	May	June	July	August	September	October	Total
<b>OVERALL SUMMARY</b>													
Cash received	68,764	214,477	189,623	62,613	103,957	12,551	107,617	52,113	4,613	22,626	4,613	29,113	872,683
Cash Disbursed	(13,851)	(120,617)	(92,377)	(62,577)	(62,277)	(161,877)	(147,061)	(166,787)	(44,777)	(34,726)	(98,239)	(43,577)	(1,048,747)
Net Cash Flow	54,913	93,860	97,246	36	41,680	(149,327)	(39,444)	(114,674)	(40,164)	(12,100)	(93,626)	(14,464)	(176,064)

Recurring Activity	November	December	January	February	March	April	May	June	July	August	September	October	Total
7,000	-	13,000	14,000	13,000	-	18,000	11,000	17,000	17,500	11,000	-	13,000	127,500
100th Anniversary--Other	-	-	5,000	-	-	-	-	-	-	-	-	10,000	15,000
2020 Fall Meetings	5,824	93,700	-	5,000	-	5,000	81,984	5,000	-	20,149	91,412	-	308,069
2020 Mallorca Cruise	-	-	-	-	-	3,000	-	-	-	-	-	-	3,000
2021 Apostle Island Cruise	-	-	4,500	2,000	10,700	3,500	-	-	-	-	-	-	20,700
Awards and Medals	-	-	-	-	-	43,000	-	-	-	-	-	-	43,000
Awards Dinner	200	450	500	200	1,450	200	200	450	200	200	450	200	4,700
CCA Trophies, Displays, Maintenance	2,400	2,000	2,800	2,800	9,300	800	400	-	600	1,800	1,300	1,300	25,500
Communications	500	500	650	650	650	550	550	550	550	650	650	550	7,000
Cruising Guides	-	3,000	5,000	-	-	-	-	-	-	-	-	-	8,000
Financial Affairs Committee	-	-	15,000	-	-	-	-	15,000	-	-	-	-	30,000
Gam	-	-	-	-	-	15,000	-	-	-	-	-	-	15,000
2020 Annual Meetings	-	-	-	-	-	2,500	-	-	-	-	-	-	2,500
Membership Committee	-	-	-	-	-	25,000	25,000	50,000	25,000	-	-	-	125,000
Newport Bermuda Race	1,000	1,000	20,000	-	15,000	-	-	-	-	-	-	-	37,000
Safety and Seamanship Committee	-	-	21,000	-	21,000	-	21,000	6,000	-	-	-	15,000	84,000
SAS Seminars	74	74	74	74	74	74	74	74	74	74	74	74	888
Technology	20	4,020	3,020	38,020	270	20	20	20	20	20	20	1,020	46,490
Voyages	-	-	-	-	-	-	-	40,360	-	-	-	-	40,360
Yearbook	3,833	2,633	833	833	3,833	45,233	6,833	32,333	833	833	833	2,433	101,300
Overhead	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Recurring Activity	13,851	120,377	92,377	62,577	62,277	161,877	147,061	166,787	44,777	34,726	94,739	43,577	1,045,007

<b>Non-recurring Activity</b>													
2020 Mallorca Cruise	-	-	-	-	-	-	-	-	-	-	3,500	-	3,500
Cruising Guides	-	240	-	-	-	-	-	-	-	-	-	-	240
Yearbook	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-recurring Activity	-	240	-	-	-	-	-	-	-	-	3,500	-	3,740
Total Disbursements	13,851	120,617	92,377	62,577	62,277	161,877	147,061	166,787	44,777	34,726	98,239	43,577	1,048,747

Revenue Earned	November	December	January	February	March	April	May	June	July	August	September	October	Total
100th Anniversary Books	-	-	-	-	-	-	-	-	-	-	-	-	-
100th Anniversary--Other	-	-	-	-	-	-	-	-	-	-	-	-	-
2020 Fall Meetings	(22,844)	(81,917)	-	-	(70,000)	-	(75,660)	(40,000)	-	(18,013)	-	-	(308,433)
2020 Mallorca Cruise	-	-	-	-	-	-	-	-	-	-	-	-	-
2021 Apostle Island Cruise	-	-	(13,000)	(13,000)	(2,000)	-	-	-	-	-	-	-	(28,000)
Awards and Medals	-	-	-	-	-	-	-	-	-	-	-	-	-
Awards Dinner	-	-	-	-	-	-	-	-	-	-	-	-	-
CCA Trophies, Displays, Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-
Communications	-	-	-	-	-	(2,250)	-	-	-	-	-	(2,250)	(4,500)
Cruising Guides	-	-	-	-	-	-	-	-	-	-	-	-	-
Financial Affairs Committee	-	-	-	-	-	-	-	-	-	-	-	-	-
Gam	-	-	-	-	-	-	-	-	-	-	-	-	-
Meetings	-	-	-	-	-	-	-	-	-	-	-	-	-
Membership Committee	(30,000)	(30,000)	(50,000)	(30,000)	-	-	-	-	-	-	-	-	(140,000)
Newport Bermuda Race	-	-	-	(15,000)	-	-	-	-	-	-	-	-	(15,000)
Safety and Seamanship Committee	-	-	(26,250)	-	(26,250)	-	(26,250)	(7,500)	-	-	-	(18,750)	(105,000)
SAS Seminars	-	-	-	-	-	-	-	-	-	-	-	-	-
Technology	-	-	-	-	-	-	-	-	-	-	-	-	-
Voyages	-	-	-	-	-	-	-	-	-	-	-	-	-
Yearbook	(15,921)	(102,561)	(100,373)	(4,613)	(5,707)	(10,301)	(5,707)	(4,613)	(4,613)	(4,613)	(4,613)	(8,113)	(271,750)
Overhead	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	(68,764)	(214,477)	(189,623)	(62,613)	(103,957)	(12,551)	(107,617)	(52,113)	(4,613)	(22,626)	(4,613)	(29,113)	(872,683)

Note: Positive numbers represent negative cash outflows.

<b>Budget Proposal for Activity:</b>	Books for 100th Anniv.												
<b>Submitted by:</b>	Chris Otorowski												
	<b>November</b>	<b>December</b>	<b>January</b>	<b>February</b>	<b>March</b>	<b>April</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>August</b>	<b>September</b>	<b>October</b>	<b>Total</b>
Recurring Activity													
Tim Murphy		3,000		3,000		3,000		3,000		3,000		3,000	18,000
John Rousmaniere		10,000		2,000			3,000					10,000	25,000
Seapoint Boats We Sail Book						15,000			15,000				30,000
Seapoint History Book			14,000					14,000					28,000
Photos Boats We Sail				4,000			4,000			4,000			12,000
Limited Edition									2,500				2,500
History Book Photos				4,000			4,000			4,000			12,000
Total Recurring Activity	-	10,000	14,000	10,000	-	15,000	11,000	14,000	17,500	8,000	-	10,000	109,500
		<i>13,000</i>	<i>14,000</i>	<i>13,000</i>	<i>-</i>	<i>18,000</i>	<i>11,000</i>	<i>17,000</i>	<i>17,500</i>	<i>11,000</i>	<i>-</i>	<i>13,000</i>	<i>127,500</i>
Non-recurring Activity													-
													-
Total Non-recurring Activity	-	-	-	-	-	-	-	-	-	-	-	-	-
													-
Total Disbursements	-	10,000	14,000	10,000	-	15,000	11,000	14,000	17,500	8,000	-	10,000	109,500
													-
Revenue Earned													-

**\*\*Italicized totals corrected by PLC.**

Cruising Club of America  
Budget Proposal for F/Y 10/31/20

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**Budget Proposal for Activity:** 2020 Fall Meetings  
**Submitted by:** P Chandler

	<u>November</u>	<u>December</u>	<u>January</u>	<u>February</u>	<u>March</u>	<u>April</u>	<u>May</u>	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>October</u>	<u>Total</u>
<u>Recurring Activity</u>													
Deposits			5,000										5,000
Final Settlement												10,000	10,000
													-
													-
													-
													-
Total Recurring Activity	-	-	5,000	-	-	-	-	-	-	-	-	10,000	15,000
<u>Non-recurring Activity</u>													-
													-
Total Non-recurring Activity	-	-	-	-	-	-	-	-	-	-	-	-	-
													-
Total Disbursements	-	-	5,000	-	-	-	-	-	-	-	-	10,000	15,000
													-
Revenue Earned													-

**Budget Proposal for Activity:  
Submitted by:**

Budget Proposal for Activity:		Mallorca Cruise												
Submitted by:		Les Crane												
	<u>Opening Balance</u>	<u>November</u>	<u>December</u>	<u>January</u>	<u>February</u>	<u>March</u>	<u>April</u>	<u>May</u>	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>October</u>	<u>Total</u>
Event Panner Fee	(5,824)											(2,912)		(8,736)
Mothership Deposit			(67,200)					(81,984)			(20,149)			(169,333)
49 Steps Deposit			(6,500)									(6,500)		(13,000)
La Terazza Deposit			(7,000)									(7,000)		(14,000)
Finca San Fonseca Deposit			(8,000)									(19,000)		(27,000)
Porto Colomb Deposit			(2,000)									(4,000)		(6,000)
Soller Deposit			(3,000)									(5,000)		(8,000)
Other Expense					(5,000)		(5,000)		(5,000)			(47,000)		(62,000)
Total Disbursements	(5,824)	-	(93,700)	-	(5,000)	-	(5,000)	(81,984)	(5,000)	-	(20,149)	(91,412)	-	(308,069)
Reevnue														
First Deposits from Participants @150	22,844		6,257											29,100
Second Deposits @350						70,000								70,000
Final Deposit									40,000					40,000
Mothership Deposits from Participants			75,660					75,660			18,013			169,333
Total Revenues	22,844	-	81,917	-	-	70,000	-	75,660	40,000	-	18,013	-	-	308,433



Cruising Club of America  
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**Budget Proposal for Activity:** 2021 Apostle Is. Cruise  
**Submitted by:** Gaynelle Templin by PLC

	<u>November</u>	<u>December</u>	<u>January</u>	<u>February</u>	<u>March</u>	<u>April</u>	<u>May</u>	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>October</u>	<u>Total</u>
<u>Recurring Activity</u>													-
Deposits						3,000							3,000
													-
													-
													-
													-
													-
Total Recurring Activity	-	-	-	-	-	3,000	-	-	-	-	-	-	3,000
<u>Non-recurring Activity</u>													-
													-
Total Non-recurring Activity	-	-	-	-	-	-	-	-	-	-	-	-	-
													-
Total Disbursements	-	-	-	-	-	3,000	-	-	-	-	-	-	3,000
													-
Revenue Earned													-

Budget P	Awards												
Submitter	Bill Cook by P Chandler												
	<u>November</u>	<u>December</u>	<u>January</u>	<u>February</u>	<u>March</u>	<u>April</u>	<u>May</u>	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>October</u>	<u>Total</u>
<u>Recurring Activity</u>													
Awardee Transportation			4,500										4,500
Awardee Lodging					4,000								4,000
Pub Relations						3,500							3,500
Engraving & Repairs					1,700								1,700
Hardware and Pennants				2,000									2,000
Awardee & VIP Meals					5,000								5,000
Total Rec	-	-	4,500	2,000	10,700	3,500	-	-	-	-	-	-	20,700
<u>Non-recurring Activity</u>													
													-
													-
Total Non	-	-	-	-	-	-	-	-	-	-	-	-	-
													-
Total Dis	-	-	4,500	2,000	10,700	3,500	-	-	-	-	-	-	20,700



Budget Proposal for Activity:	Awards Dinner												
Submitted by:	J Hoopes												
	November	December	January	February	March	April	May	June	July	August	September	October	Total
Recurring Activity													
NYYC Food & Beverage													

<b>Budget Proposal for Activity:</b>	CCA Trophies/IYRS												
<b>Submitted by:</b>	Bob Darbee												
	<u>November</u>	<u>December</u>	<u>January</u>	<u>February</u>	<u>March</u>	<u>April</u>	<u>May</u>	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>October</u>	<u>Total</u>
<u>Recurring Activity</u>													
Cox Internet	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Home Security	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Quartrmaster Expense					1,000								1,000
(Delivering/Returning Trophies													-
Annual Dinner)													-
Keeper Trophy "Young Voyager"			300										300
Total Recurring Activity	200	200	500	200	1,200	200	200	200	200	200	200	200	3,700
<u>Non-recurring Activity</u>													-
Miscellaneous Mmaintenance		250			250			250			250		1,000
Total Non-recurring Activity	-	250	-	-	250	-	-	250	-	-	250	-	1,000
													-
Total Disbursements	200	450	500	200	1,450	200	200	450	200	200	450	200	4,700

Budget Proposal for Activity: Submitted by:	Communications		Coordination	Committee									
	November	December	January	February	March	April	May	June	July	August	September	October	Total
<u>Recurring Activity</u>													
JohnBurnham Mkt/PublicityCoact	1,400	1,000	1,300	1,300	1,300	800	400	-	600	1,300	1,300	1,300	12,000
Performance Res Survey	1,000	1,000	1,000	1,000	1,000								5,000
Young Member Liaison					3,000								3,000
Young sailor initiatives			500	500	500					500			2,000
YML event at annuarl mtg					3,000								3,000
NYYC - CCA Flag lunch					500								500
Total Recurring Activity	2,400	2,000	2,800	2,800	9,300	800	400	-	600	1,800	1,300	1,300	25,500
<u>Non-recurring Activity</u>													
													-
													-
Total Non-recurring Activity	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Disbursements	2,400	2,000	2,800	2,800	9,300	800	400	-	600	1,800	1,300	1,300	25,500
Revenue Earned													-

<b>Budget Proposal for Activity:</b>	<b>Cruising Guides &amp; Charts Committee</b>													
<b>Submitted by:</b>	<b>Doug Bruce</b>													
	<b>November</b>	<b>December</b>	<b>January</b>	<b>February</b>	<b>March</b>	<b>April</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>August</b>	<b>September</b>	<b>October</b>	<b>Total</b>	
<b>Recurring Activity</b>														
Graphic Design Consultant	250	250	250	250	250	250	250	250	250	250	250	250	3,000	
Editorial Expense (OOP Reimb)	250	250	250	250	250	250	250	250	250	250	250	250	3,000	
Book Samples			100	100	100					100	100		500	
Miscellaneous / Unknown			50	50	50	50	50	50	50	50	50	50	500	
<b>Total Recurring Activity</b>	<b>500</b>	<b>500</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>550</b>	<b>550</b>	<b>550</b>	<b>550</b>	<b>650</b>	<b>650</b>	<b>550</b>	<b>7,000</b>	
<b>Non-recurring Activity</b>													-	
Digital Media Development*											3,500		3,500	
* Expense for digital media development only to be spent after a detailed proposal is submitted for separate internal approval														
<b>Total Non-recurring Activity</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,500</b>	<b>-</b>	<b>3,500</b>	
<b>Total Disbursements</b>	<b>500</b>	<b>500</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>550</b>	<b>550</b>	<b>550</b>	<b>550</b>	<b>650</b>	<b>4,150</b>	<b>550</b>	<b>10,500</b>	
<b>Revenue Earned (Guide sales via Paradise Cay)</b>						2,250						2,250	4,500	

<b>Budget Proposal for Activity:</b>	<u>Financial Affairs</u>												
<b>Submitted by:</b>	<u>P Chandler</u>												
	<u>November</u>	<u>December</u>	<u>January</u>	<u>February</u>	<u>March</u>	<u>April</u>	<u>May</u>	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>October</u>	<u>Total</u>
<u>Recurring Activity</u>													
Accounting Review		3,000	5,000										8,000
													-
													-
													-
													-
													-
													-
Total Recurring Activity	-	3,000	5,000	-	-	-	-	-	-	-	-	-	8,000
<u>Non-recurring Activity</u>													
													-
													-
													-
Total Non-recurring Activity	-	-	-	-	-	-	-	-	-	-	-	-	-
													-
Total Disbursements	-	3,000	5,000	-	-	-	-	-	-	-	-	-	8,000
													-
Revenue Earned													-

<b>Budget Proposal for Activity:</b>	CCA Gam												
<b>Submitted by:</b>	PLC for Wendy Hinman												
	<u>November</u>	<u>December</u>	<u>January</u>	<u>February</u>	<u>March</u>	<u>April</u>	<u>May</u>	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>October</u>	<u>Total</u>
<u>Recurring Activity</u>													
Priting & Mailing			15,000					15,000					30,000
													-
													-
													-
													-
Total Recurring Activity	-	-	15,000	-	-	-	-	15,000	-	-	-	-	30,000
<u>Non-recurring Activity</u>													-
													-
Total Non-recurring Activity	-	-	-	-	-	-	-	-	-	-	-	-	-
													-
Total Disbursements	-	-	15,000	-	-	-	-	15,000	-	-	-	-	30,000



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**Budget Proposal for Activity:** 2020 Annual Meetings  
**Submitted by:** P Chandler

	<u>November</u>	<u>December</u>	<u>January</u>	<u>February</u>	<u>March</u>	<u>April</u>	<u>May</u>	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>October</u>	<u>Total</u>
<u>Recurring Activity</u>													
Final Settlement						15,000							- 15,000 - - -
Total Recurring Activity	-	-	-	-	-	15,000	-	-	-	-	-	-	15,000
<u>Non-recurring Activity</u>													- -
Total Non-recurring Activity	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Disbursements	-	-	-	-	-	15,000	-	-	-	-	-	-	- 15,000
Revenue Earned													-

**Budget P** Membership Committee  
**Submitte** PLC for P Stoops

November December January February March April May June July August September October Total

Recurring Activity

Hosting & Software Maintenance 2,500 2,500

-

-

-

-

Total Rec - - - - - 2,500 - - - - - 2,500

Non-recurring Activity

-

-

Total Non - - - - - - - - - - -

-

Total Disl - - - - - 2,500 - - - - - 2,500



<b>Budget Proposal for Activity:</b>	<u>NBR Cash</u>												
<b>Submitted by:</b>	<u>PLC</u>												
	<u>November</u>	<u>December</u>	<u>January</u>	<u>February</u>	<u>March</u>	<u>April</u>	<u>May</u>	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>October</u>	<u>Total</u>
<u>Recurring Activity</u>													
Hosting & Software Maintenance						25,000	25,000	50,000	25,000				125,000
													-
													-
													-
													-
Total Recurring Activity	-	-	-	-	-	25,000	25,000	50,000	25,000	-	-	-	125,000
<u>Non-recurring Activity</u>													
													-
													-
Total Non-recurring Activity	-	-	-	-	-	-	-	-	-	-	-	-	-
													-
Total Disbursements	-	-	-	-	-	25,000	25,000	50,000	25,000	-	-	-	125,000
Revenue Earned	(30,000)	(30,000)	(50,000)	(30,000)									(140,000)

<b>Budget Proposal for Activity:</b>	<u>Safety &amp; Seamanship Committee</u>												
<b>Submitted by:</b>	<u>PLC for John Robinson</u>												
	<u>November</u>	<u>December</u>	<u>January</u>	<u>February</u>	<u>March</u>	<u>April</u>	<u>May</u>	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>October</u>	<u>Total</u>
<u>Recurring Activity</u>													
Safety for Cruising Couples Reprint													
Graphic Design	1,000	1,000											2,000
Printing			20,000										20,000
Weather Seminar					15,000								15,000
													-
													-
Total Recurring Activity	1,000	1,000	20,000	-	15,000	-	-	-	-	-	-	-	37,000
<u>Non-recurring Activity</u>													-
													-
Total Non-recurring Activity	-	-	-	-	-	-	-	-	-	-	-	-	-
													-
Total Disbursements	1,000	1,000	20,000	-	15,000	-	-	-	-	-	-	-	37,000
Revenue Earned					15,000								15,000

**Budget Proposal for Activity:** \_\_\_\_\_  
**Submitted by:** \_\_\_\_\_

	<u>November</u>	<u>December</u>	<u>January</u>	<u>February</u>	<u>March</u>	<u>April</u>	<u>May</u>	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>October</u>	<u>Total</u>
<u>Recurring Activity</u>													
Hands on Safety at Sea course			\$ 21,000.00 (estimate 70 students)		\$ 21,000.00 (estimate 70 students)		\$ 21,000 (estimate 70 students)	\$ 6,000 (estimate 20 students)				\$ 15,000 (estimate 50 students)	\$ 84,000
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
<b>Total Recurring Activity</b>	-	-	\$ 21,000	\$ -	\$ 21,000	\$ -	\$ 21,000	\$ 6,000	\$ -	\$ -	\$ -	\$ 15,000	\$ 84,000
<u>Non-recurring Activity</u>													\$ -
													\$ -
<b>Total Non-recurring Activity</b>	-	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
													\$ -
<b>Total Disbursements</b>	-	-	\$ 21,000	\$ -	\$ 21,000	\$ -	\$ 21,000	\$ 6,000	\$ -	\$ -	\$ -	\$ 15,000	\$ 84,000
<b>Revenue Earned</b>			\$ 26,250	\$ 26,250	\$ 26,250	\$ 26,250	\$ 7,500					\$ 18,750	\$105,000

Budget P Submitter	Website		January	February	March	April	May	June	July	August	September	October	Total
	Michael Moradzadeh												
	November	December											
Recurring Activity													
Hosting	35	35	35	35	35	35	35	35	35	35	35	35	420
Issuu	39	39	39	39	39	39	39	39	39	39	39	39	468
													-
													-
													-
													-
Total Rec	74	74	74	74	74	74	74	74	74	74	74	74	888
Non-recurring Activity													
													-
													-
													-
Total Nor	-	-	-	-	-	-	-	-	-	-	-	-	-
													-
Total Disl	74	74	74	74	74	74	74	74	74	74	74	74	888
Revenue Earned													
													-

**Budget Proposal for Activity: VOYAGES****Submitted by:** Jack and Zdenka Griswold

	<u>November</u>	<u>December</u>	<u>January</u>	<u>February</u>	<u>March</u>	<u>April</u>	<u>May</u>	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>October</u>	<u>Total</u>
<u>Recurring Activity</u>													
Editorial and Graphics		4,000.00	3,000.00	1,000.00								1,000.00	9,000.00
Mailing (members)				7,000.00									7,000.00
Mailing (Pubs & Yacht Clubs)					250.00								250.00
Printing				30,000.00									30,000.00
Storage	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	240.00
Total Recurring Activity	20.00	4,020.00	3,020.00	38,020.00	270.00	20.00	20.00	20.00	20.00	20.00	20.00	1,020.00	46,490.00
<u>Non-recurring Activity</u>													-
													-
Total Non-recurring Activity	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Disbursements	20.00	4,020.00	3,020.00	38,020.00	270.00	20.00	20.00	20.00	20.00	20.00	20.00	1,020.00	46,490.00

<b>Budget Proposal for Activity:</b>	CCA Yearbook												
<b>Submitted by:</b>	Murray Beach												
	<u>November</u>	<u>December</u>	<u>January</u>	<u>February</u>	<u>March</u>	<u>April</u>	<u>May</u>	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>October</u>	<u>Total</u>
<u>Recurring Activity</u>													
Mailing								6,300					6,300
Printing								34,000					34,000
Storage								60					60
Other													-
													-
Total Recurring Activity	-	-	-	-	-	-	-	40,360	-	-	-	-	40,360
<u>Non-recurring Activity</u>													-
Software		240											240
Total Non-recurring Activity	-	240	-	-	-	-	-	-	-	-	-	-	240
													-
Total Disbursements	-	240	-	-	-	-	-	40,360	-	-	-	-	40,600

Budget Proposal for Activity: Submitted by:	Overhead												
	P. Chandler												
	November	December	January	February	March	April	May	June	July	August	September	October	Total
Recurring Activity													
Flag Officers Exp	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000
Professional Fees	3,000	1,800			3,000	1,800							9,600
Insurance						41,000	5,000						46,000
Grants							1,000						1,000
Travel						1,600						1,600	3,200
Station Allotments								31,500					31,500
Treasurer's Office Exp	833	833	833	833	833	833	833	833	833	833	833	833	10,000
													-
													-
													-
													-
Total Recurring Activity	3,833	2,633	833	833	3,833	45,233	6,833	32,333	833	833	833	2,433	101,300
Non-recurring Activity													-
													-
													-
Total Non-recurring Activity	-	-	-	-	-	-	-	-	-	-	-	-	-
													-
Total Disbursements	3,833	2,633	833	833	3,833	45,233	6,833	32,333	833	833	833	2,433	101,300
Dues %	5.0%	43.0%	43.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	100%
Dues	11,400	98,040	98,040	2,280	2,280	2,280	2,280	2,280	2,280	2,280	2,280	2,280	228,000
Initiation Fees %	25.0%	25.0%			12.5%	25.0%	12.5%						100%
Initiations	2,188	2,188	-	-	1,094	2,188	1,094	-	-	-	-	-	8,750
Membership Income	13,588	100,228	98,040	2,280	3,374	4,468	3,374	2,280	2,280	2,280	2,280	2,280	236,750
Royalties & Commissions						3,500						3,500	7,000
Dividends & Interest Income	2,333	2,333	2,333	2,333	2,333	2,333	2,333	2,333	2,333	2,333	2,333	2,333	28,000
Total Received	15,921	102,561	100,373	4,613	5,707	10,301	5,707	4,613	4,613	4,613	4,613	8,113	271,750

8,750





# The Cruising Club of America

Unaudited Financial Statements  
Fiscal Year Ended October 31, 2019

For Internal Use Only



**The Cruising Club of America**  
**Balance Sheets**  
**October 31, 2018 and October 31, 2019**

	<u>10/31/2018</u>	<u>10/31/2019</u>
<b><u>Assets</u></b>		
Cash available for CCA Operations See Schedule 1	40,918	212,460
Total Restricted Cash Accounts See Schedule 2 and Note 1	281,095	284,071
Total Cash	<u>322,012</u>	<u>496,531</u>
Accounts Receivable	6,706	7,535
Total Inventory See Schedule 3 and Note 3	1,867	33,523
Prepaid Expenses See Schedule 4 and Note 6	7,763	9,548
Prepaid Income Taxes See Note 4	-	472
Marketable Securities (at cost) See Note 5	1,177,012	898,257
Due from BROCC	5,986	
Total Assets	<u>1,521,347</u>	<u>1,445,865</u>
<b><u>Liabilities</u></b>		
Accounts Payable	18,878	30,669
Unearned Income Received See Schedule 5 and Note 6	74,002	56,795
Other Liabilities See Schedule 6	33,583	35,688
Total Liabilities	<u>126,463</u>	<u>123,152</u>
<b><u>Equity</u></b>		
Opening Balance Equity	1,457,498	1,394,884
Net Income (Loss)	(62,614)	(72,171)
Total Equity	<u>1,394,884</u>	<u>1,322,713</u>
Total Liabilities and Equity	<u>1,521,347</u>	<u>1,445,865</u>

**The Cruising Club of America**  
**Profit and Loss Statements**  
**Years Ended October 31, 2018 and October 31, 2019**

	<u>10/31/2018</u>	<u>10/31/2019</u>
<hr/>		
<b>Income</b>		
Membership Income <b>See Schedule 7</b>	238,590	238,415
Investment Income <b>See Schedule 8</b>	101,366	110,352
Cruise Net Income (New Zealand)	5,107	
Cruise Net Income (Stockholm Archipelago)		14,828
Weather Seminar (net) <b>See Schedule 9</b>	(2,954)	
Other Income <b>See Schedule 10</b>	(8,073)	9,926
Safety at Sea Program Revenues	117,040	69,117
Total Income	<u>451,077</u>	<u>442,638</u>
<hr/>		
<b>Expenses</b>		
Awards and Medals ( <b>Schedule 11</b> )	19,587	18,618
Awards Dinner ( <b>Schedule 12</b> )	10,859	14,943
CCA Trophies--Display and Maintenance ( <b>Schedule 13</b> )	17,376	20,092
Communications and Membership Development ( <b>Schedule 14</b> )	49,101	41,155
Flag Officers' Expenses	3,573	14,639
Grants to Other Organizations ( <b>Schedule 15</b> )	53,000	91,000
Insurance ( <b>Note 8</b> )	18,682	34,313
Meetings ( <b>Schedule 20</b> )	8,740	24,324
Miscellaneous	-	1,012
Moorings	1,150	1,210
Post-NBR Bermuda Reception	2,970	
Professional Fees ( <b>Note 8</b> )	29,765	334
Publications ( <b>Schedule 19</b> )	117,921	108,522
Safety at Sea Program ( <b>Schedule 16</b> )	108,408	52,186
Safety & Seamanship Committee	5,158	
Station Activities	26,584	29,268
Taxes ( <b>Note 5</b> )	21,362	22,272
Technology ( <b>Schedule 17</b> )	7,205	26,157
Travel	1,530	5,444
Treasury Expenses ( <b>Schedule 18</b> )	10,720	9,322
Total Expenses	<u>513,691</u>	<u>514,811</u>
Net Income (Loss)	<u>(62,614)</u>	<u>(72,171)</u>

**The Cruising Club of America**  
**Statement of Cash Flows**  
November 2018 - October 2019

	<u>Total</u>
<b>OPERATING ACTIVITIES</b>	
Net Income	-72,171.35
Adjustments to reconcile Net Income to Net Cash provided by operations:	
11000 Accounts Receivable	-828.54
Due from BROC	5,986.46
Inventory Asset:Inventory--Cruising Guides	-9,729.00
Inventory Asset:Inventory--Cruising Guides:Graphics and Design	-687.00
Inventory-Sailing Safety Guide	1,866.95
Prepaid Expenses:2019 Fall Meetings	7,763.43
Prepaid Expenses:2020 Fall Meetings	-640.00
Prepaid Expenses:2020 Mallorca Cruise	-8,907.60
Prepaid Taxes	-472.00
20000 Accounts Payable	2,155.81
Due to 2019 Safety at Sea Programs	-2,052.04
Due to 2019 Ski Gam	-19,781.01
Due to 2020 Ski Gam	9,635.62
Due to BROC	2,105.17
Due to Mallorca Cruise	22,790.25
Due to NBRF	33.00
Due to Stockholm Cruise	-2,351.05
Federal Income Taxes Payable	-17,756.00
Prepaid 2019 Awards Dinner	-270.00
Prepaid Membership Dues:2019 Dues	-21,350.00
Prepaid Membership Dues:2020 Dues	525.00
Prepaid Membership Dues:2020 Dues:Dues @ \$135	270.00
Prepaid Membership Dues:2020 Dues:Dues @ \$175	13,550.00
Prepaid Membership Dues:2021 Dues:Dues @ \$ 135	135.00
Prepaid Membership Dues:2021 Dues:Dues @ \$175	4,025.00
Prepaid Membership Dues:2022 Dues:Dues @ \$175	175.00
Prepaid Safety at Sea	4,850.00
Total Adjustments to reconcile Net Income to Net Cash provided by operations:	<u>- \$ 8,957.55</u>
Net cash provided by operating activities	<u>- \$ 81,128.90</u>
<b>INVESTING ACTIVITIES</b>	
Books Inventory:Boats We Sail	-23,108.33
Marketable Securities at cost:Fidelity 500 Index Fnd (FUSVX)	-12,134.69
Marketable Securities at cost:Fidelity L P Stck Fnd (FLPSX)	139,896.99
Marketable Securities at cost:Vanguard S-T Inv Grd (VFSTX)	29,413.63
Marketable Securities at cost:Vanguard Total Stk Mkt (VTSMX)	63,517.21
Marketable Securities at cost:Vanguard USHrtBnd (VUBFX)	58,062.11
Net cash provided by investing activities	<u>\$ 255,646.92</u>
Net cash increase for period	<u>\$ 174,518.02</u>
Cash at beginning of period	322,012.49
Cash at end of period	<u>\$ 496,530.51</u>

The Cruising Club of America  
Notes to Financial Statements  
As of October 31, 2019

Note 1. Restricted Cash Accounts.

Pursuant to its Agreement with the Royal Bermuda Yacht Club, the Cruising Club maintains Certificates of Deposit representing the accumulated net surpluses of past Newport Bermuda Races. The Agreement requires the funds to be held in segregated bank accounts, and limits withdrawals to the amounts necessary to reimburse the two organizations for net losses of subsequent races. The CCA carries the full amount of the restricted cash as an asset, which is offset by a liability representing the RBYC's interest in the surplus cash. (See Schedule 6). At September 30, 2019, the RBYC's interest in the reserve accounts has been reduced by its share of a net loss incurred in the 2018 Bermuda Race.

The CCA maintains three separate bank accounts to facilitate the management of certain Club activities. These accounts are managed by members designated to organize and operate the functions. Those members report the results of their activity to the Treasurer periodically. Based on their reports, the Treasurer records any surpluses or deficits on the Club's books. While these funds belong to the CCA, they are not considered to be available for use in the CCA's operations, and are therefore classified as restricted cash balances.

Each Station and Post maintains its own bank account to facilitate its local operations. These accounts are managed by the respective Treasurers of the stations and posts, under the supervision of the respective Rear Commodores and Post Captains. The treasurers report the net results of their activities to the Club Treasurer as of the end of each fiscal year, for inclusion in the Club's financial statements and tax returns. Rear Commodores and Post Captains are asked to attest that the year-end bank statements are properly reconciled, and that the respective treasurers' reports accurately reflect the Station's or Post's financial activities. The balance shown at October 31, 2019 represents the aggregate amounts reported to the Treasurer as of October 31, 2019. While these funds belong to the CCA, they are not considered to be available for use in the CCA's operations, and are therefore classified as restricted cash balances.

Note 2. Newport Bermuda Race

The CCA and the Royal Bermuda Yacht Club jointly sponsor and manage the bi-annual Newport Bermuda Race under an Agreement that is renewed for each race. Pursuant to the Agreement, the Clubs commit to sharing any surplus or deficit equally as described in Note 1. Management of the NBR is delegated to the "Bermuda Race Organizing Committee" ("BROC"), which consists of approximately thirty members of the CCA, RBYC or both clubs. Although the NBR is run every other year, BROC is always engaged in planning and negotiating contracts for future races, and making financial investments and commitments as it does so. In most cases, the funds

The Cruising Club of America  
Notes to Financial Statements

needed for such activities are advanced by CCA for commitments made in the United States, and by the RBYC for commitments made in Bermuda. It has been the practice to recover such advances as quickly as possible as BROCC collects entry and sponsorship fees, and no later than the final reconciliation of accounts between the two clubs at the conclusion of each race.

In anticipation of the 2020 Race, BROCC offered competitors discounts for paying entry fees in advance. This payment incentive had the desired result of accelerating BROCC's cash flow, which in turn made it possible for BROCC to eliminate its indebtedness to CCA, and in fact to reverse the relationship by advancing funds to CCA. As of October 31, 2018, BROCC owed CCA \$ 5,986. As of October 31, 2019, BROCC had advanced \$ 13,543 to CCA.

The day-to-day stewardship of BROCC's finances is managed by Assistant Treasurer Jeffrey Eberle, serving as the Treasurer of BROCC. BROCC maintains its own accounting records and bank account. CCA's 50% share of the overall result is reported in CCA's Profit and Loss Statement for the year in which the race is run, and its share of any surplus is included in the "NBR Surplus CD's" described in Note 1.

Note 3. Inventories.

CCA generally capitalizes all costs incurred in the production or purchase of books published or acquired for sale. Costs are recognized ratably as books are sold. In the fiscal year ended October 31, 2019, CCA purchased the intangible assets to four Cruising Guides previously published by Pilot Press, LLC. Following post-acquisition revision of the Guides, they are being offered for sale through retailers.

Note 4. Income Taxes

As a "tax-exempt entity" under Section 501(c)(7) of the Federal Internal Revenue Code, the CCA is required to pay income taxes on its investment income. Taxes are computed annually on the amount of such income reported on the organization's income tax return for each fiscal year. The Club has recorded its income tax liability on the taxable income reportable through October 31, 2019. As of October 31, 2019, the Club has overpaid its taxes for the current year by \$ 1,633.

Note 5. Marketable Securities.

Marketable securities are recorded at their cost. Gains and losses are recognized when realized. As of October 31, 2019, the portfolio included unrealized appreciation of \$ 366,740. Unrealized appreciation at October 31, 2018 equaled \$301,266.



The Cruising Club of America  
Notes to Financial Statements

Note 6. Prepaid Expenses and Deferred Revenue

The Club generally begins planning events in years before the events will actually occur. In order to match revenues and expenses in the appropriate period, revenues collected in years before the event will occur are treated as liabilities (deferred revenues) until the related event occurs. Similarly, costs incurred in prior years are treated as prepaid expenses until events occur. Once the events occur, the related revenues and expenses are recognized, and surpluses or deficits are shown as a single net entry for the event.

Deferred Revenues also include members' payments of dues in advance. Such prepaid dues are recognized as income in the year for which they were paid.

Note 7. Insurance Expense

Because the Newport Bermuda Race occurs every other year, the CCA accounts for its overall insurance expense on a two-year cycle. The total premiums are allocated between significant activities (e.g. the NBR managed by BROCC, and all other programs managed by the CCA). One-fourth (25%) of the total premiums paid in the fiscal year ended October 31, 2019, are allocated to BROCC. The insurance expense subject to allocation (\$ 45,571) is the total premiums paid by CCA for the twelve months beginning approximately April 1, 2019.

Note 8. Professional fees

During the most recently completed fiscal year, the CCA incurred legal fees of \$ 20,446 in connection with two primary issues: Clarification and confirmation of the ownership of trademarks relating to logos and graphics used in regalia and publications pertaining to the Newport Bermuda Race, and CCA's acquisition of Intellectual Property rights in certain cruising guides. Based on an allocation prepared by the Club's law firm of the time spent on these matters, the fees associated with NBR matters (\$15,718) have been allocated to BROCC, and the fees associated with the cruising guides (\$ 4,728) have been treated as a cost of acquiring the cruising guides.

**The Cruising Club of America**  
**Financial Statements**  
**October 31, 2018 and October 31, 2019**  
**Schedules**

10/31/2018

10/31/2019

**Schedule 1--Cash available for CCA Operations**

Key Bank Accounts	20,881		193,337	
Paypal Account	845		8,354	
Fidelity Cash Accounts	19,192		10,768	
Total		40,918		212,460

**Schedule 2--Restricted Cash**

(See Note 1)

Key Bank CD's	92,638		94,393	
Sailing Safety Guide Account	8,879		7,861	
Station Accounts	179,577		181,817	
Total Restricted Cash Accounts		281,095		284,071

**Schedule 3--Inventory**

(See Note 3)

Safety for Cruising Couples	1,867		-	
Cruising Guides	-		10,415	
One Hundredth Anniversary Books (in process)	-		23,108	
Total Inventory		1,867		33,523

**Schedule 4--Prepaid Expenses**

2019 Fall Meetings (Boston)	7,763			
2020 Fall Meetings (Seattle)	-		640	
2020 Cruise (Mallorca)	-		8,908	
Total Prepaid Expenses		7,763		9,548

**Schedule 5--Deferred Revenues**

2019 Fall Meetings (Boston)	-		39,425	
2020 Ski Gam	19,781		23,842	
Due to (from) NBRF	(33)			
Due to Stockholm Cruise	2,351			
Prepaid Income Taxes	17,756			
2020 Cruise (Mallorca)			19,448	
Prepaid 2019 Awards Dinner	270			
Prepaid Membership Dues	30,275		26,205	
Prepaid Safety at Sea	3,602		6,400	
Total Deferred Revenues		74,002		115,320

**The Cruising Club of America**  
**Financial Statements**  
**October 31, 2018 and October 31, 2019**  
**Schedules**

	<u>10/31/2018</u>		<u>10/31/2019</u>	
<b>Schedule 6--Other Liabilities</b>				
NBR Accumulated Surplus Due to RBYC			33,583	
Due to BROC (See Note )			<u>13,543</u>	
				47,126
<b>Schedule 7--Membership Income</b>				
Initiation Fees	9,000		8,710	
Life Memberships	3,500		3,500	
Current Year Dues at \$175	222,590		216,180	
Current Year Dues at \$135			8,100	
Prior Year Dues	<u>3,500</u>		<u>1,925</u>	
Total Membership Income		238,590		238,415
<b>Schedule 8--Investment Income</b>				
Dividends and Interest	30,677		32,269	
Capital Gains on Sales of Securities	<u>70,689</u>		<u>78,083</u>	
Total Investment Income		101,366		110,352
<b>Schedule 9--Weather Seminar</b>				
Attendance fees	23,170			
less :				
Publicity	(2,240)			
Credit Card Fees	(603)			
Facilities	(17,855)			
Instructors	(1,500)			
Travel and Lodging	<u>(3,926)</u>			
Net income/(deficit)		(2,954)		
<b>Schedule 10--Other Income</b>				
Earnings (Loss) of Newport Bermuda Race	(12,736)			
Miscellaneous	304		418	
Income from Publications	3,651		(2,638)	
Royalties and Commissions	709		7,018	
Bequest	<u></u>		<u>5,000</u>	
Total Other Income		(8,073)		9,926



**The Cruising Club of America**  
**Financial Statements**  
**October 31, 2018 and October 31, 2019**  
**Schedules**

	<u>10/31/2018</u>		<u>10/31/2019</u>	
<b>Schedule 11--Awards and Medals</b>				
Awardee Lodging	1,588		3,097	
Awardee Meals	3,978		4,092	
Awardee Travel	954		3,858	
Hardware, Pennants and Engraving	13,067		4,064	
Publicity			3,508	
Total Awards and Medals		19,587		18,618
<b>Schedule 12-- Awards Dinner</b>				
NYYC Bar and Dining Room	39,237		40,712	
Photography	910		895	
Printing			221	
Credit Card Fees			780	
Total Cost	40,147		42,608	
less Members' Contribution	(29,288)		(27,665)	
Net Expense		10,859		14,943
<b>Schedule 13--CCA Trophies (Display and Maintenance)</b>				
IYRS Display, Design and Publicity	3,739		15,236	
IYRS Reception	13,637			
Security			4,856	
Total Trophies		17,376		20,092
<b>Schedule 14--Communications and Membership Development</b>				
Films and Artwork	40,500		24,213	
Public Relations			12,266	
Advertising	450		4,171	
Recruitment Events	7,739			
Meetings	413		505	
Total Communications		49,101		41,155
<b>Schedule 15--Grants to Other Organizations</b>				
IYRS	2,000			
U.S. Sailing			10,000	
Mystic Seaport	1,000		1,000	
Offshore Racing Association	50,000		80,000	
Total Grants		53,000		91,000

**The Cruising Club of America**  
**Financial Statements**  
**October 31, 2018 and October 31, 2019**  
**Schedules**

	<u>10/31/2018</u>		<u>10/31/2019</u>
<b>Schedule 16--Safety at Sea Programs</b>			
Catering	8,586		
Credit Card Fees	3,619		1,979
Facilities	48,011		5,287
Instructors	25,660		12,694
Insurance	8,263		
Leak Trainer			1,850
Lodging and Travel	10,027		
Program Supplies and Certificates			28,210
Prior Year Expenses			2,166
Transportation	4,241		
Total Expenses	<u>108,408</u>		<u>52,186</u>
<b>Schedule 17--Technology</b>			
Membership Proposal Software			2,462
CCA Website	7,205		23,695
Total Technology Expenses	<u>7,205</u>	7,205	<u>26,157</u>
<b>Schedule 18--Treasury Expenses</b>			
Miscellaneous	877		149
Accounting Software			1,049
Postage	587		320
Credit Card Processing Fees	9,257		7,804
Total Treasury Expenses	<u>10,720</u>	10,720	<u>9,322</u>
<b>Schedule 19--Costs of Publications</b>			
Gam	31,475		29,249
Safety for Cruising Couples	4,585		294
Voyages	44,239		39,656
Yearbook	37,622		39,323
Total Publication Costs	<u>117,921</u>	117,921	<u>108,522</u>
<b>Schedule 20--Meetings</b>			
March Meetings	8,740		9,821
Fall Meetings			13,602
Other			901
Total Meetings	<u>8,740</u>	8,740	<u>24,324</u>



## CCA COMMUNICATIONS COMMITTEE

### Report to the Board

The Communications Committee in its second year in its current configuration continues to make good progress in terms of enthusiastic member participation providing a range of ideas; activities and communications programs for members and nonmembers to build awareness of the CCA and assist with new member recruitment of qualified younger ocean sailors. Some highlights:

- Over 25 members now participate regularly in the Communications Committee (CC) conference calls (2 per year) and meetings (2 per year). Many CC members are Chairs of other committees such as: Membership – Peter Stoops, Safety & Seamanship – John Robinson, Environment of the Sea – Joe Harris, Cruising Guides – Doug Bruce, Events – Barbara Watson, and BROCC – Jay Gowell. They submit separate reports.
- Thank you for the superb contributions of Wendy Hinman, Dev Barker, and Zdenka and Jack Griswold the CCA publications: GAM, Waypoints, Voyages have continued their standard of excellence. A special thank you to Wendy for a magnificent job as Editor of the GAM. She steps down after the next edition. We extend a warm, appreciative welcome to Haley Lhamon who has kindly agreed to succeed Wendy.
- Currently, eight stations have recently appointed station Young Members' Liaisons (YMLs) with the objective of further engaging young members in station and Club activities. Roddy Hearne, who has been appointed YML for PNW and Club leader of YMLs, and Chris Museler (BOS), who chairs the Future Members Engagement Committee, are leading this initiative. Progress on this initiative is largely thanks to Ernie Godshalk.

The YML initiative is intended to elicit input from young members; in conjunction with station Events Committees design events that are attractive to young members; in conjunction with station Membership Committees encourage young members to bring their qualified cruising friends to station and Club events; and involve young members in station and Club committees and leadership.

The impetus for this initiative is the recognition that the portion of young (under 55) members in the Club continues to decline (a trend not limited to the CCA).

- Dennis Powers and John Burnham have continued to develop a program to improve awareness of the CCA in the sailing community with CCA and BROCC announcements in Scuttlebutt and publication of CCA articles in various well-known sailing magazines

(Cruising World, Latitude 38, SAIL, etc.). Dennis and John are also assisting with the publicity for CCA Awards. Watch for upcoming articles featuring CCA Members and activity including: Rich Wilson and the Figaro Program; an article about Michael Moradzadeh and the Transpac; a book review in Voyages about the book Ocean Sailing which features contributions from 17 CCA Members and will later be featured in SAIL magazine; John Robinson regarding a Culture of Safety and life jackets; Jim Morgan and the City of Los Angeles Regatta; and Peter Becker and a story on the YASA program (*High Noon*).

- Roel Hoekstra (CHE) continues to explore opportunities to use social media such as: Facebook, Instagram and other avenue to efficiently reach our membership and an audience of younger, experienced offshore sailors.
- Under Michael Moradzadeh's guidance the new website continues to serve the members' needs. There is the ongoing request for more current content. Voyages articles are available on the CCA website.

I am grateful to the members of the Communications Committee for their active participation and commitment throughout the past two years.

Respectfully submitted

Bob Medland, Chair

Communications Committee

February 22, 2020



### **CCA Annual Meeting 3/6/2020 – Membership Committee Report**

As of February 17, the Membership Committee has 27 new member applications in the “Approved for Posting at Station” category to review and present, if approved, to the board. Of the 27, 4 are female, 23 are male, with an overall average age of 59 years (comparable percentages to the last “class” in October ’19).

Also, the Membership Chair will update the club on the progress of several initiatives that are part of the ongoing effort to improve the membership process. This will include:

1. Review of the simplified proposal process changes, and update to bluebook
2. Progress/recommendations of the “At Large” membership subcommittee
3. Review stats on number of members who propose candidates; review ideas to improve those numbers, particularly amongst younger members
4. Review of two key definitions for membership: command experience, and offshore experience
5. Program to publicly acknowledge and thank members who have proposed candidates during the last 6 months

Respectfully Submitted,

Peter Stoops  
Chair  
Membership Committee



## CCA MEMBERSHIP PROPOSAL PROCESS

A member who proposes a qualified candidate for membership is doing a service to the Club. The standards which should guide members in proposing a candidate, and the steps required in connection with a proposal, are listed below (and online) to aid members in completing the process.

### **CCA MEMBERSHIP STANDARDS**

The CCA Constitution reads as follows:

“A person eligible for membership in the Club must be a sailor and a person of acceptable character and personality who has demonstrated his or her ability to handle or command and navigate and pilot a yacht or small vessel at sea, and who has had sufficient cruising experience.”

When deciding to propose or second a candidate, members should ask themselves these questions:

1. Would you like to take a long passage with the candidate aboard a small vessel?
2. Would you enjoy the company of the candidate in the cabin of a small yacht?
3. In your opinion, is the candidate competent to “handle or command and navigate or pilot a yacht or small vessel at sea”?
4. Would you be willing to have the candidate in command of your yacht for an extended cruise?
5. Would the candidate take a real and active interest in Club affairs?
6. Are other members likely to feel as you do about the candidate?

### **CCA MEMBERSHIP PROPOSAL PROCESS – 5 SIMPLE STEPS**

**Step 1:** **Share your candidate’s qualifications with your Station Membership Chair** (via email or a call).

A concise sailing resume is the best way to do this. If the Station Membership Chair agrees with your assessment of the candidate, you will be given a log-in to the online Membership Proposal site, and that will officially start the process. The station committee will also assist you throughout the proposal process.

**Step 2:** **Enter the appropriate proposal info required online.** Send your Secunder and (3) Letter Writers the link for adding online recommendations for the candidate.

**Step 3:** **Submit the proposal to your Station Committee.** When it is fully completed, the Station Committee will add it to other proposals for next (twice annual) posting at the Station level for comments, for 30 days. *In the meantime, we strongly suggest the candidate meet at least one of the station’s Membership Committee members – arrange to bring him or her to a station event!*

**Step 4:** **That’s it... you are done with the proposal – Membership will take it from here!** After Station posting, the proposal is reviewed at the next National Meeting. Upon approval there, it is posted to all members of the Club for comments for 15 days. When approved, your candidate will be a full member of the CCA.

**Step 5:** **Get your new member involved in the CCA!!** Take them to events, introduce them to other members, and ask them to consider working with any of our local or national committees. This is just as important as proposing the new member on in the first place!

Peter Stoops  
Chair, Membership Committee

Revised October 21, 2019

Cruising Club of America  
Communications Committee  
2019 Fall Meeting Boston

Station Young Members' Liaison (YML)

Job Description, Qualifications and Selection

The objectives of the YML at each station are to:

1. Assist the Club and station in attracting qualified young new members by:
2. Ensuring that the Station's young members are engaged with the Club and Station and advising the Station's Rear Commodore and Membership Committee chair regarding factors that make the Club and Station attractive to young members and candidates
3. Assisting young members and the Membership Committee in identifying qualified young candidates.

To this end, the YML will:

1. Propose to Station leadership events that will be attractive to young members
2. Monitor the interest and participation of young members in the Station's activities
3. Exchange ideas with YMLs at other Stations
4. Encourage young members to familiarize qualified young candidates with The CCA including, as appropriate, inviting them as guests to Station events

Qualifications:

1. Either young or "young at heart"
2. Willing to participate actively in Station activities and engage young members and candidates
3. Willing to participate in Club Annual and Fall Meetings

Selection – The YML is selected by the station RC.



### **Young Member Liaison Committee to Engage, Recruit Younger Members**

In an effort to address the increasing average age of the club's membership, Vice Commodore Bob Medland working with Ernie Godshalk (BOS) have created a new, station-level role, Young Member Liaisons (YMLs), to lead each station's efforts to engage existing younger members, 55 and under, in club activities and energize the recruitment of younger new members. So far, eight stations have appointed a Young Member Liaison with a few more stations yet to fill the role.

The club is facing two challenges: having activities and programs that appeal to existing younger members and reaching out to potential younger members. Each station's Young Member Liaison, will engage the young members of their station and, working with their station's leadership, write and implement a plan that increases the engagement of young members and enhances the profile of the club amongst younger sailors in their region.

Roddy Hearne, YML for PNW and coordinator club-wide of the YMLs, and Chris Museler (BOS) who chairs the Future Member Engagement Committee together are leading the effort; Chris with an eye to club-wide initiatives and Roddy coordinating and working with the YMLs in efforts at the station level. Roddy has been in touch with the new YMLs for an initial exchange of ideas.

In conversations so far, YMLs have consensus: a strong adherence to the club's mission and the club's distinction as a group of sailors with the highest standards of blue water experience and seamanship are key strengths and selling points and should not be compromised. The challenge is how to bridge the generational divide to make the club more relevant and appealing to a younger cadre of sailors.

Many YMLs will be at the Annual Meeting in March where they'll have a chance to meet and share ideas. The conversations and discussions ensuing from this effort will help each of us, individually, as members to think of ways to energize the younger end of the club and make it as relevant and distinctive tomorrow as it is today.

Roddie Hearne

Chair

Young Members Liaison Committee



# Cruising Club of America 100th Anniversary Committee



## Report to Board



Plans for the 100<sup>th</sup>, September 19-23, 2020 continue.

The following is underway:

1. Book- The Boats We Sail- in progress, several chapters have been written
2. Book- History of CCA- in progress, outlining stage
3. Hotel- Newport Harbor Hotel has submitted a proposal and the Flags have toured the facility. Downtown Newport, has a marina, can accommodate us and at reasonable rates
4. Gala- currently set for NYYC Harbour Court
5. Invitations and Notice of Celebration are being prepared
6. Volunteers from each station will be solicited
7. Gam/Feeder Cruise is being planned
8. Possible reception at new Natl. Sailing Hall of Fame
9. Committees are forming
10. Possible reprint of Blue Water Medal descriptions
11. Events on May 15, 2022 or Feb. 8, 1922 (day "founded")
12. Commemorative edition of Yearbook
13. Sponsorship will be investigated
14. Plan for book patronage being developed
15. Invitations to be sent to sister clubs

END

## Website Report March 2020 Cruising Club of America



**Generally:** Following the launch of the revised site, the response has been generally favorable. Very few glitches and considerably less member confusion than I had feared. Web traffic rates have remained fairly constant, about 100-400 visitors per day, with occasional spikes when there's some promotion.

**The Business of the Club:** One set of operations for the site is the Club's business. Roster, event registrations, dues, book sales and the like. Generally, this is going smoothly. A few small issues continue to invite modification. Some members have a hard time updating their boat information. Others have difficulty getting their login restored. Generally, these are handled on a case-by-case basis, but we remain on the lookout for a better approach.

Our stations have been slow to update their information online. Periodic reminders are sent, but we try to avoid nagging.

We have noticed an increasing rate of minor glitches in e-commerce. As noted in an earlier report, a switch to a different commerce tool has been a goal, and in the last few months, I was able to develop the module that will make this tool (Drupal Commerce) useful for the kinds of transactions we do. The goal is to build out this tool with the additional features our membership uses (event-specific lists, dues management, etc), test it thoroughly, and roll it out in August.

Big BIG project for March: support YEARBOOK.

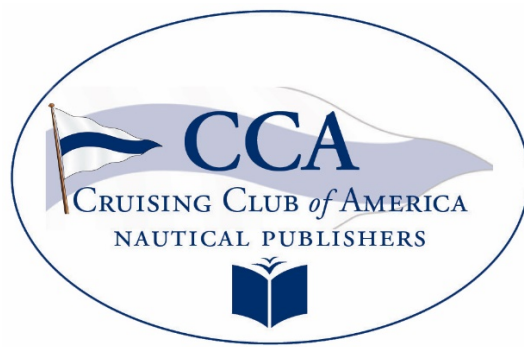
**The Art and Practice of Sailing:** The website includes many offerings for the sailor seeking knowledge. These include:

- **Safety & Seamanship.** We are starting to get more articles, which in turn can be promoted. As I write this, a new general declaration on a culture of safety has arrived in my inbox and will be posted. Dick York notes that the transition from the old site did not include some of the older articles, and these will get ported in due time.
- **Environment.** The EoS committee has had many meetings on the display and arrangement of a set of articles on sea environmental matters. As the content arrives from these contributors, they'll be arranged rationally. At some point, our involvement in the environment may support top-level billing. We don't want, however, to claim credit for work not yet undertaken.
- **Voyages.** Voyages online is looking good. We're using Issuu to make the original pdf files easily readable. Moreover, the Issuu site can help us easily develop a web version of the articles for easier viewing and to keep visitors on our site.
- **Cruising Guides.** An exciting development is that CCA has taken the editing and publishing of our cruising guides in-house. We've set up some pages to reflect the guides and the updates to them. These pretty much match what the prior publisher had, but I think we can do a significantly better job presenting and promoting the guides, possibly including an independent site.

**Classes** Because of the large number of non-CCA member transactions, our courses' registrations and fee collections are handled through an independent site (<https://sas.cruisingclub.org>). This site supports SCC sales, SAS registrations, issuance of codes for online training, weather seminar, medical seminar, and any other courses that arise.

Michael Moradzadeh

Webmaster

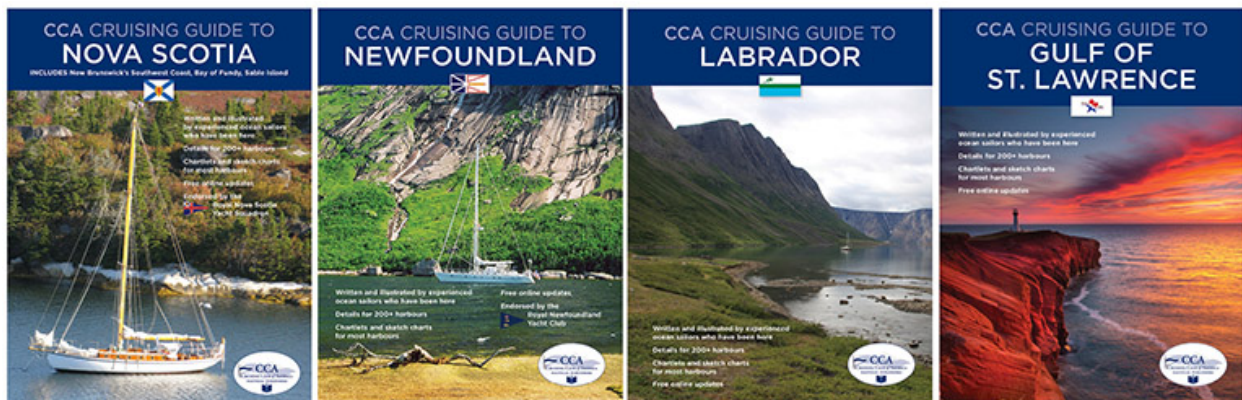


## REPORT OF CHARTS & GUIDES COMMITTEE

CCA ANNUAL MEETING - March 6, 2020

The club and committee re-acquired ownership of the Cruising Guides to Nova Scotia, Newfoundland, Labrador, and Gulf of St. Lawrence in mid-summer 2019, thanks to the persistent and thoughtful efforts of then Committee Chair, Fin Perry, and Commodore Brad Willauer. Much has happened since:

- The guides were renamed the *CCA Cruising Guide to \_\_\_\_\_*, and the publisher is now known as Cruising Club of America Nautical Publishers.
- An experienced and capable printer/distributor was appointed – Paradise Cay in Arcata, Calif.
- A CCANP logo has been created, and the guide covers redesigned to favor a high-quality appearance with strong CCA branding and a consistent look across all four books.



- Fin Perry retired as Committee Chair at the Fall Meeting, and Doug Bruce was appointed Chair.
- Experienced CCA hands filled the editor positions: Wilson Fitt & James Watson for Nova Scotia, Doug & Dale Bruce for Newfoundland, Fin Perry for Labrador, and James Evans for GSL.
- Endorsements from RNSYS and RNYC were enthusiastically given, and access to the Coastal Marine Informatics website added to Newfoundland Guide for use by purchasers.
- Updated guides with **substantial** corrections to existing content were created by early December thanks to monumental efforts by the editors and several proofreaders, all member volunteers. Special kudos to Jane Babbitt, who expertly proofread both Newfoundland and Labrador Guides.
- Books were printed and began selling to traditional retailers by late December — nautical bookstores and chart chandleries in the northeast USA and eastern Canada. Sales to date have been well above expectations with a large number of CCA members in BDO and BOS/GMP placing orders.
- The CCA Website for Guides has been updated and expanded with considerable help from Michael Moradzadeh

- Advertising and public relations efforts are underway thanks to guidance from the CCA Communications Committee and John Burnham, the club's and BROC's consultant. Dev Barker has kindly featured the new guides in his Waypoints e-bulletin on a regular basis.
- Several new committee members have joined our ranks: Jane Babbitt, Bill Bowers, Steve McInnis, Michael Moore, Dick & Ginger Stevenson, Dorothy Wadlow, John van-Schalkwyk. And several members have agreed to assist as consultants: Milt Baker, Phineas Sprague, David Pratt, John Harries, Jane Dalton, and Spencer Smith. All have agreed-upon responsibilities.
- The committee has now received permission from the Canadian Hydrographic Service (thank you, Wilson Fitt) and Navionics to use their charts in CCA publications. Planning is underway to add and update charts in all four books.
- The protocols for obtaining necessary copyrights from some authors and all photographers are being finalized, thanks to Steve McInnis.
- Near-term plans will seek to standardize the interior design for guide pages to allow for charts and high-quality photos using a custom template created by an experienced graphic designer. Having this template will make the transition to Adobe InDesign software easier for editors new to this program.
- Introductory material generic to all guides is to be rewritten and updated by Dick & Ginger Stevenson.
- Planning is also underway for incorporating CCA "Institutional Knowledge" (Safety & Seamanship, Weather Forecasting, Environmental Responsibility, etc.) in the introductory sections of each guide.
- Ditto for a new section about Wildlife (under and over the sea) indigenous to the Atlantic Provinces thanks to Michael Moore and Dorothy Wadlow.
- Long-range planning for adding both printed and digital guides is also ongoing, as are opportunities for cooperative relationships with other yacht clubs producing guides (e.g., RCC Pilotage Foundation).

Jon Knowles and Fin Perry are leading the Chart Loaning portion of the committee. This activity remains well organized via the club website to serve the decreasing needs of members wanting paper charts. See <https://www.cruisingclub.org/mo/charts-guides> for details.

Respectfully Submitted,

Doug Bruce

Chair, Charts and Guides Committee





**Cruising Club of America  
Club Policies and Protocols  
As Adopted October 22, 2016**

This compendium of Club Policies and Protocols is intended to be accessible by all members, and provided to all incoming Board members, Flag Officers, and Committee members. It is to be reviewed annually by the Elected Governors and Flag Officers, and updated as appropriate and necessary. Changes in these Policies and Protocols may be made by the Board at Annual and Fall Meetings or any other properly convened meeting of the Board as governed by the By-Laws. These policies are intended to be approved annually or as may otherwise be necessary.

**A. Policy --- On Long Range Planning:**

- It shall be the obligation of the Commodores of the Club to ensure that at least once every five years, the Club conducts a formal review of its challenges and opportunities, and the needs and desires of its membership.
- In furtherance thereof, the Commodore of the moment shall appoint an ad hoc Committee of the Board of Governors to undertake such effort, and report to the Board its findings and recommendations within twelve months of their appointment to such committee.
- The ad hoc committee shall, at a minimum, consist of two Elected Governors, one Rear Commodore, a past Commodore, and three members at large. The Commodore shall appoint the chair of this committee.

Reviewed and approved by the Board of Governors, October 22, 2016

**B. Policy — On Commercial Sponsorship**

CCA Policy on Sponsorship Funding and Support

1. It shall be the policy of the Cruising Club of America to never relinquish control over its identity (logo's, burgees, or similar facsimiles thereof) as a consequence of accepting material financial assistance for the conduct of any CCA-controlled activities.
2. Any and all commercial sponsorship agreements with a value exceeding \$10,000 annually shall be reviewed by the Vice Commodore and Treasurer and then

recommended for approval, modification or rejection by the Commodore, prior to entering into any such contract(s).

3. A designated flag officer of The Club shall sit on the BROCC and be responsible for overseeing Sponsorship Support for the conduct of the Newport Bermuda Race. The appointment of said officer shall be made no later than 18 months prior to the next Newport Bermuda Race and shall be made known to the Board and the entire BROCC executive leadership upon appointment.

- a. Said representative shall ensure that:

- i. No individual sponsor shall account for more than twenty five percent (25%) of the total sponsorship commitments to the Race, excluding the amounts associated with Bermuda Tourism.
- ii. No sponsor shall be granted the right to "title" their name and/or brand along with the name of the race (i.e. Rolex Newport Bermuda Race).
- iii. All sponsors fully understand and appreciate that the Newport Bermuda Race is first and foremost a Corinthian race for amateurs, which also allows professional sailors to participate in separate classes and divisions.

Reviewed and approved by the Board of Governors, October 22, 2016

#### **C. Policy --- on Pollution**

##### **Policy:**

It shall be the policy of the Cruising Club of America that we will conduct ourselves responsibly at all times with regard to pollution of the environment, wherever we live and wherever we sail, and to influence others through our Stations and Posts to follow our example.

##### **Code:**

We encourage our membership to:

1. Understand and abide by the law and regulations on disposal of plastics, trash and garbage;
2. Prevent oil, gasoline, antifreeze, paint, solvents and phosphate cleaners from entering the water from boats and ashore;
3. Use only bottom paints which meet federal and state standards, and properly dispose of removed paint;
4. Cooperate with regulations established for No Discharge zones;
5. Use holding tanks and pump-out facilities and, where these are not installed or available, use flow-through marine sanitation devices, taking care to flush the system whenever possible in open water deeper than 20 feet; and
6. Limit boat wakes to reduce shoreline erosion.

Approved by the Board of Governors, January 18, 1999

Re-approved by the Board of Governors, October 22, 2016

**D. Policy --- for Standing Committee Chair Term Limits and Committee Member Length of Service Terms**

Whereas it is considered desirable and in the best interest of the Club to:

- Encourage all members to participate in the Standing Committees of the Club;
- Maintain a current knowledge of matters pertaining to offshore cruising and racing in keeping with the objects of the Club;
- Maintain the traditions of the Club;

Therefore, in fulfilling these objectives of the Club, it shall be Club policy that:

1. The length of term of the Chair of a standing committee other than the Membership Committee may not be more than four years;
2. The Chair of a standing committee is limited to one term consecutively;
3. A former Chair of a standing committee may serve as Chair of the same standing committee after stepping down for one term;
4. A former Chair of a standing committee may serve as Chair of another standing committee;
5. Membership on standing committees be reviewed annually by the respective Chairs of each Standing Committee; and
6. A member shall not sit on a standing committee for more than six consecutive years.
7. All Standing Committees approved by the Board of Governors shall have written mandates, reviewed by the Board annually, along with a listing of their members and their length of service on such committee.
8. As there are numerous Chair positions as of October 22, 2016 which contravene the above policy prescription, be it also approved that the implementation of this policy shall commence on April 1, 2017.

Reviewed and approved by the Board of Governors, October 22, 2016

**E. Policy --- On Roles and Duties of Elected Governors**

Elected Governors to the Board of the Cruising Club of America:

1. Shall have an oversight role on the Board, and advise the Commodore on matters of concern.
2. Shall also be assigned individual assignments to sit on Standing Committees of the Board, to ensure a closer working understanding of the administrative matters with which these committees deal on an on-going basis.

3. Every five years, at least two Elected Governors shall serve on the Commodore's ad hoc Long Range Planning Committee, in fulfilling the expectations of the membership in regard to forward planning for the Club.
4. At least one of the ten Elected Governors shall be assigned to the BROCC, both for oversight and engagement with a vital part of the Club's activities.
5. Terms shall be three years in duration, with a 3- 3- 4 rotation.
6. Elected Governors shall only be proposed once the Nominating Committee has met with the Commodore and the Flag Officers, to determine specific needs on the board and the skill sets most needed.
7. Candidates for Elected Governor shall not have been former Rear Commodores, or Flag Officers of the Club.
8. They shall not be 75 years of age or older at time of election
9. Nine such Elected Governors shall be from the nine largest Stations, in terms of membership, in the Club, with the smallest Stations rotating a position among the ten.

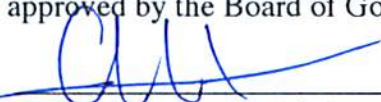
Reviewed and approved by the Board of Governors, October 22, 2016

**F. Policy -- On Reimbursement of Travel Expenses**

Because the CCA is founded on volunteer efforts and minimal dues, reimbursement for travel expenses to a CCA Board Meeting by an officer, Board member, or member of the Membership Committee, if requested, is limited to airfare, train or bus fare, or mileage. The reimbursement will be for economy class airfare, coach train fare, bus fare, or the IRS rate for mileage. Requests for reimbursement will be made directly to the Treasurer in writing or by email, with supporting documentation.

Reviewed and approved by the Board of Governors, October 22, 2016.

Attested to:

  
\_\_\_\_\_  
Christopher Otorowski, Secretary, CCA

END





# Cruising Club of America

*A Sense of the Club:*

*Based on the 2015 Member Wide Survey*

*December 2015*

*"The objects of the Cruising Club of America, Inc. (the "Club") are to promote cruising and racing by amateurs, to encourage the development of suitable types of craft, to stimulate interest in seamanship, navigation and handling of small vessels, to gather and keep on file all information which may be of assistance to members in cruising."*

*Adopted by the Board of Governors, December 18, 2009*





## Introduction

2015 has been a year of reflection for our Club as it nears its 100<sup>th</sup> anniversary. Commodore Lhamon and Vice Commodore Binch agreed to survey our members on their thoughts for maintaining our Club as the premier offshore sailing Club in North America. To accomplish this, a Futures Task Force (FTF) of the Club was established, under the chairmanship of VC Binch, with the following members:

John Osmond – past Chair of BROCC, presently chair of the Long Range Planning Committee of the BROCC

Bob Medland – Rear Commodore of the Great Lakes Station, member of the Nominating Committee, former Elected Governor

Bob Mathews – Elected Governor, Rear Commodore of the Chesapeake Station, former Membership Chair of CHE

Gretchen McCurdy – former Elected Governor, past Secretary, Bras D’Or Station

Dick York – former Elected Governor, member of Safety At Sea Committee

The Task Force divided its work into two primary efforts. An initial survey was directed to the approximately 140 persons most closely associated with the administration of the Club and its eleven Stations, inclusive of all Standing Committee members, membership committee participants, BROCC’s CCA committee members, current and past Flag Officers and current and past Station Rear Commodores. This was initiated, in part, by the concern that our Elected Governors lacked a clearly articulated role in the governance of the Club, which had lead to a recommendation to the Board to lengthen their term of office from the present two year terms to three year terms. Commodore Lhamon and Vice Commodore Binch felt answering this question in a vacuum and making way for that specific change missed a far more important opportunity to re-assess how the Club was structured and operating today overall, and were there ways in which we could update or modernize how we conducted our affairs. In the Appendix to this report are the statistical results of the first survey. An abbreviated summary is provided here in this Introduction. Based in large part on what was learned from the initial effort, the Futures Task Force developed a much broader survey of the entire membership, seeking members’ input on a wide range of subjects believed to be of the greatest interest to the membership at large.



By the cut-off date of December 15, 2015, some 540 members had fully or partially completed the member-wide survey developed by the Futures Task Force, representing nearly a 42% response rate. Nearly 300 respondents provided commentary to one or more of the survey questions, resulting in a wealth of useful information for the Flag Officers, Board of Governors and Committee chairs.

The demographics of the respondents closely matched the demographic of the Club as a whole, and therefore did not lead to responses overly influenced by age, gender, or Station.

The body of this report covers each of the topic areas included in the member-wide survey:

- ✓ The Club's involvement with and sponsorship of the biennial Newport Bermuda Race
- ✓ The Club's involvement with technical issues of yacht design and race ratings
- ✓ The members' interest in continuing to participate in interesting and engaging cruises in foreign waters
- ✓ The members' perceptions regarding the size of the Club, its composition, the quality of member being admitted, and opinions regarding how we might further improve our membership process and criteria
- ✓ The member's views on our various communications mediums
- ✓ Thoughts on what we might pay more attention to/devote more effort towards, and alternatively, matters or activities of which we could do less
- ✓ We also enquired about whether the membership thought we should re-emphasize our care of the marine environments in which we sail.
- ✓ Views on several governance topics, including the length of terms for Elected Governors, the number of Elected Governors we should have, on what basis they should be selected/nominated, whether certain Standing Committee chairs ought to be voting members of the Board, term limits for committee chairs, and whether our financial position should be reviewed by an external body annually.

The initial survey focused more on governance matters, as previously mentioned. Among its more significant results were:

1. More than 70% of the respondents favored extending the term for Elected Governors from two to three years.



2. It was agreed that the skill and experience needs of the Board, in addition to geographic balancing, should be taken into account during the Nominating Committee's deliberations about future potential Elected Governors.
3. The group was nearly evenly divided as to whether the Elected Governors should act as a single body or act as individuals engaged in the various committees of the Board; in this context there was very little support for an executive committee of the Board which might include Elected Governors.
4. A slight majority (39.6% to 27.9%) favored reducing the number of Elected Governors from 10 to six in number.
5. A significant majority believed some standing committee consolidation was warranted (57.3% to 22.7%).
6. This group overwhelmingly supported the Commodore and the Board appointing an ad hoc long range planning committee at least once every five years (86+% in favor), and having an external review of the Club's financial accounts annually (60% in favor and only 16% opposed).
7. There was strong support for the Chair of the Bermuda Race Organizing Committee being a voting member of the Board of Governors when such individual was a CCA member (61% in favor and 15% opposed).
8. On matters related to the Newport Bermuda Race, and handicapping, the results were strongly positive for the questions posed:
  - i. In favor of exploring the potential of creating a tax exempt foundation to support the Race – 77% in favor
  - ii. In favor of supporting continued development of equitable handicapping systems --- 79% in favor
  - iii. In favor of establishing clear policy positions on commercial sponsorship for the NBR – 68% in favor.
9. On finding a permanent site for the extensive collection of CCA trophies and prizes, no longer able to be shown at the New York Yacht Club – 82 % in favor.
10. On re-emphasizing the Club's commitment to protect the marine environments in which we sail – 87% in favor.



## All Member Survey Findings:

### 1. The Club's Involvement with offshore racing, and in particular the Newport Bermuda Race (NBR):

- a. On whether or not the Club should establish a special task force to determine the most appropriate ways for the Club to remain a prominent voice in the evolution of yacht designs for offshore use and the handicapping thereof to ensure maximum participation by Corinthian amateurs in the Newport Bermuda Race, there was overwhelming support, with 75.8 per cent supporting such an initiative, and only 2.1 % opposed! Some 22.1 % were neutral on the matter.
- b. With nearly 15% of the Club's east coast membership participating in the NBR over the past four races, it is clear that many of our members continue to enjoy participating in competitive offshore events. In the 2015 NYYC Transatlantic Race, nine of the 44 skippers were CCA members.
- c. Several commented that the Club should consider sponsoring, or co-sponsoring a major west coast offshore event since nearly one third of the entire membership are now located on the west coasts of the US and Canada.
- d. By a similarly wide margin --- 56.8% in favor and only 6.1% opposed --- members agreed the Club should be encouraged to evaluate whether or not a tax exempt, charitable foundation to support the Club's ongoing sponsorship of the Newport Bermuda Race is advisable and/or feasible.
- e. The desirability of a clearly articulated policy governing how the Club accepts, and controls, commercial sponsorship funding for the conduct of the Race – albeit through the Bermuda Race Organizing Committee (BROC) -- was also overwhelmingly supported, with 57% in support, 14.7% opposed, and those having no opinion or neutral comprising the remaining 28.3%. The three yacht design/handicapping/foundation questions each had more than 510 responses, the highest number of any question in the survey.



## 2. Membership Matters:

- a. Based on the extensive comments provided in the survey, one must conclude we remain a very vital, and engaged, group of sailors with a passionate care for our Club! As with every study of an organization, there are always suggestions for ways in which we can improve how we solicit, recruit, propose, support, review and finally welcome prospective new members. This section of the report highlights the major survey findings as well as those recommendations from the members themselves for ways in which we might strengthen the Club.
- b. When asked whether or not the Club should limit its size, two thirds of the survey respondents (333 respondents) said no, while one third (163 respondents) indicated they thought there should be a limit set.
  - i. Universally, all commentary on either side of the question indicated we should most assuredly adhere to our well known, and highly prized, standards for membership.
  - ii. Those who indicated a desire to set an upper limit (which ranged from the current 1,300 members to an upside of 3,000) uniformly felt it important to retain the sense of belonging to a very special group, and that regardless of numbers, if quality was retained it would most likely be a self-limiting cap to our overall size.
  - iii. It is the Futures Task Force's belief we should not have any Club goal based on size, but rather espouse that the Club remains focused solely on having the highest quality, most experienced membership in North American yachting.
- c. On the question of the quality of member accepted into the club over the past decade, 89% of the respondents expressed complete satisfaction with the additions they have witnessed or observed. On the other hand, some 11% felt the Membership Committee(s) had allowed some to become members who they believe less qualified than desired.
  - i. In the more than 280 comments made regarding suggestions to improve the process, the following thoughts were the most frequently cited:
    - 1. Focus on bringing in younger members, whenever and wherever possible, without sacrificing quality.
    - 2. Ideas included "apprentice memberships", "junior" memberships, asking all under 40 members to serve on national committees to engage them more fully, and to utilize the younger members as our best recruiters, making it a priority to have at least one younger member in every Station's membership committee, and other similar comments.



3. Consider ways and means by which to expose more of the yachting public on what the CCA does, and stands for, to help keep the Club's desirability for younger people on their minds.
4. A number of members commented openly that in many sailing circles today, those under 40 years of age have seldom heard of, let alone know about, the CCA (except of course those who have participated in a Newport Bermuda race). To that end, their concern was that if today's younger sailor does not even know the Club, its history, or what it stands for, how in the world could we possibly be attractive to them. Others made similar comments, hence the suggestion that the Club consider raising its profile by allowing increased media exposure about our notable prize winners, cruisers, authors, safety at sea endeavors, and like CCA-related activities.
5. Consider Station posting of candidates before bringing a candidate to the national membership committee for review, to avoid embarrassment in the event a Station member or members veto a particular candidate. In any event, with the breadth and size of the Club today, Station reviews should be the far more relevant review if all Stations are adhering to the same club-wide quality specifications and criteria.
6. We should consider working with yacht clubs with significant junior programs to provide a feeder system to allow us to introduce offshore sailing to them.
7. Consider sponsoring, or co-sponsoring a major west coast offshore race to raise the profile of the Club on the Pacific coast, and thereby assist in interesting promising young potential members.
8. "Ask our members, whenever in a gathering of sailors, to please let all know they are CCA'ers ---- many of today's under-50 contingent barely know the CCA exists" – *a direct quote.*





### 3. Interest in Foreign Cruises:

- a. Nearly two thirds of the respondents indicated a desire for the Club to continue conducting interesting and rewarding cruises in foreign waters.
  - i. Not surprisingly, more than 65% of our respondents still own, and cruise/sail, their yachts with more than a 30' LWL.... hence the continued interest in sailing far from home remains a hallmark of our Club.
- b. In the narrative commentary, it was noted by more than a few that the use of a mothership should be encouraged whenever possible, to enable our more senior members the same source of enjoyment we all experience on these events.
- c. Similarly, it is hoped costs can be controlled as much as possible to allow maximum participation, with somewhat less formality than some feel has been the case in the past.

### 4. Our Communications Mediums:

- a. Although no written comments were sought on the members' rating of our seven primary methods of communicating with our membership, the responses to other questions often made mention of ways of improving both what we do and how we do it.
- b. On a pure rating basis, it is apparent the membership most highly values of our three primary publications --- the GAM, Voyages and the Yearbook. Interestingly, there was little discernible difference in ratings of e-mail blasts and the Club website, regardless of whether the e-mail blast emanated from the Station or the Club, all three of which rated well below the printed publications.
  - i. Well below everything else were the Station websites, which garnered a very poor overall score and more than a third of the membership indicating they held little value for them.
- c. On the comment front, there were numerous comments about making the Club website easier to navigate, "snappier" in appearance, and with significantly greater interface to social media, with Facebook and LinkedIn mentioned most frequently – also that we should consider having the site contain news and resources for cruisers (advice, guidebooks online, chart swaps, email handling for those out cruising, etc.).



- d. A number of members also suggested we create a “cruising notice board” of sorts, where members can post where they will be on their journeys, and allowing other members to message them about when/where they might meet up. It was felt that with the rapid advances in shipboard communications abilities, such a site would be extremely well received by those who are far from home on their yachts.
- e. Finally, many respondents suggested the Club re-evaluate its policies on what is available to the general public on the main site. Their reasoning was that if the Club were to have newsworthy and current items constantly appearing on this site, it would become more relevant to the sailing public at large, and draw more attention – and interest – to the CCA and what it stands for. Longer term it was believed we needed to do these kinds of things to introduce the next generation to the Club and help ensure a steady stream of qualified and interested younger potential members.

5. What ought we pay more attention to, or devote more effort toward?

- a. There were 245 comments on this enquiry, with a wide range of topics – as might be expected to an open-ended question such as this. The following attempts to group these comments into a logical hierarchy, some of which were mentioned in the preceding sections.
- b. Education:
  - i. There were many who felt we should offer updates to the membership on changing technologies and how they affect our yachts and how we sail them – including communications, sails, safety devices and shipboard systems.
  - ii. This included programs we should ask “professionals” to put on for us --- how to splice braided cordage, how to repair today’s mylar/carbon/composite sails, advances in wiring materials and techniques, rig tuning and how to get the most from your rig, etc.
  - iii. Similarly, a not-insignificant number of members suggested we make more and better use of our knowledge about safety, specifically offering safety instruction on-line to both members and non-members, better and more external communication about our safety programs– both for offshore and cruising couples.
  - iv. As one respondent said, “Take the lead in N. America on SAS”.



c. Communications Content:

- i. Provide more historical overviews of significant members or yachts in the past
- ii. Cover more races in which club members participate – not just the Newport Bermuda Race
- iii. Present and discuss notable member boats
- iv. Consider an online cruising guide system for members

d. Offshore Racing and Handicapping:

- i. Multiple respondents suggested the Club sponsor (or co-sponsor) a major West Coast offshore race, for a variety of reasons, including raising the Club's profile on the West Coast to aid in attracting additional future members, and having a high quality CCA-associated race for the nearly one third of the membership based on the west coast.
- ii. Make sure we stay relevant in offshore racing and keep it as amateur as possible
- iii. "Raise our voice" in the rule wars to promote dual purpose yacht racing throughout the US – our voice is notably absent in the present debates."
- iv. Support the ORR
- v. Become more involved with the Ocean Racing Association (ORA – owner of the ORR rule)
- vi. Find ways to have ever more races under this rule (the ORR)
- vii. Try to keep a simple version for cruisers who would like to race infrequently, but nonetheless like to race
- viii. "An equitable rule for the CCA is necessary to ensure amateur participation in the NBR, and other like offshore races in the US... it is part of the Club's DNA".
- ix. Encourage informal, fun "races" during Station and Club cruises – "we all enjoy the fun"

e. Support for Cruisers:

- i. Joint activities/relationships with overseas clubs when we have organized cruises abroad, and for all our members as they cruise the world
- ii. Provide commentary on safety, design and equipment specifically for cruisers



- iii. Enhance our relationships with the locals and authorities with whom we interface on Club cruises – leave a better image.
- iv. Consider cruises in the South Pacific and New Zealand
- v. Please have motherships available on as many of the Club cruises as possible.

a. General Comments of Note:

- i. Adopt the RCC (Royal Cruising Club) ethos to “make your number” (meaning introduce yourselves in US English!) whenever you see another CCA yacht at a mooring --- “we are too standoffish compared to virtually every other prominent cruising organization”.
- ii. Promote more of the Club’s good works to enhance our reputation and image – our publications are really only known to ourselves yet they speak volumes about the members’ competence and experience at sea.
- iii. “Promote itself nationally and internationally --- everyone knows the NYYC; hardly anyone in the greater boating community knows the CCA – in the pecking order, it should be first, or at worst second.”
- iv. Try to schedule events on weekends so families can join – midweek events do not work for those of us who are working!
- v. Encourage as many as possible to attend our Club meetings –especially the Fall meetings.
  - 1. Of note, nearly 30% of the respondents had not attended a single Club event during the past two years, and 9% had not attended a single Station event in that period, with 26% having attended two or fewer Station events.

6. What Ought we pay Less Attention to, or do less of?

- a. Members provided some 168 comments to this question, and as anticipated, drew out some strongly held views on the Club’s long standing involvement and management of the Newport Bermuda Race, in contrast with an even larger number of members who spoke of racing, and the Club’s involvement with both the Newport Bermuda Race and handicapping in the affirmative. This indeed has been the yin and yang of the Club since its founding!



- b. There were other observations/comments that should most certainly be taken into account by the Flag Officers, Committee chairs and Governors, among which were:
- i. Fewer large, elaborate dinners!
  - ii. Don't be afraid to utilize professional resources, so long as they are consistent with our fundamental missions.
  - iii. There is too much conflict in setting safety policies
    - i. Less formality, less "stuffy"; too much hierarchy and administrative protocol.
    - ii. Excessive emphasis on East Coast activities
    - iii. Less rum keg – too much drinking; it adds to expense; refrain from encouraging alcohol consumption as prerequisite to fun.
  - iv. The Newport Bermuda race is no longer central to the CCA's mission:
    - a. "The Club should get out of the handicap rule business –...we are using a "local" rule and that has resulted in it no longer being an international event; use IRC or ORC"; "our work in racing segregates the Bermuda Race from the greater world of racing -- conflicting with the work of both the Storm Trysail and NY yacht clubs".
  - v. "Less concern with racing, less concern with bow tie social events"
  - vi. "We are a cruising club"
  - vii. Less focus on the Bermuda race per se; however, if supporting it supports our focus on safe designs then there are other races we should be involved in.
  - viii. Too many players in the field of handicapping for the CCA to be effective
  - ix. "Big, round-the-buoy boats have no business being in the Bermuda race, they are neither Corinthian, offshore boats, or cruisers, and they do not promote safety at all".
  - x. Less commercialism associated with the Bermuda race
  - xi. Don't try to establish a new CCA rating.
  - xii. "I am sure you will find this difficult to accept, but the CCA is a Cruising Club – so pay less attention and prominence to the Newport Bermuda Race."



- xiii. Attention to offshore racing should not be limited to the Bermuda race
- xiv. “The GAM has too many social pictures – we’re not the NYYC!”
- xv. Reduce elitism within the Club and reduce dependence on prestigious clubs as a venue for meetings and gatherings
- xvi. Flag etiquette needs be reviewed with an eye toward the practicality of flying the masthead burgee; we have antiquated yachting traditions; the requirement to fly the burgee from the masthead is “archaic, misguided and makes the CCA a target of ridicule”; “I have too much money invested at the masthead to fly the club burgee so I fly the member-aboard flag from the starboard spreader”
- xvii. “Big deal” social cruises
- xviii. Get rid of extra committees
- xxiv. “Get rid of “Safety Moments” at social functions – a completely annoying idea.”

## 7. Governance Matters:

- a. The member-wide survey followed the conduct of the somewhat more governance-specific survey of those members directly engaged in volunteer management roles within the Club at both the Station and Club level, both past and present. A brief summary of that survey’s results is found on pages 4 and 5 of this document with a statistical summary of the entire survey in the Appendix to this report. The following paragraphs will provide the results of the member-wide survey.
- b. There were three broad areas of governance inquiry – those matters which, if altered, would require a change in the Club’s By-Laws, those matters which could be addressed simply as a matter of policy, and finally, questions soliciting input from the members that would result in further study or evaluation prior to being brought forward to the Governing Board for potential action. The following provides a summary of each of these categories.



c. By-Law related questions:

i. *Elected Governors*

1. The plurality of the respondents in the member-wide survey supported the notion that Elected Governor terms should be extended from the present two year terms, to three year terms, subject to Board approval, with 39.4% saying yes, 18.7% no, and fully 41.8% expressing no opinion. This compares with 72% of those favoring the extension in the initial survey.
2. The question was posed whether or not the membership supported the notion of reducing the number of Elected Governors from the present ten (10) – in effect representing ten of the eleven Stations of the Club – to six, with the six nominated on the basis of stewardship needs of the Club in addition to their geographic location.
3. The first survey moderately supported this concept, but by a narrow margin. The member-wide survey polled more opposed than supported this concept – 29.7% opposed and 22.3% in favor, with 47.9% of the respondents expressing no opinion or neutral on the matter.
4. There is broad agreement that each and every Elected Governor, upon election, should serve actively on one or more of the Club's Standing Committees, as well as ad hoc committees that may be struck from time to time.

ii. *Adding Voting Members to the Board*

1. Although the original concept was to reduce the number of Elected Governors while elevating the Chairs of the BROCC, Safety at Sea and Communications Standing Committees of the Board to a voting position, thereby reducing by one the total number of voting governors, the questions in the survey were not so explicitly linked together.
2. Based solely on the individual question, respondents supported the elevation of these chairs to voting status on the Board, by a 36% to 17% margin, with 47% having no opinion one way or the other.





d. Policy-Related Questions:

- i. There were four areas of inquiry regarding the Club's governance-related policies: a) rotation of important standing committee chairmanships, b) requiring/or not an annual external review of the Club's financial accounts, c) the desirability/or not, of requiring the formation of an ad hoc long range planning committee at least once every five years, and d) support for reinforcing the Club's commitment to protect the seas in which we sail.
- ii. In each case, the respondents overwhelmingly supported the questions;
  1. Favoring a policy on rotation for important Standing Committee chair positions – 61% in favor, only 8% opposed
  2. Favoring the conduct, annually, of an independent external review of the Club's financial accounts -- - 62% in favor, only 11% opposed
  3. In favor of a policy requiring the Commodore to appoint an ad hoc Long Range Planning Committee at least once every five years --- 82% in favor, 8% opposed.
  4. In favor of re-emphasizing our commitment to protect the marine environments in which sail – 80% in favor, 10% opposed.

e. Areas Requiring Further Study and Analysis:

- i. As described under the relevant subject topic, there are four major areas for follow-up based on the inputs received from the membership:
  1. How the Club participates in the dialogue on what constitutes a safe offshore design when taking into account all the advances in materials and yacht design evolution
  2. How, or whether, the Club participates in the development and support of equitable handicapping systems which promote the concept of dual purpose yachts able to both cruise and race effectively.
  3. Whether it is either desirable, or feasible, to establish a tax-exempt foundation to support the ongoing conduct of the Newport Bermuda Race, perhaps among others



4. How to both evolve our membership application/review process while working diligently, throughout the Club, on attracting and introducing younger members without adversely affecting the standards of membership that all members hold in highest esteem.
- ii. Based on the commentary received from the membership, it would seem the following are additional areas to which the leadership of the Club should devote time and attention:
1. How to “energize” and improve our website, including the possibility of having a member-only cruising portal, live sailing/yachting/safety news, social media interconnectivity and “resource” sections
  2. Whither Station websites---
  3. The possibility of sponsoring, or co-sponsoring, a major West Coast offshore race, ideally in odd years to avoid conflict with the Newport Bermuda Race.
  4. Various suggestions dealing with the concept of a “junior” or “apprentice” membership category, like the Royal Cruising Club, as a means to attract, engage, and evaluate over time, potential new regular members.



## 8. Follow-up:

### *a. Board Actions in St Michaels, MD – October, 2015:*

- i. Following a presentation of the summary findings of the member-wide survey by the Futures Task Force, the Board took up a discussion on the By-Law related topics first.
  1. The Board approved, for further recommendation to the membership at large, the extension of the terms of office for Elected Governors from the present two-year terms to three-year terms.
  2. It was also agreed there would be no change in their number – meaning ten Elected Governors.
  3. The Commodore requested the Futures Task Force to develop and propose to the Board at the Annual Meeting a transition plan from the current two-year term structure to the proposed three-year term structure.
  4. Following extensive discussion, the Board determined there would be no further additions to the voting membership; therefore, the Chairs of the BROCC, Safety at Sea and Communications standing committees of the Board would not become voting members of the Board.
- ii. On matters of policy, the following represent the status of the various topics as discussed at the Fall Board of Governors meeting:
  1. Conduct of an annual external review of the Club's financial accounts:
    - a) Commodore Lhamon presented orally a brief on the restructuring of the Club's committees dealing with accounting, audit and investment, which will see a new Financial Affairs Committee tasked with overseeing the reviews of the Club's operating accounts on an annual basis, incorporating the old Audit Committee, with several added resources. The Finance Committee will be re-named the Investment Committee, to clarify what its role really is, and will remain independent from the Financial Affairs Committee.



Beginning in 2016, there will be a report to the Board by the Financial Affairs Committee summarizing the findings an external review by an independent third party qualified to do so, and annually thereafter. A complete description of duties and guidelines is being developed by the members of the new committee and will be presented to the Board at the Annual Meeting in March, 2016.

2. Environment of the Sea Policy:

- a) With overwhelming support for the Club's emphasis on responsible conduct regarding ocean pollution, Commodore Lhamon received unanimous support from the Board to add to the Club's website the existing policy and code, found in the Yearbook.

b. Additional Follow-up Items based on the Survey Results:

- i. The Futures Task Force will draft recommended policy statements and/or guidelines fulfilling the expressed sentiments of the members on the following topics:
  - 1. Guidelines encouraging the *rotation of Standing Committee chairs* on an appropriate cycle, much as exists for the Chair of the Membership Committee.
  - 2. A clear policy guiding the acceptance of *commercial sponsorships* both for the Club and the BROCC.
  - 3. A policy requiring the Commodore and the Board of Governors to appoint an *ad hoc Long Range Planning Committee* at least once every five years to examine the challenges and opportunities facing the Club as it meets its member's expectations.



- ii. Areas requiring further development and evaluation prior to any specific recommendation being presented to the Board and membership at large:
1. Assessment of whether it is either feasible, or desirable given the conditions which might have to be met, to establish a tax-exempt foundation to support the Club's management of the Newport Bermuda Race in perpetuity.
    - a) Vice Commodore Binch has commenced this evaluation with support from experienced legal and tax advice from among the membership and will report progress at the next meeting of the Board, in March 2016.
  2. Determining the appropriate role for the Club in assessing the seaworthy merits of modern yachts, both monohull and multihulls, and the handicapping thereof to ensure maximum participation by amateurs in the Newport Bermuda Race, and perhaps others in the future.
    - a) The Futures Task Force recommends that this is an appropriate undertaking for the Club's Technical Committee, but only if the Committee becomes broadly representative of the naval and technical skills within the Club.
    - b) Vice Commodore Binch will report to the Board in March on progress in effecting these changes.
  3. Evaluating the comments and suggestions of the members regarding younger potential members, the membership process itself, and the demographic of the Club.
    - a) The Futures Task Force recommends that the entirety of the survey responses on this topic be made available to the Membership Committee, and that it develop recommendations for the various potential actions for the Board to consider at the Fall Meeting, Hamilton, Bermuda, in October 2016.



4. How we communicate, internally and externally:
  - a) There is a wealth of information and constructive suggestions for the Communications and Website committees of the Club to deal with in the survey results.
  - b) The Futures Task Force recommends these two entities be made privy to all comments and suggestions related thereto, and develop their own recommendations to the Board, keeping the membership apprised of developments as they occur.
  - c) The Futures Task Force also believes the Communications Committee needs to consider how to implement any de-facto policy changes which would result in broader awareness to the sailing public of the CCA, its history, its role in promoting and educating fellow sailors on seamanship, its racing and cruising pedigree, and the quality of its members.

*Respectfully Submitted by the 2015 Futures Task Force  
December 29, 2015*

*Jim Binch, Chair, Vice Commodore  
John Osmond, BOS, Chair of BROCC Long Range Planning Committee  
Bob Mathews, Rear Commodore CHE, Elected Governor, past CHE Membership Chair  
Bob Medland, Rear Commodore GLS, and member of the Nominating Committee  
Gretchen McCurdy, Bras D'Or, former Elected Governor, past Rear Commodore  
Dick York, NYS, former Elected Governor, member Safety at Sea committee*



Appendices to “Sense of the Club” Report  
December 2015

Pages 22-49 – Statistically based responses from Survey 1 by the Futures Task Force

Pages 50-71 - Statistically-based responses from CCA Futures Task Force Survey to all members





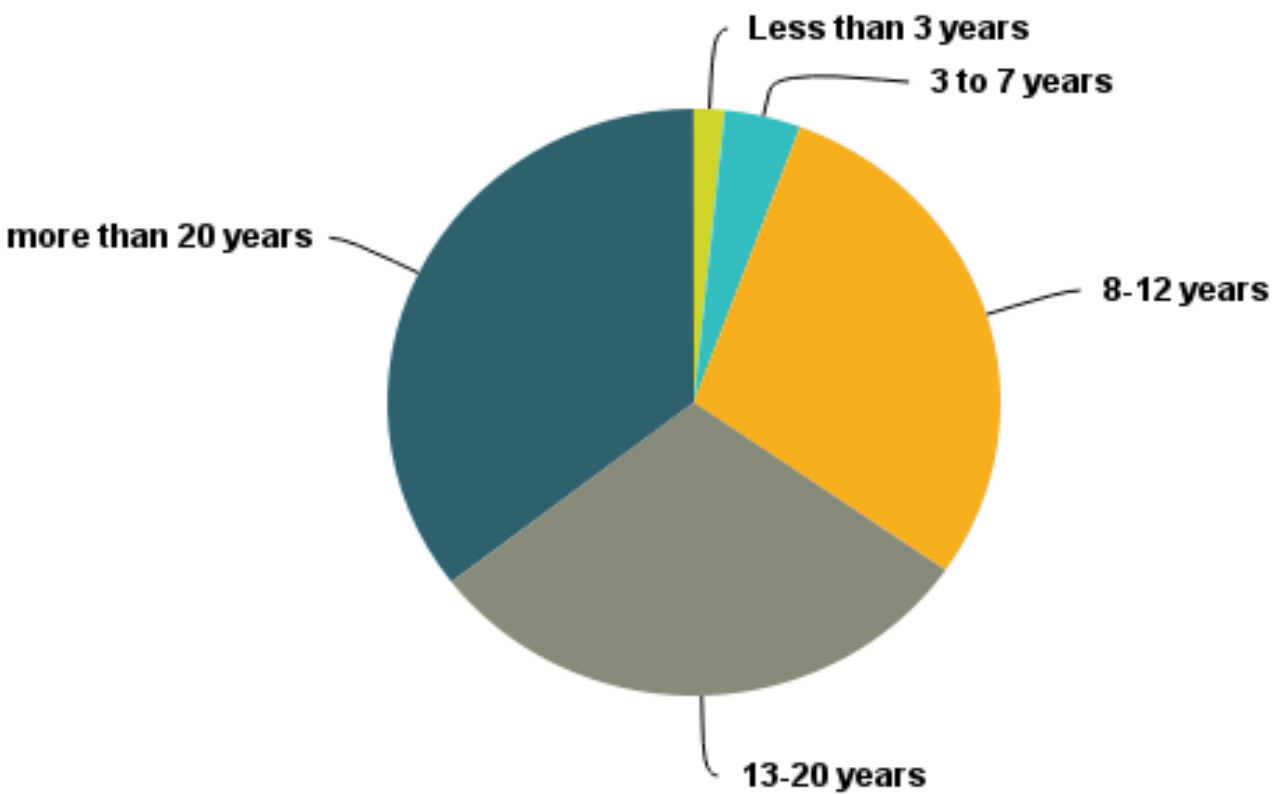
## Complete Results from “CCA Futures Survey – Part 1”

*Questions addressed to those most closely associated with the administration of the Club at both the Station and Club levels, inclusive of past and present Rear Commodores, Commodores, Membership Committee members, all Standing Committee members, and all BROCCCA participants. Open-ended question responses are not presented to protect the information sources and preserve the confidential nature of many of the responses.*

*The potential “audience” for this survey was 140 individuals, with 130 fully or partially completing the survey before the cut-off date of August 3, 2015.*

# Q1: How long have you been a member of the Cruising Club of America?

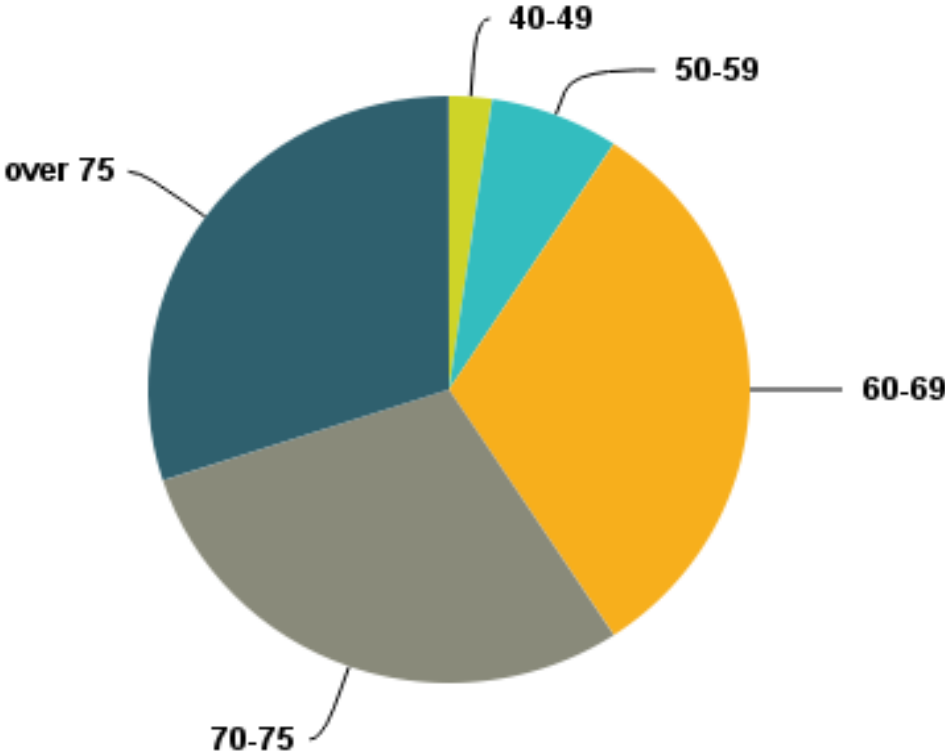
Answered: 124    Skipped: 6



Answer Choices		Responses	
Less than 3 years		1.61%	2
3 to 7 years		4.03%	5
8-12 years		29.03%	36
13-20 years		29.84%	37
more than 20 years		35.48%	44
Total	087		124

# Q2: What is your age?

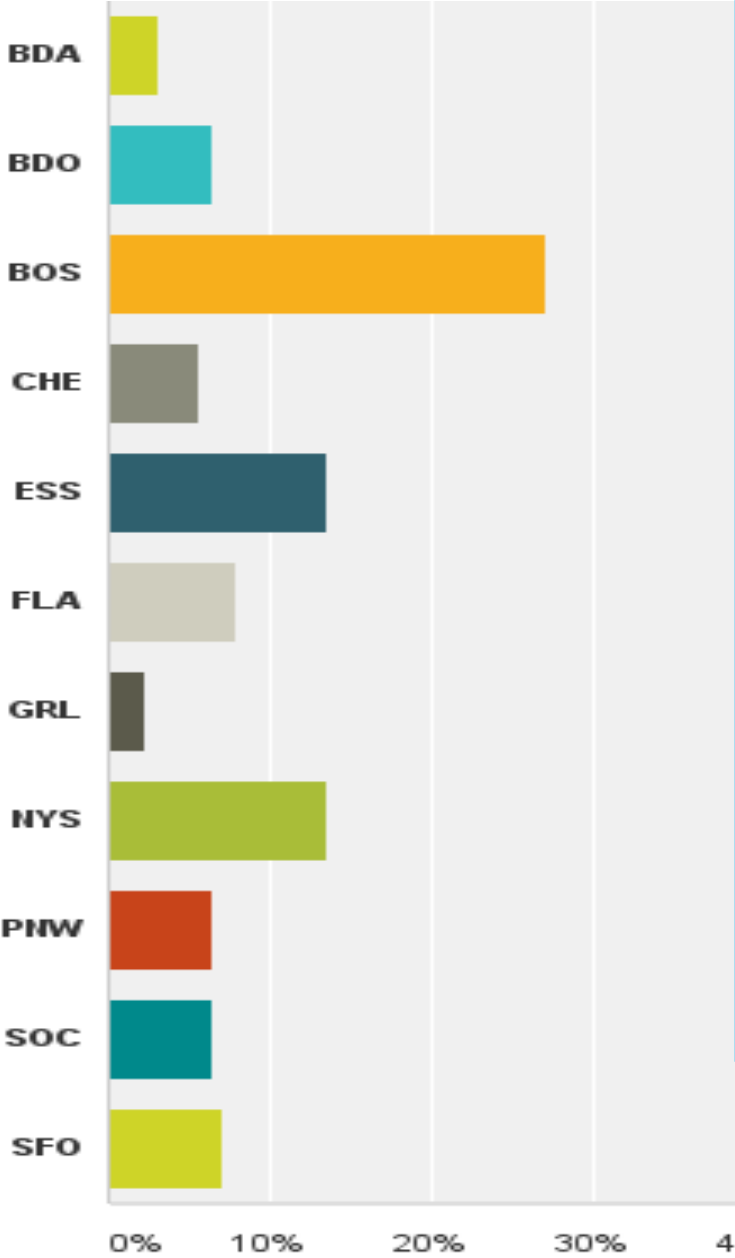
Answered: 130    Skipped: 0



Answer Choices		Responses	
40-49		2.31%	3
50-59		6.92%	9
60-69		31.54%	41
70-75		29.23%	38
over 75		30.00%	39
Total	088		130

# Q4: What is your home station?

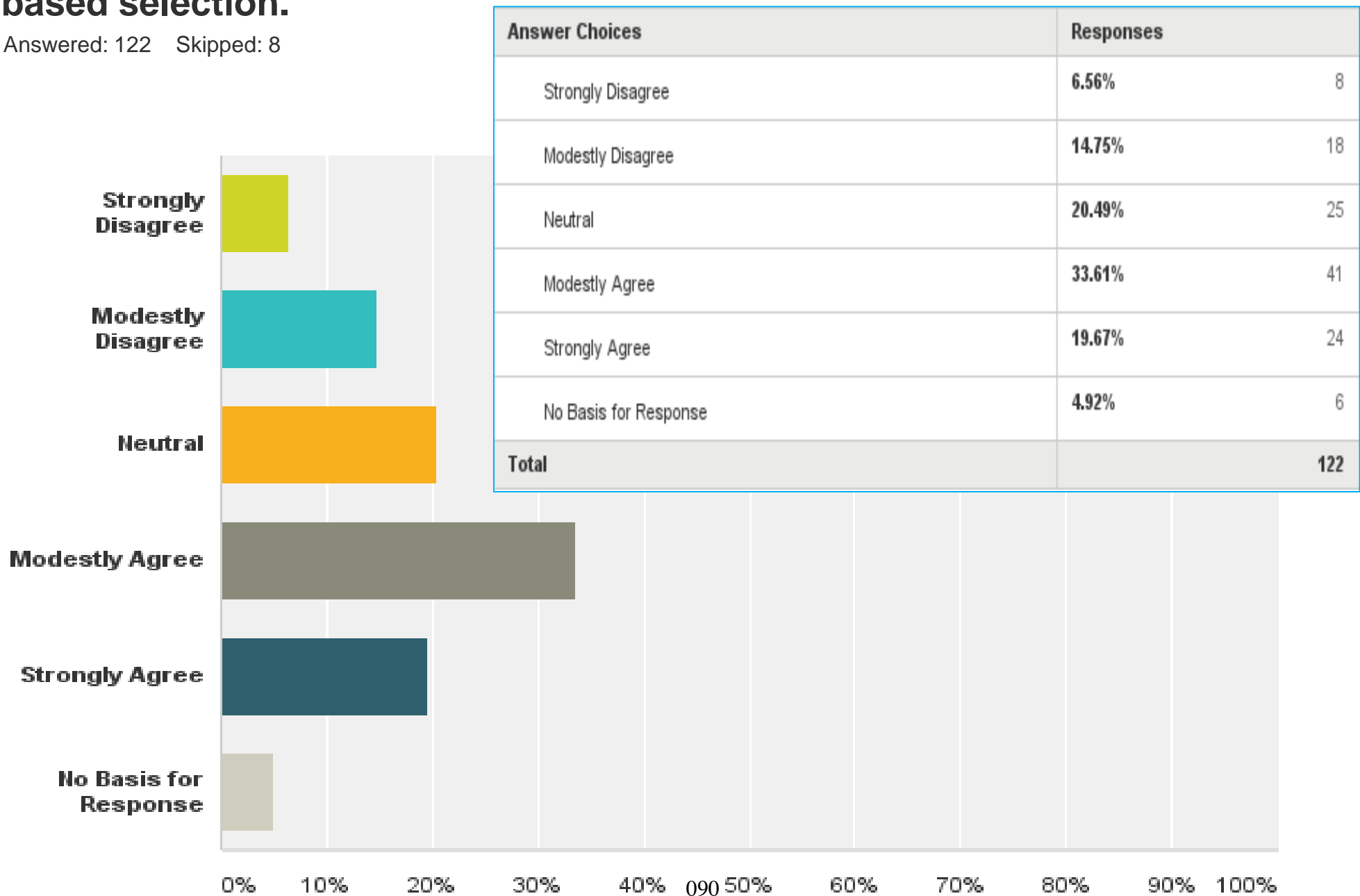
Answered: 125    Skipped: 5



Answer Choices	Responses	
BDA	3.20%	4
BDO	6.40%	8
BOS	27.20%	34
CHE	5.60%	7
ESS	13.60%	17
FLA	8.00%	10
GRL	2.40%	3
NYS	13.60%	17
PNW	6.40%	8
SOC	6.40%	8
SFO	7.20%	9
Total		125

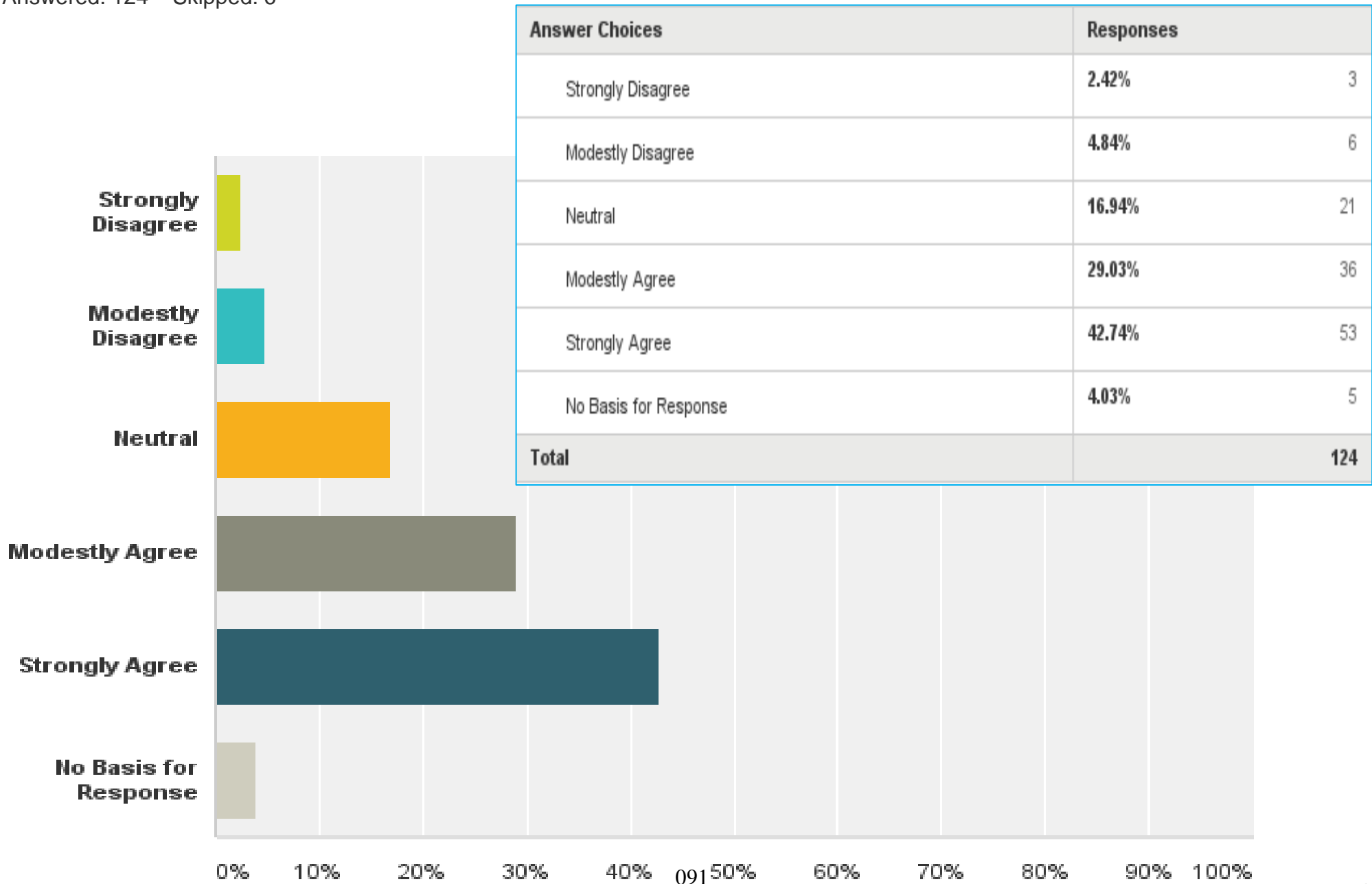
Q7: The selection of nominees for Elected Governor should be based on the skills required by and the needs of the Board versus today's station-based selection.

Answered: 122 Skipped: 8



# Q8: The term for Elected Governors should be extended to three (3) years, from two (2), as proposed by the Board of Governors.

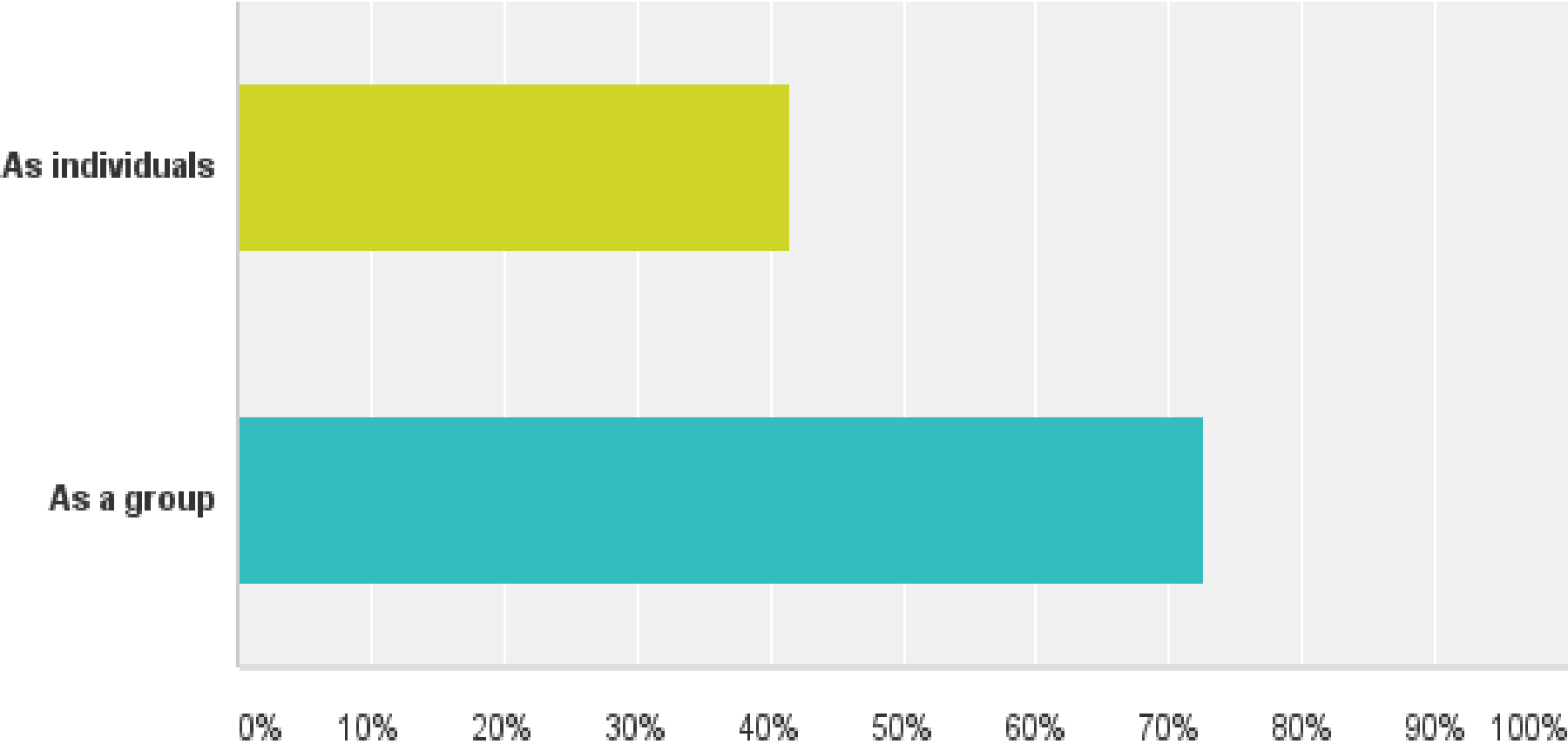
Answered: 124    Skipped: 6



# Q9: Elected Governors should have defined roles and duties

Answered: 106    Skipped: 24

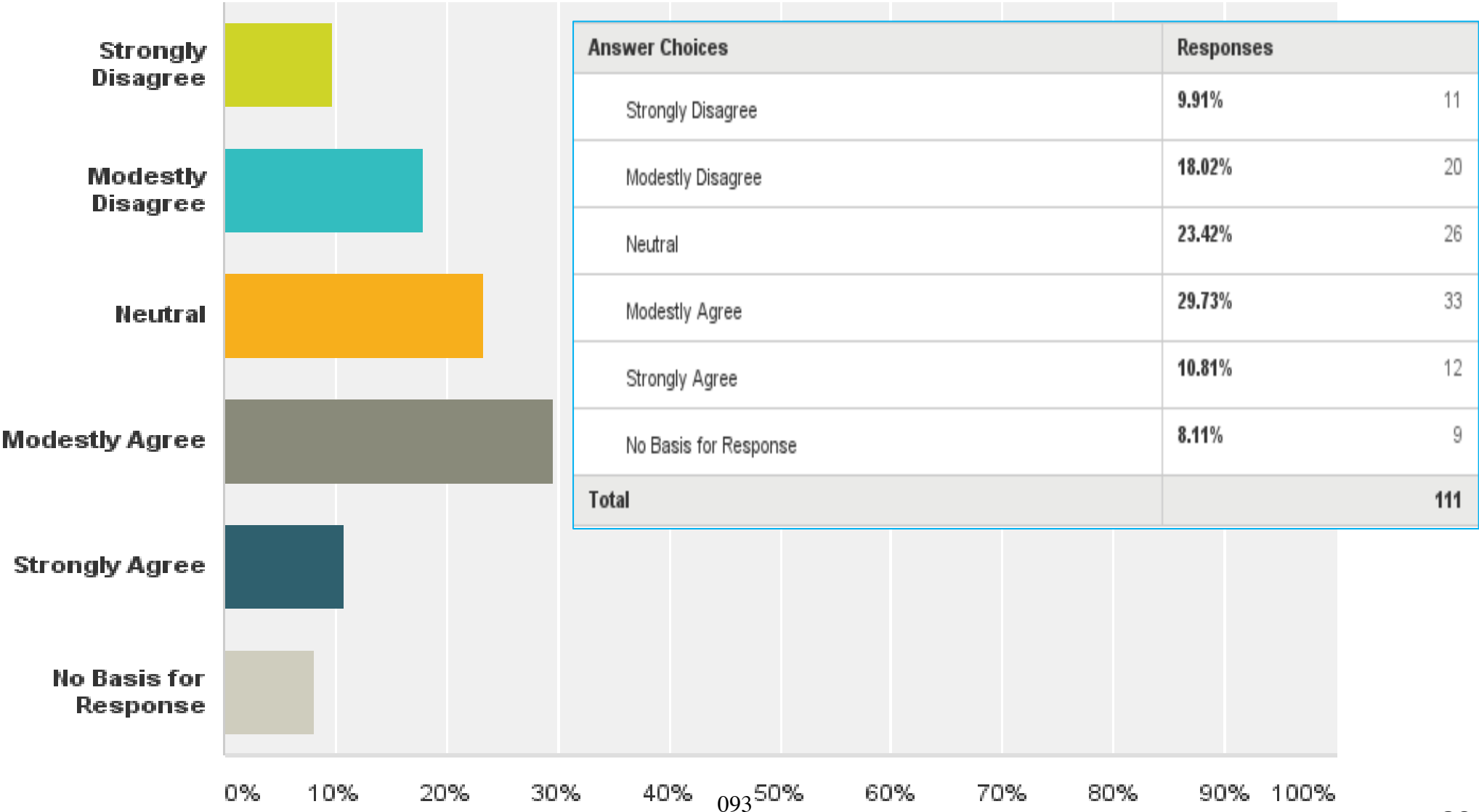
Answer Choices	Responses	
As individuals	41.51%	44
As a group	72.64%	77
Total Respondents: 106		





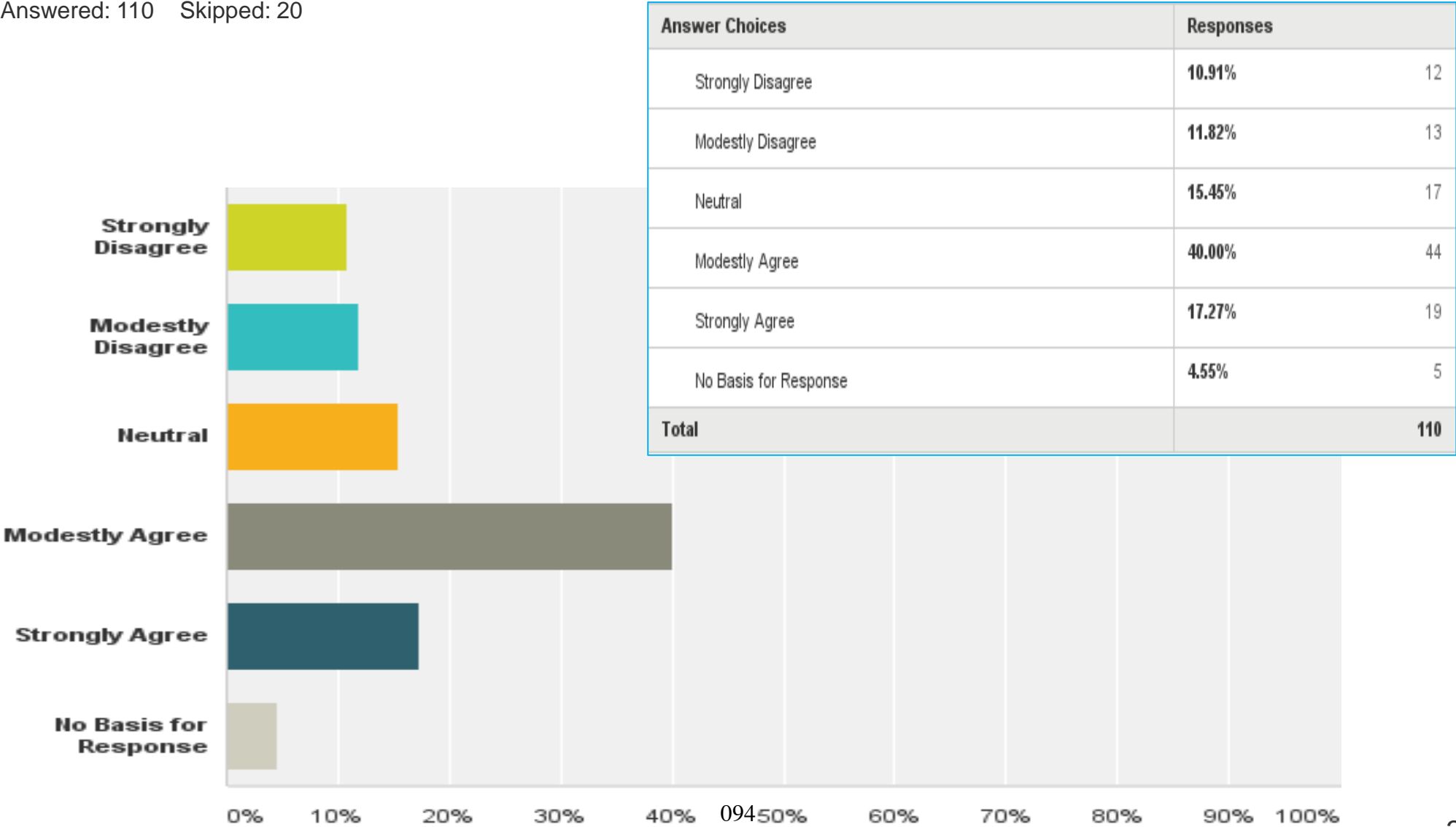
**Q11: If there were three year terms, and the EG's were chosen on the basis of skills and experience important to the governance of the Club, the number of Elected Governors should be reduced from 10 to 6 in order to help improve the efficiency of the Board overall.**

Answered: 111    Skipped: 19



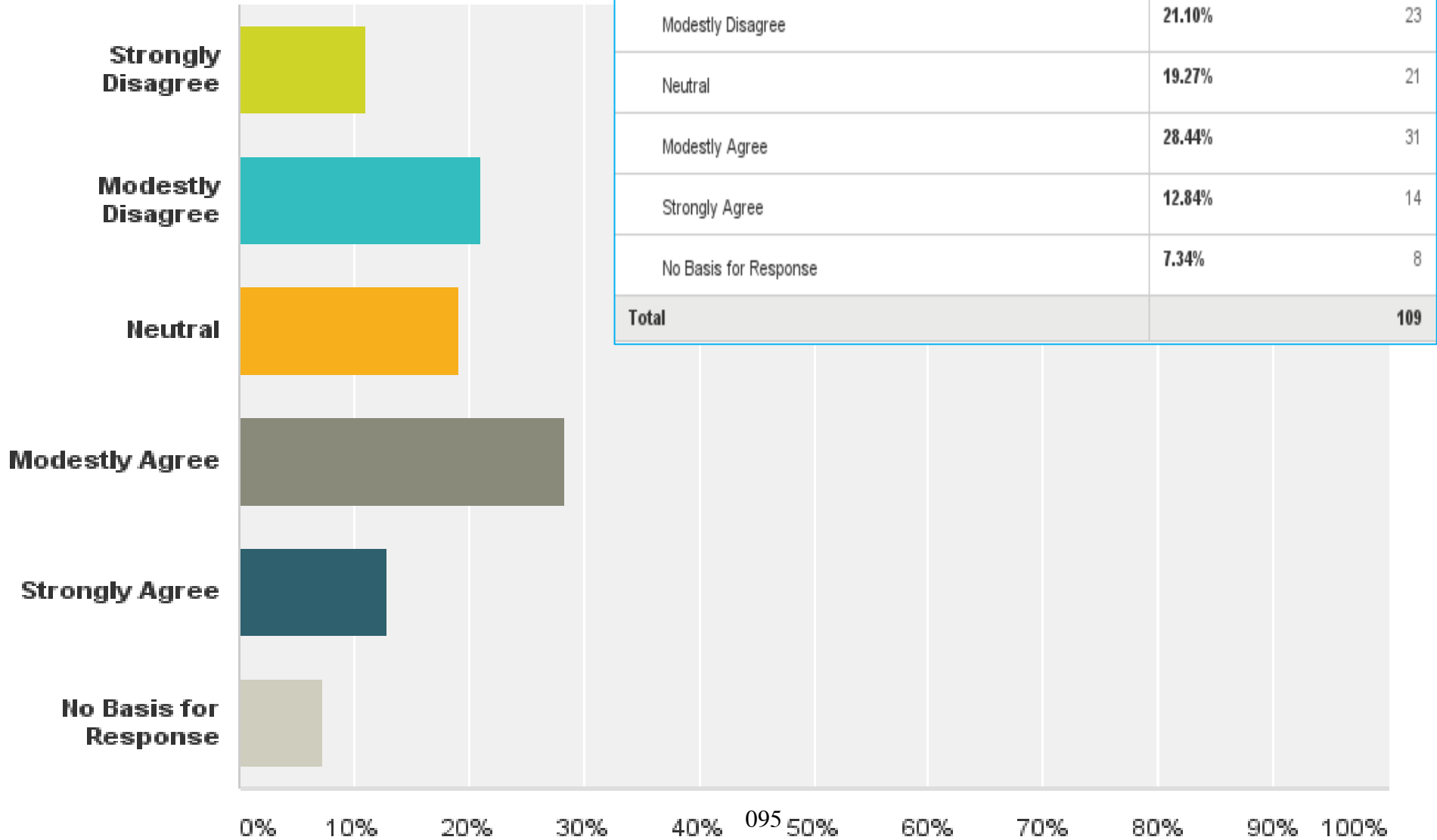
# **Q12: Would you be supportive of consolidating some of the Standing Committees of the Board if the existing Committee chairs were still present at all national meetings of the Governors? (For example -- grouping Communications, Yearbook, GAM, Voyages and Webmaster under a "super committee" chair for enhanced coordination/budgeting, etc.)**

Answered: 110    Skipped: 20



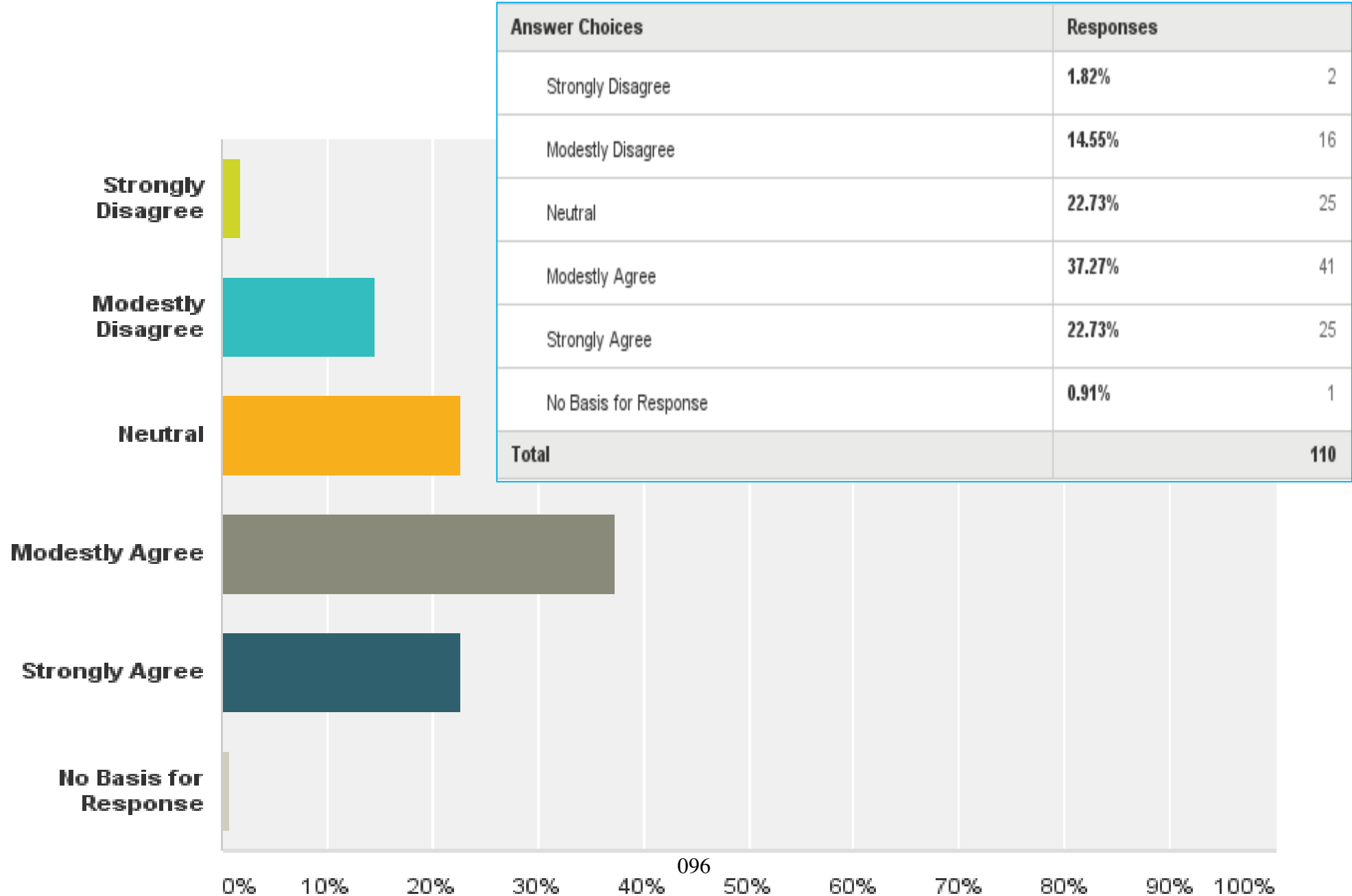
# Q13: Please indicate your level of support for the establishment of an Executive Committee of the Board, whose membership would extend beyond the five Flag Officers.

Answered: 109    Skipped: 21



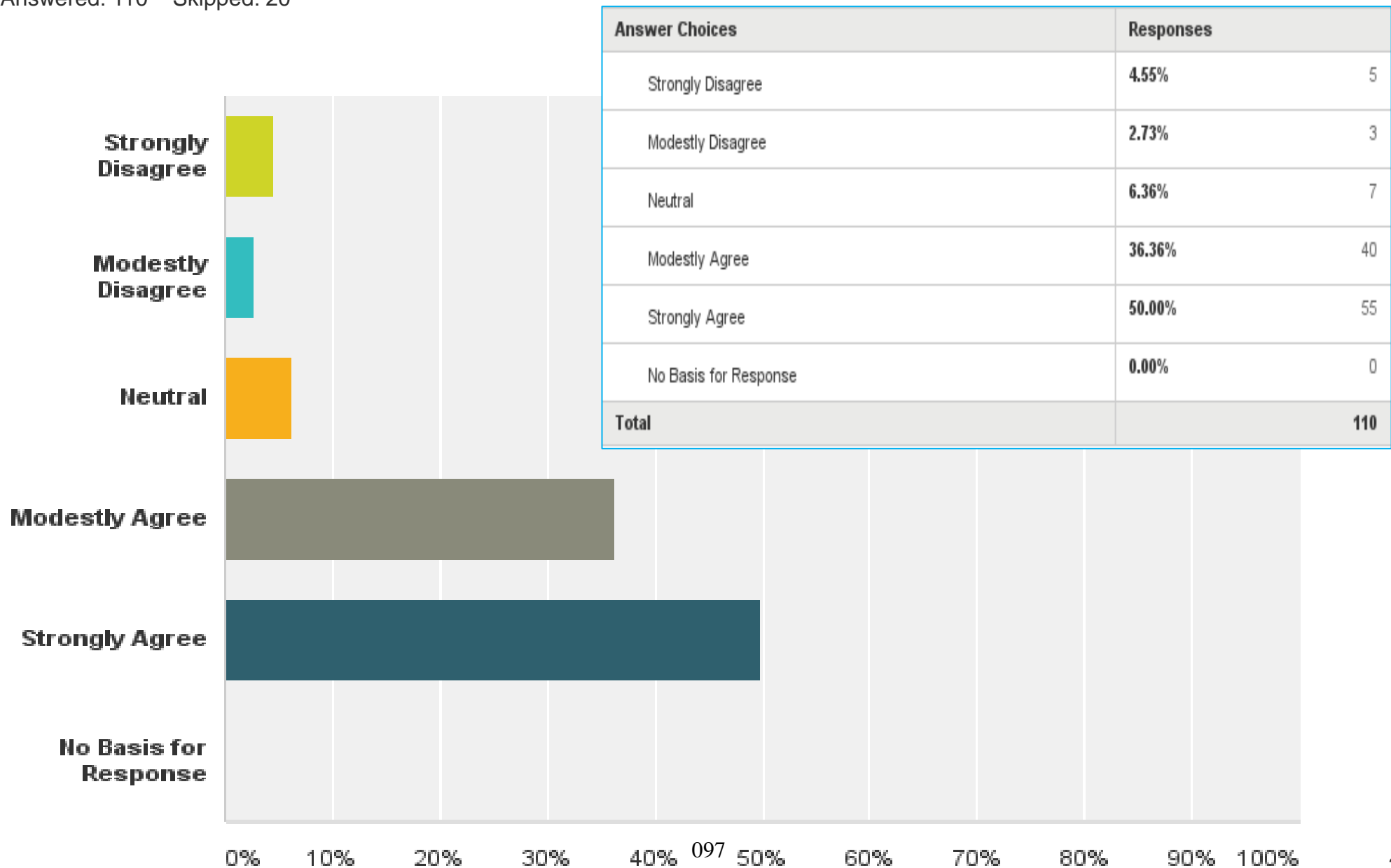
# Q15: Would you support a new Club policy requiring the external review of the Club's financial accounts and endowed funds on an annual basis?

Answered: 110    Skipped: 20



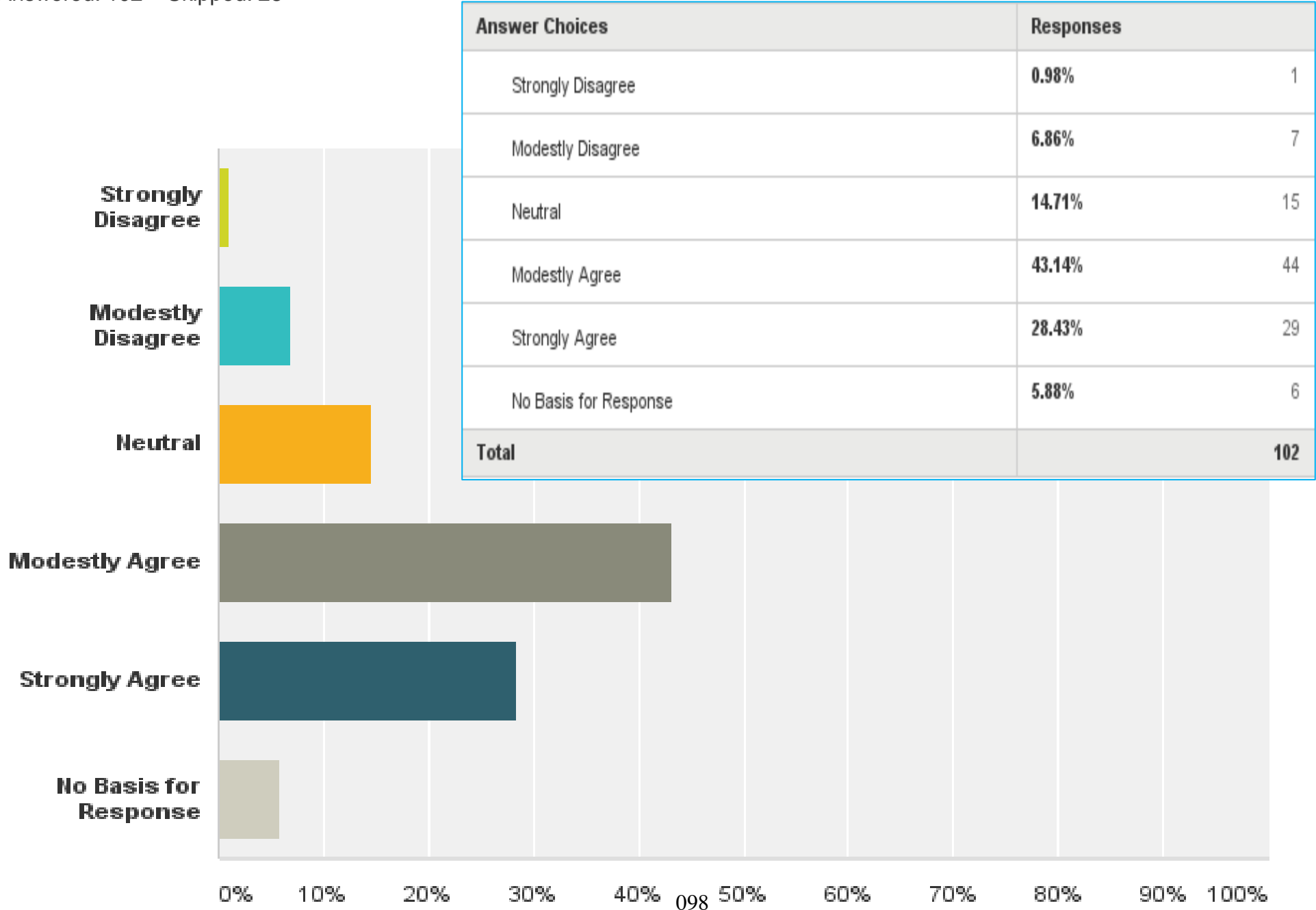
Q16: Would you support a new Club policy requiring the Board to formally review the Club's long term challenges and opportunities at least once every five (5) years? *i.e.* a "how are we doing" review

Answered: 110 Skipped: 20



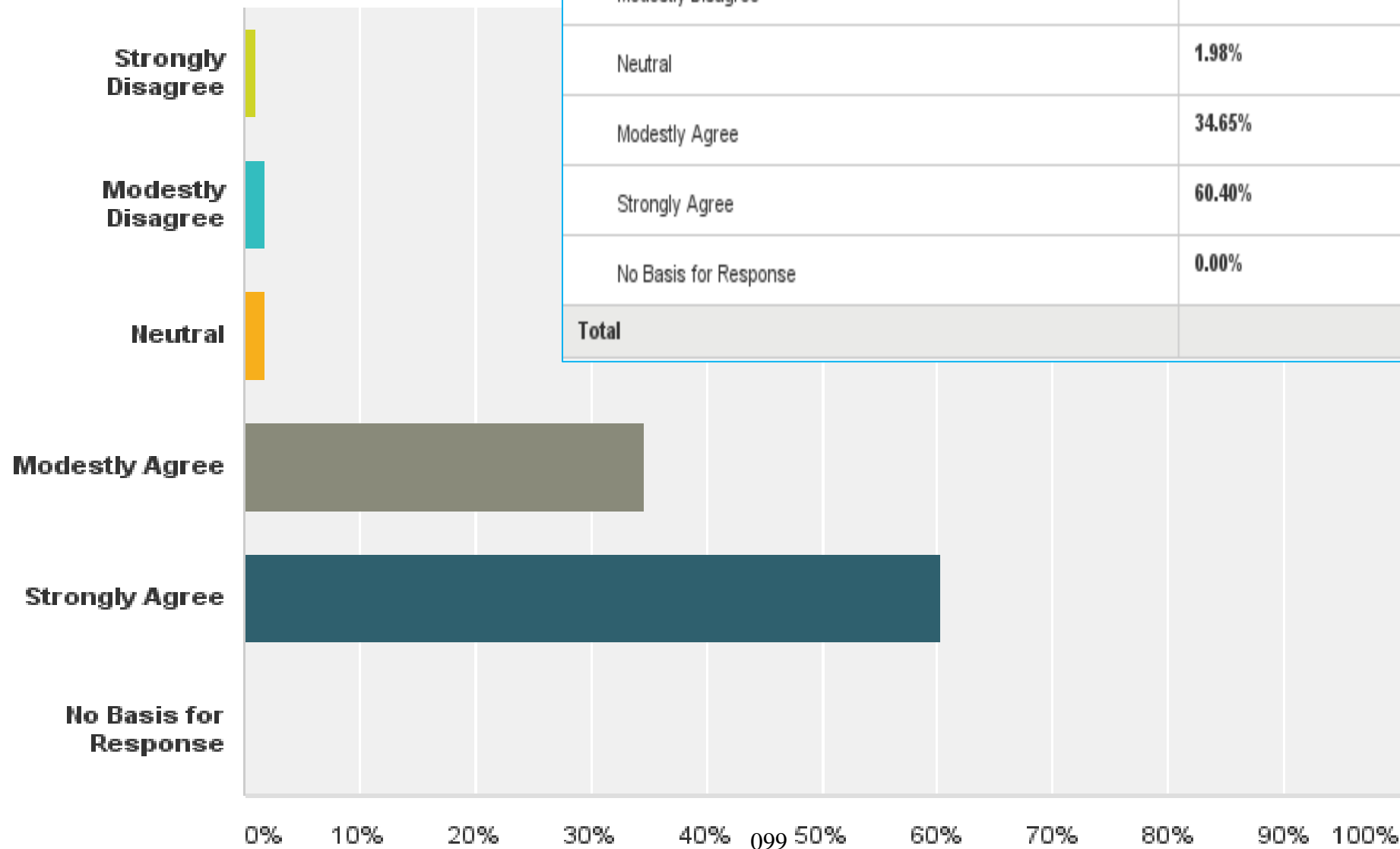
# Q19: ---Understands the needs of the majority of its members

Answered: 102    Skipped: 28



# Q20: -- Communicates well with members on events, cruises, programs and initiatives

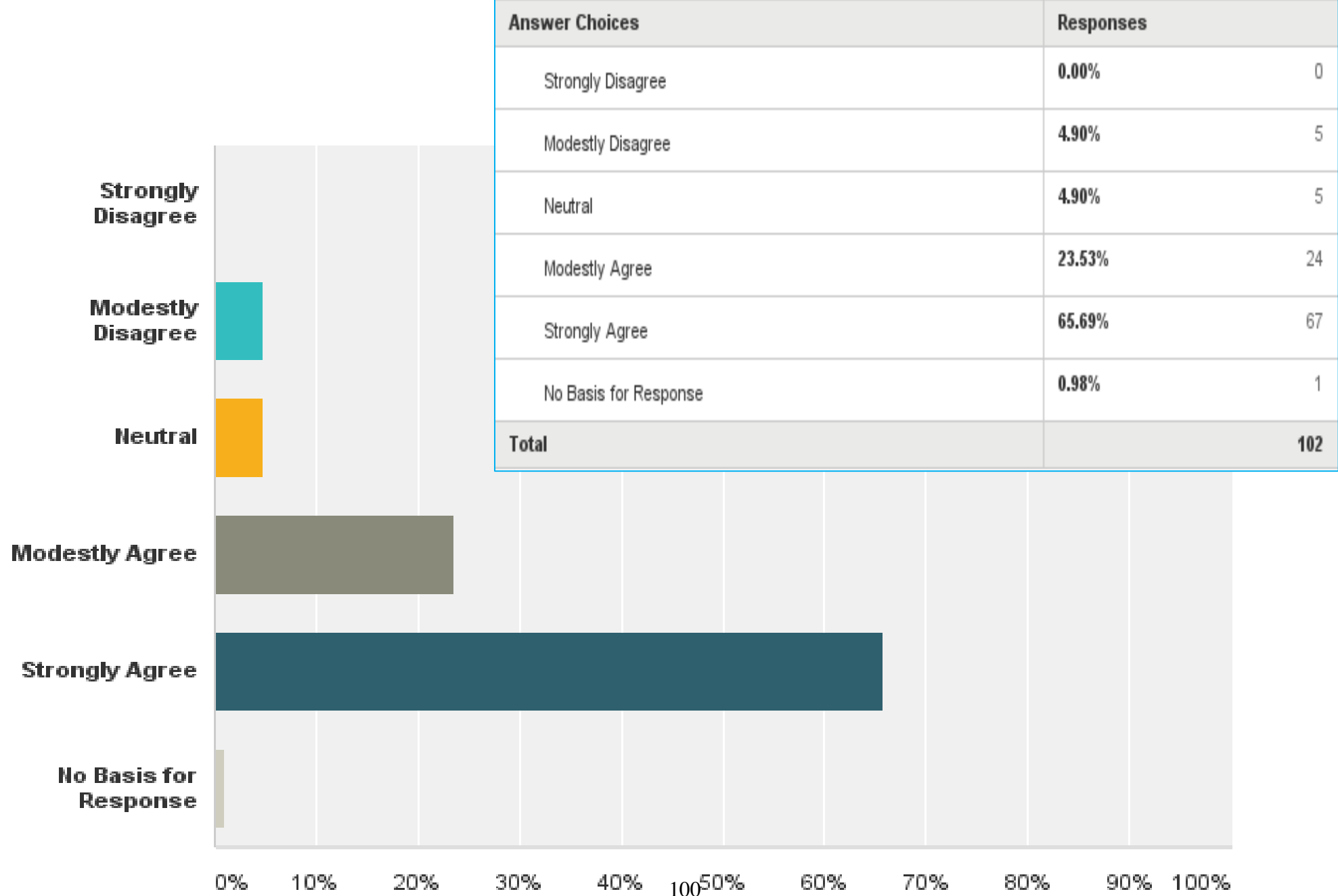
Answered: 101    Skipped: 29





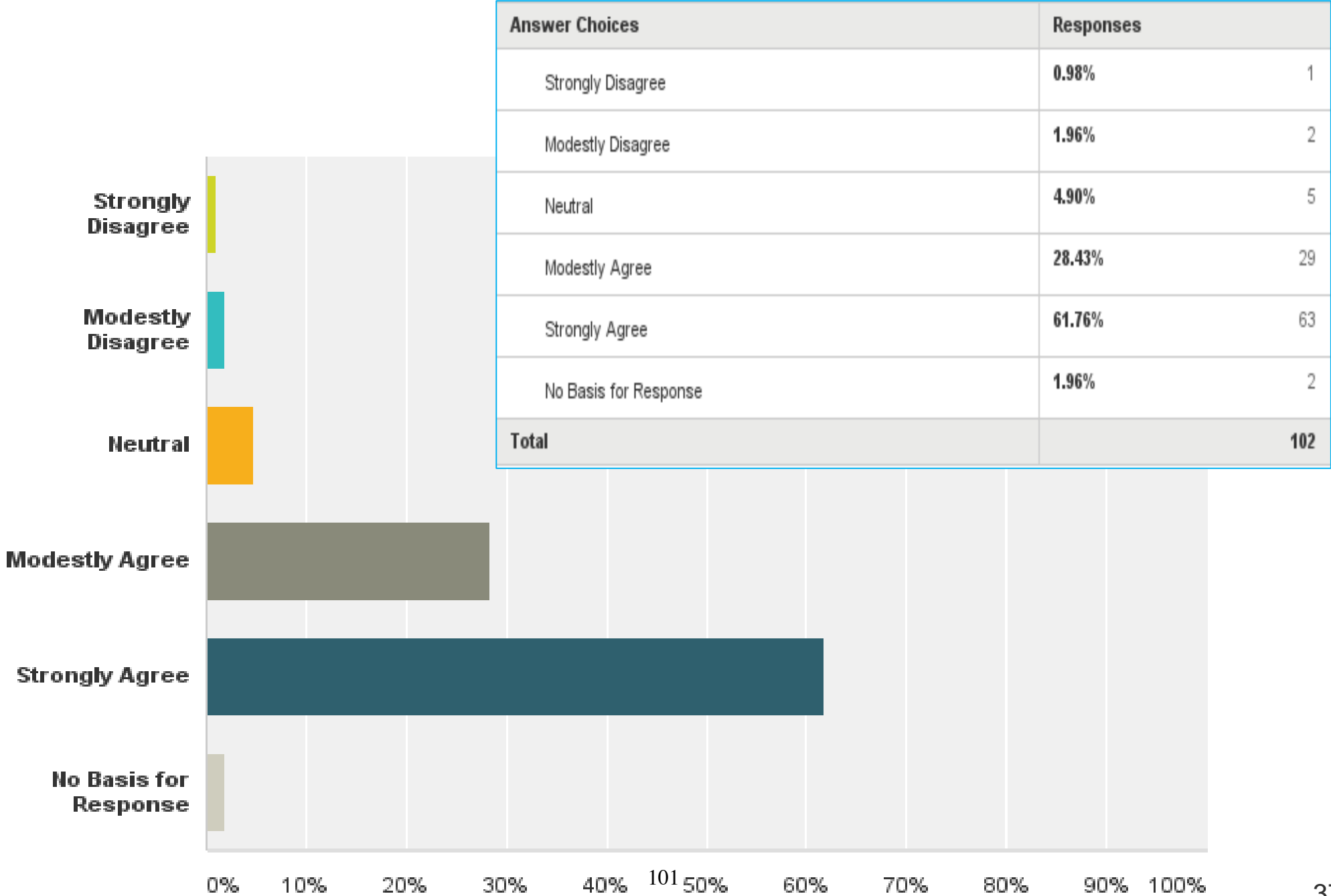
# Q21: -- Is a leader in promoting safe offshore passaging

Answered: 102    Skipped: 28



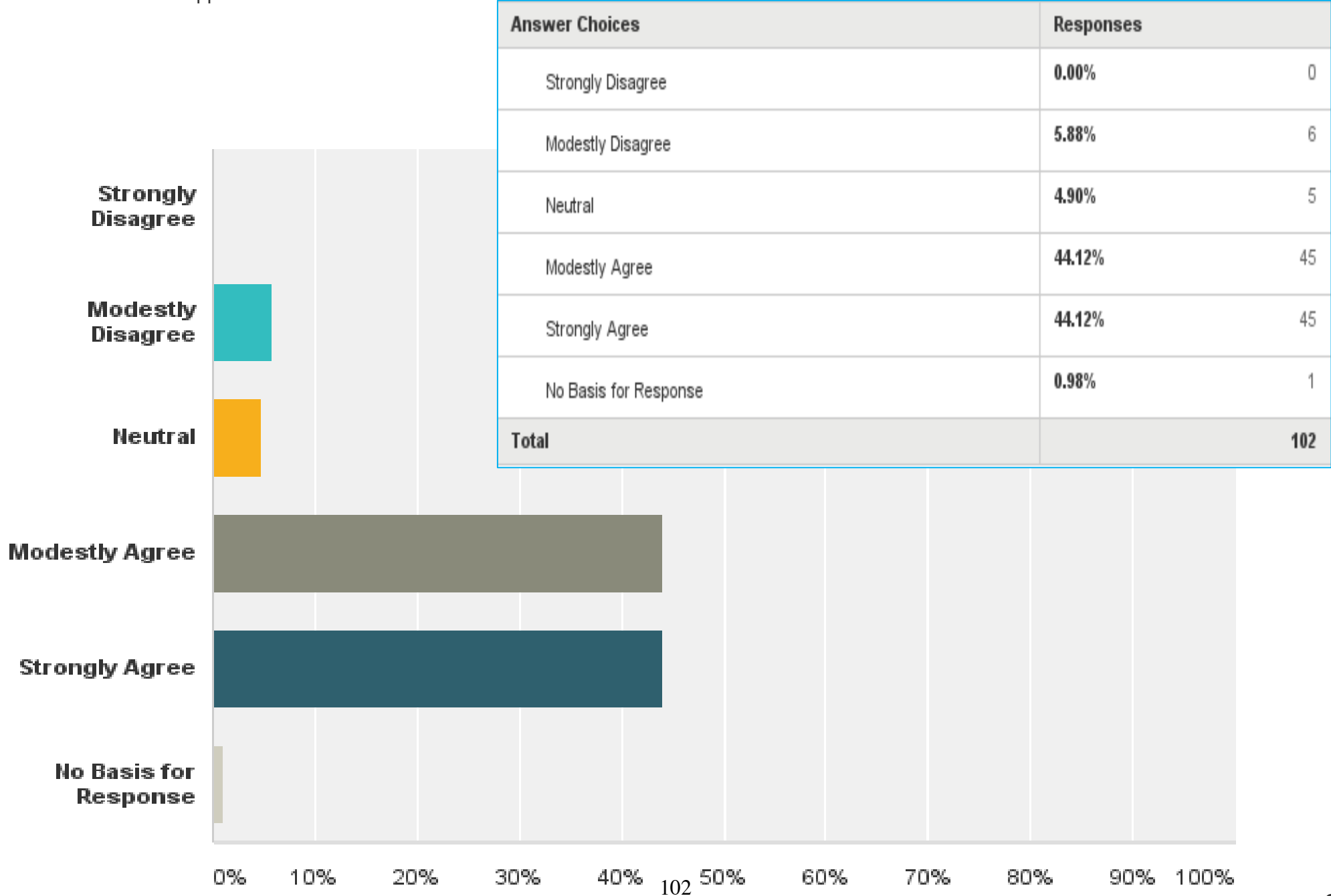
# Q22: -- Is recognized as the co-sponsor of the Newport-Bermuda Race

Answered: 102    Skipped: 28



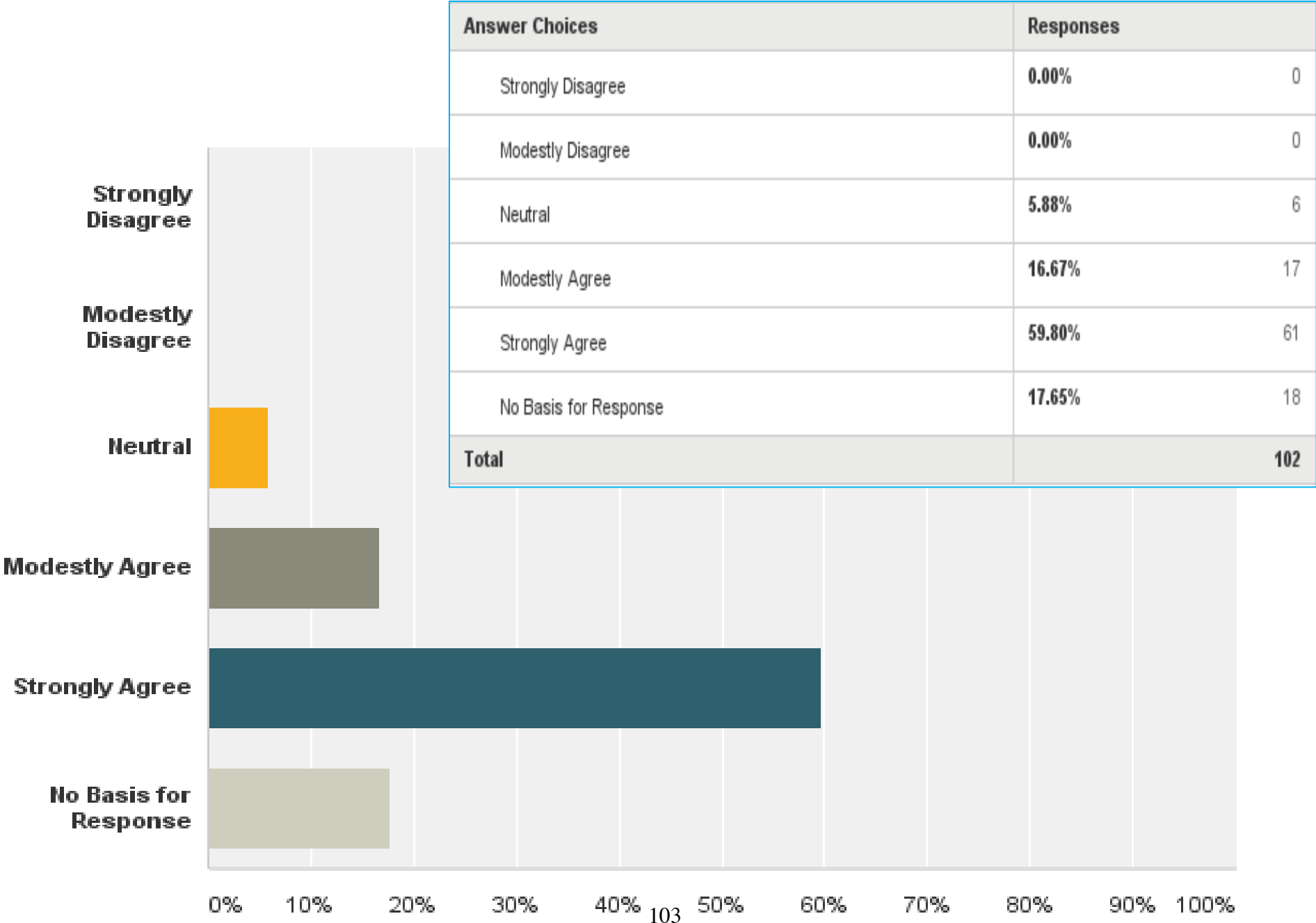
# Q23: -- Has effective governance

Answered: 102    Skipped: 28



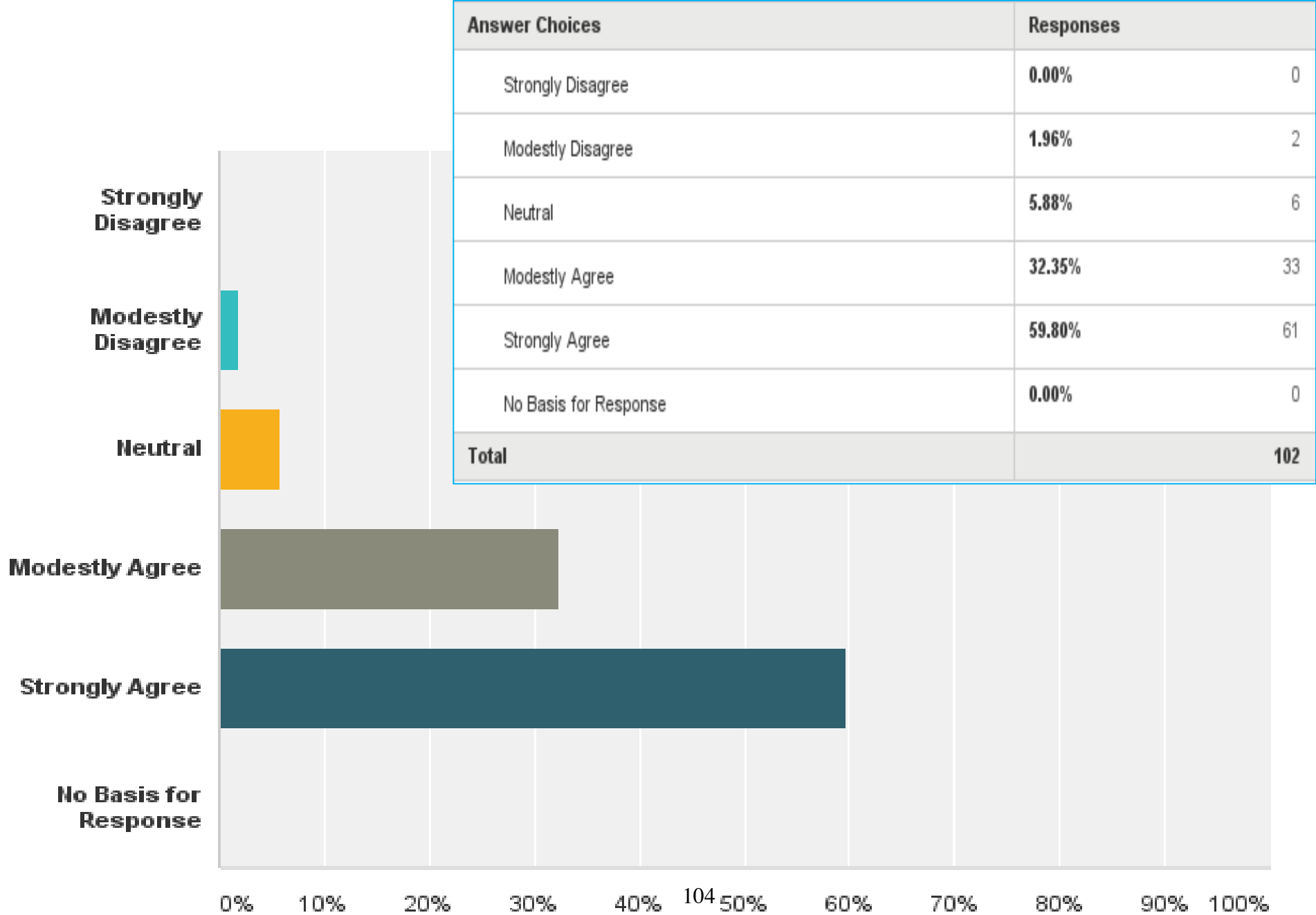
# Q24: -- Is in sound financial condition

Answered: 102 Skipped: 28



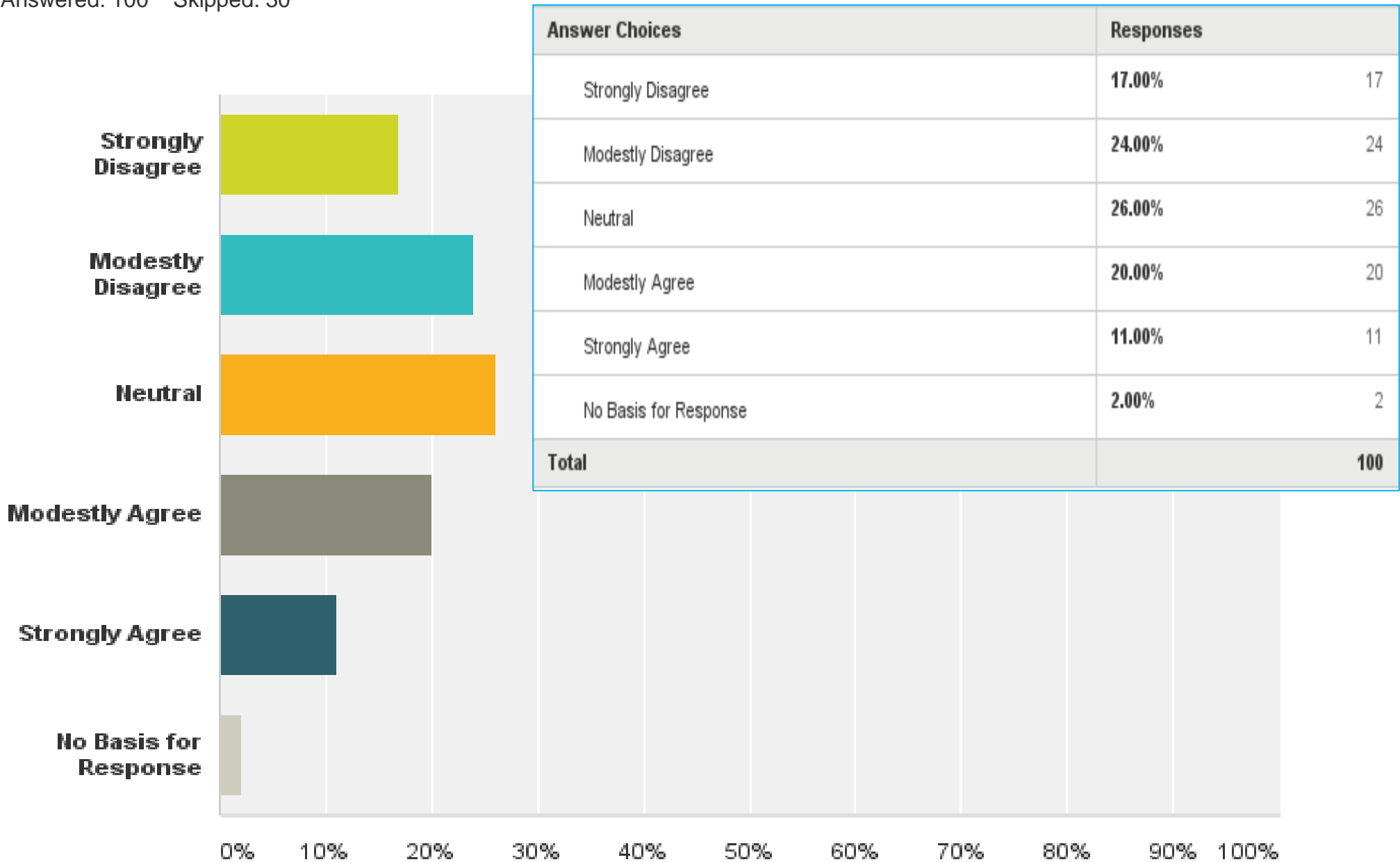
# Q25: -- Has an outstanding reputation in the world's sailing community

Answered: 102    Skipped: 28



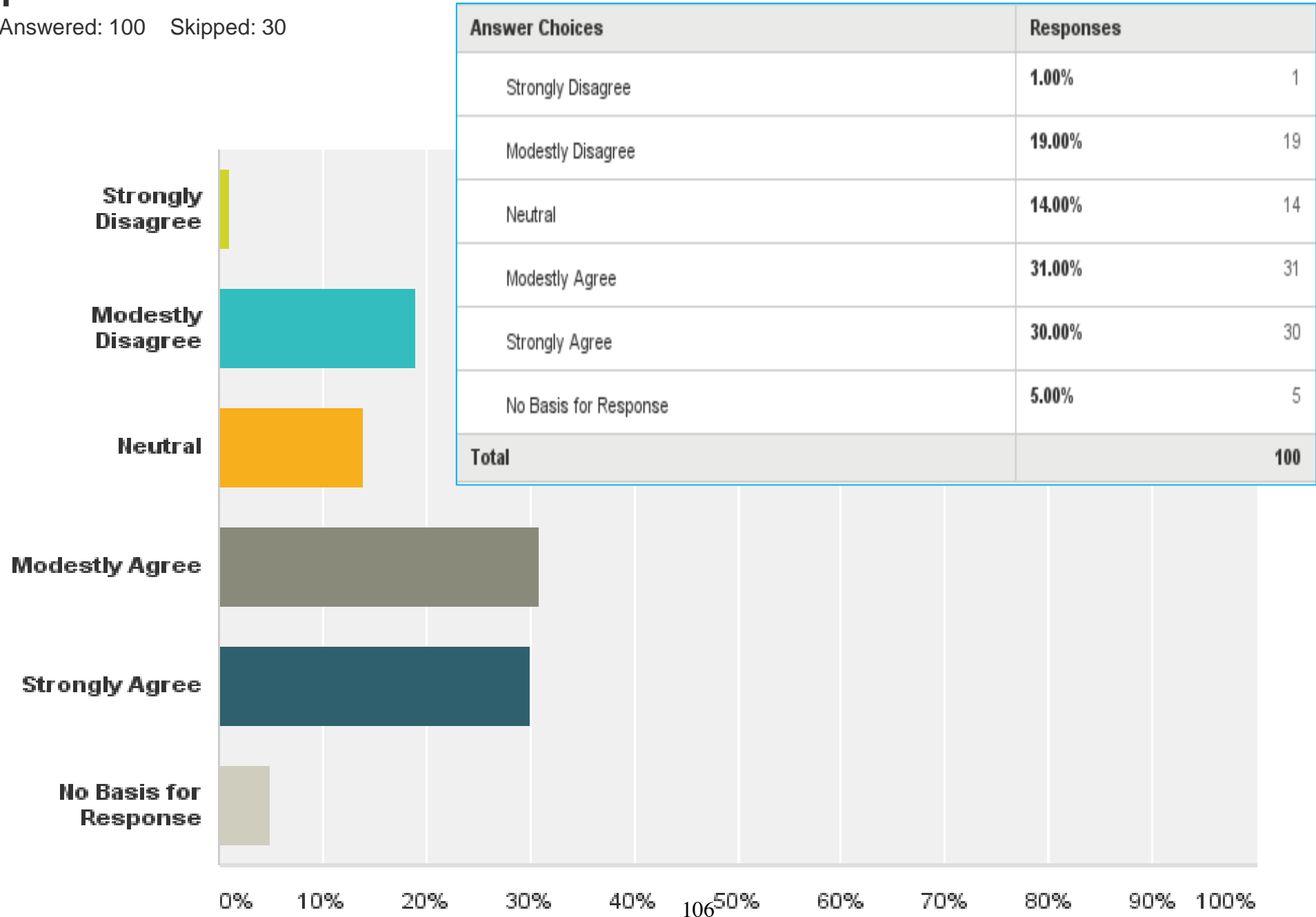
# Q27: Should the Club consider a ceiling on the size of its membership --- currently about 1,300 strong?

Answered: 100   Skipped: 30



# Q29: Do you feel admission standards have been maintained over the past decade?

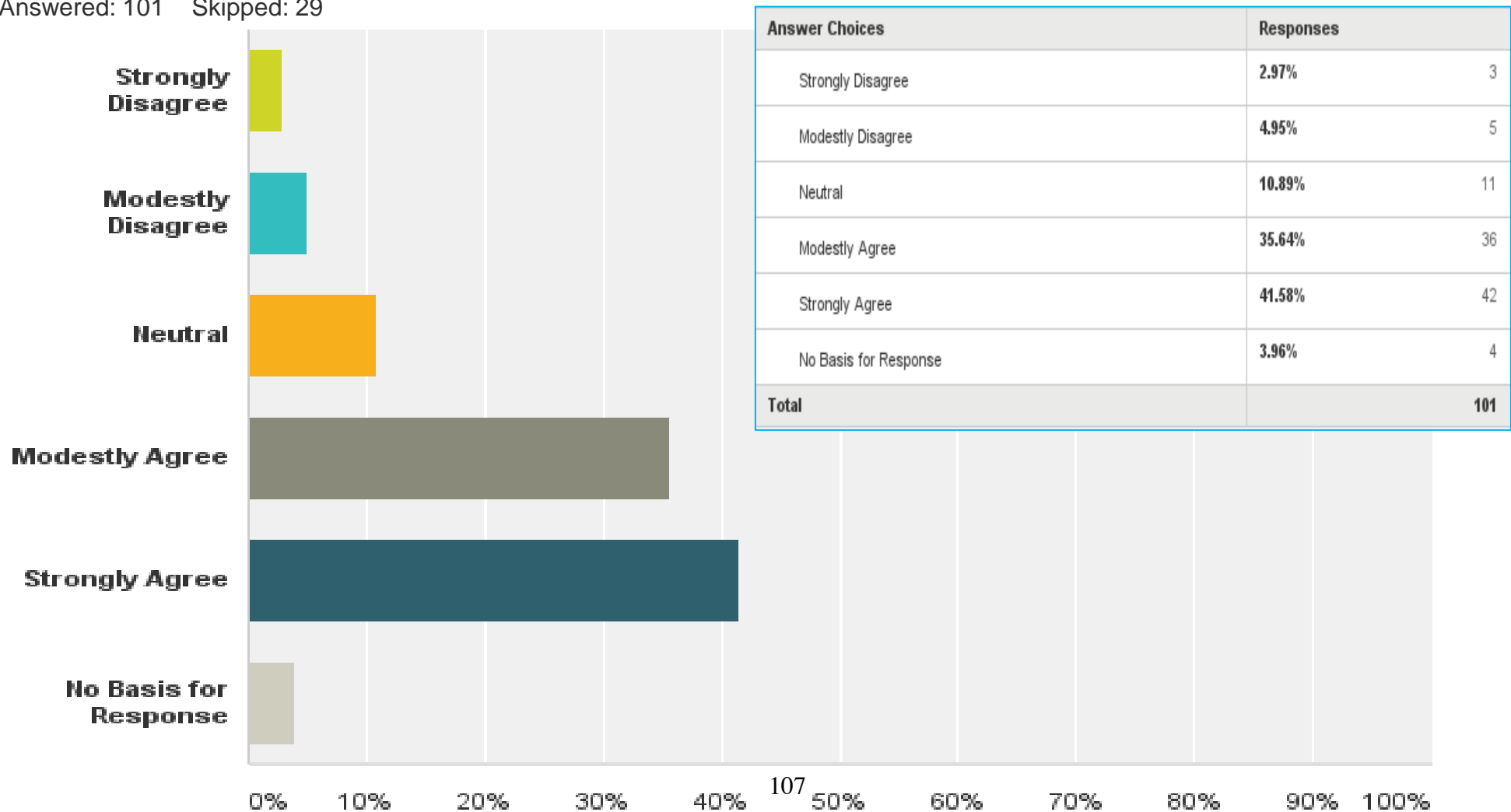
Answered: 100   Skipped: 30





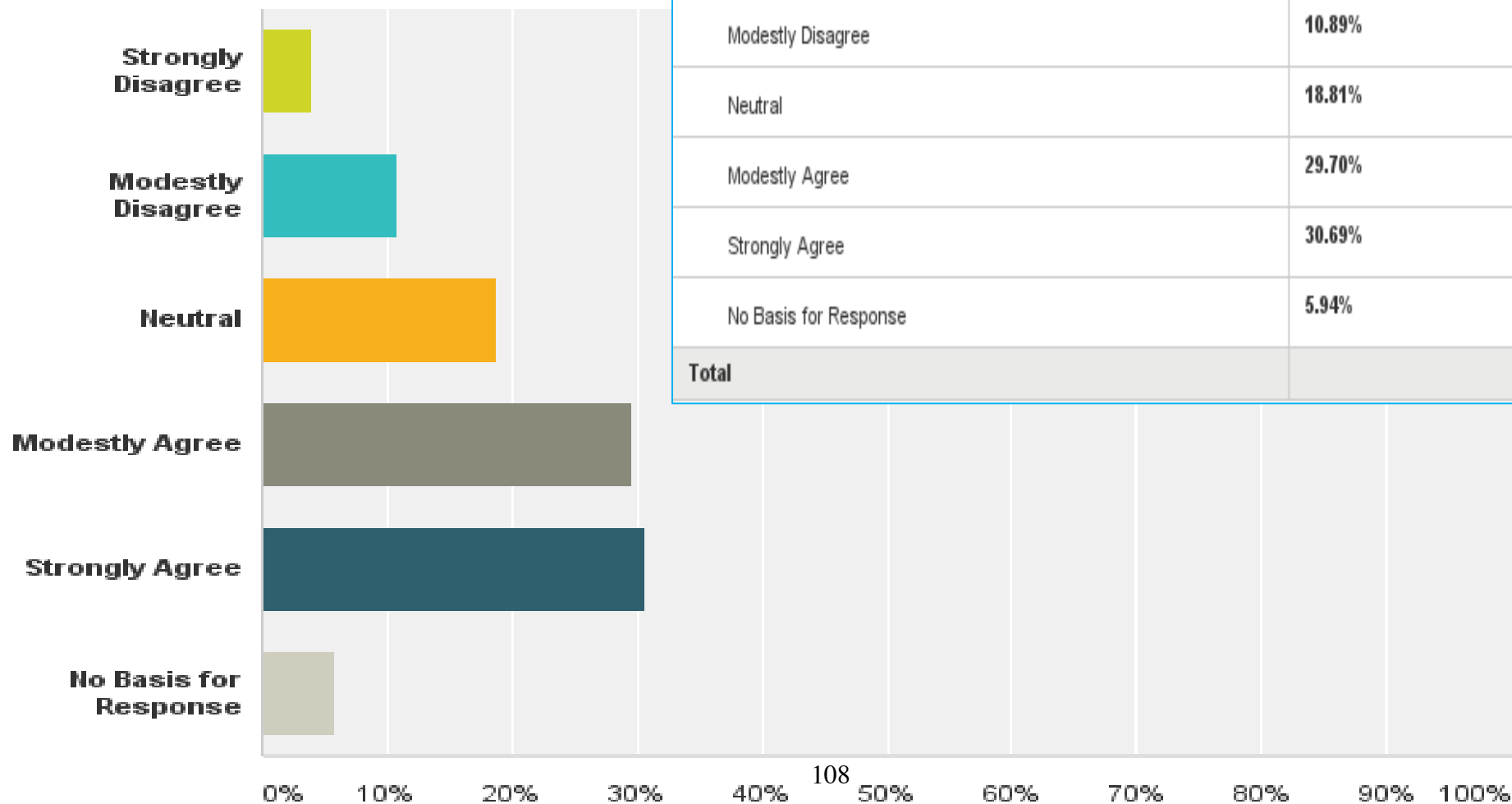
**Q31: For many years, the Newport-Bermuda Race has had to depend on as much as \$250,000 in funded sponsorships for each race in order to maintain the standards of excellence for which this race is world-renowned. As much as \$150,000 has been provided by Bermuda Tourism. Our number one priority is to remain independent of sponsorship demands, yet keep entry fees and participation fees at levels commensurate with all other major trans-ocean races. If the Club were able to establish a tax-exempt foundation for the express purpose of supporting the continued Corinthian conduct of this race, would you (disagree ..... agree) with its establishment?**

Answered: 101    Skipped: 29



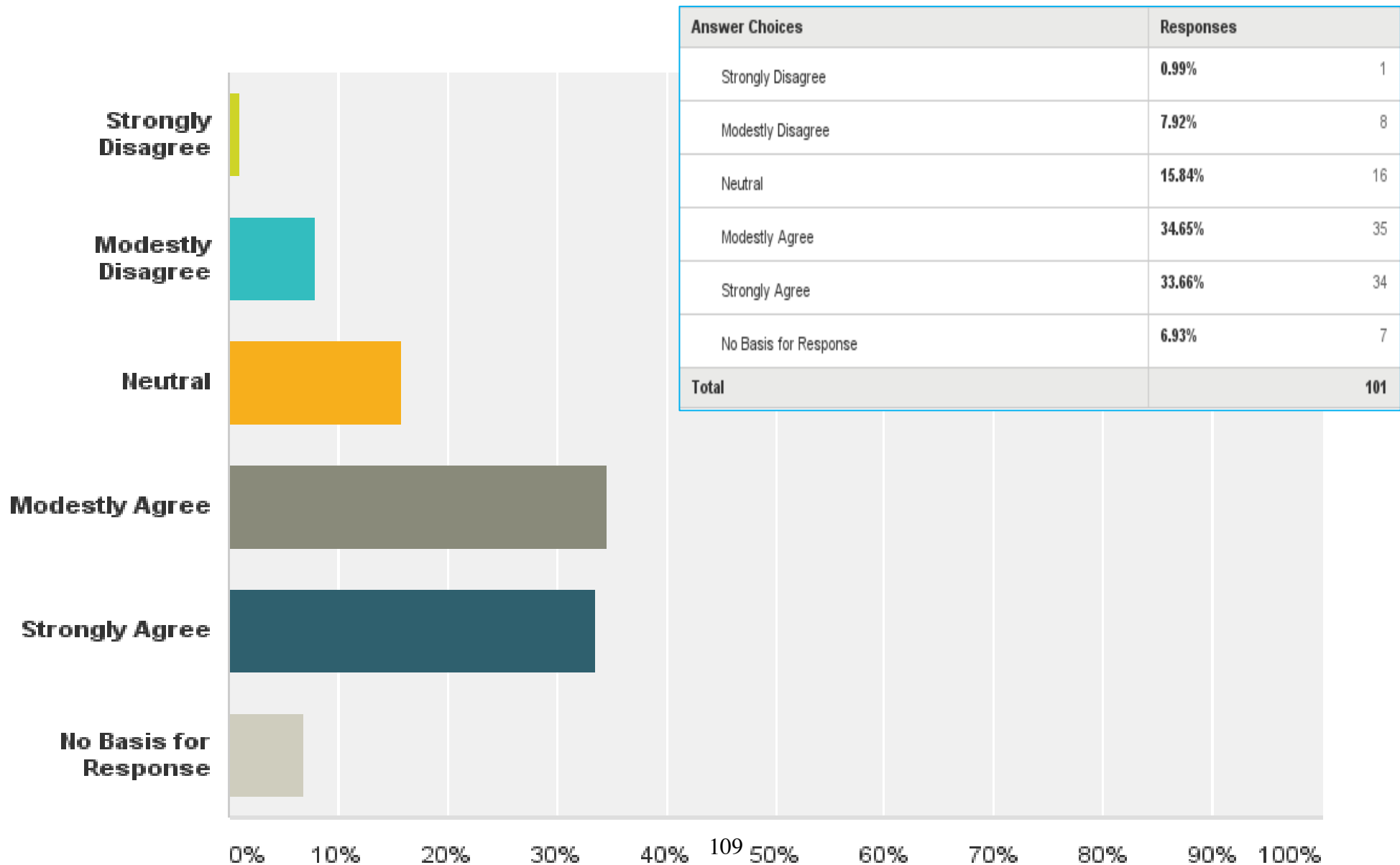
**Q32: Would you agree with a modification to the By-Laws whereby the CCA member who is serving as Chairperson of the Bermuda Race Organizing Committee (BROC) would be an automatic voting member of the Governing Board (only where such chair at the time was a CCA member), as is the case for the Membership Chairperson under the present By-Laws?**

Answered: 101    Skipped: 29



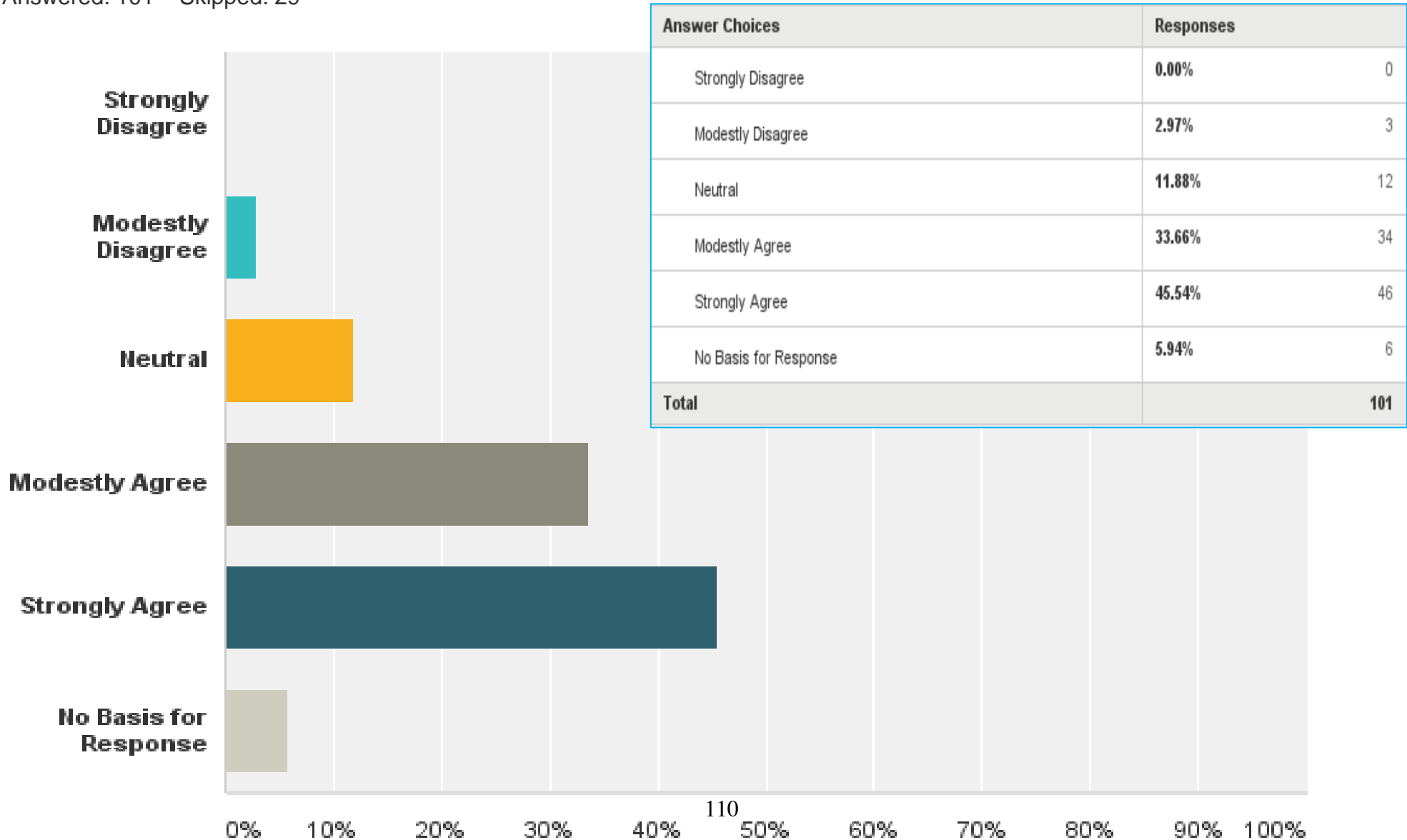
# Q33: The Club should adopt an official policy with respect to the level of commercial sponsorship deemed acceptable in the conduct of the Newport Bermuda Race

Answered: 101    Skipped: 29



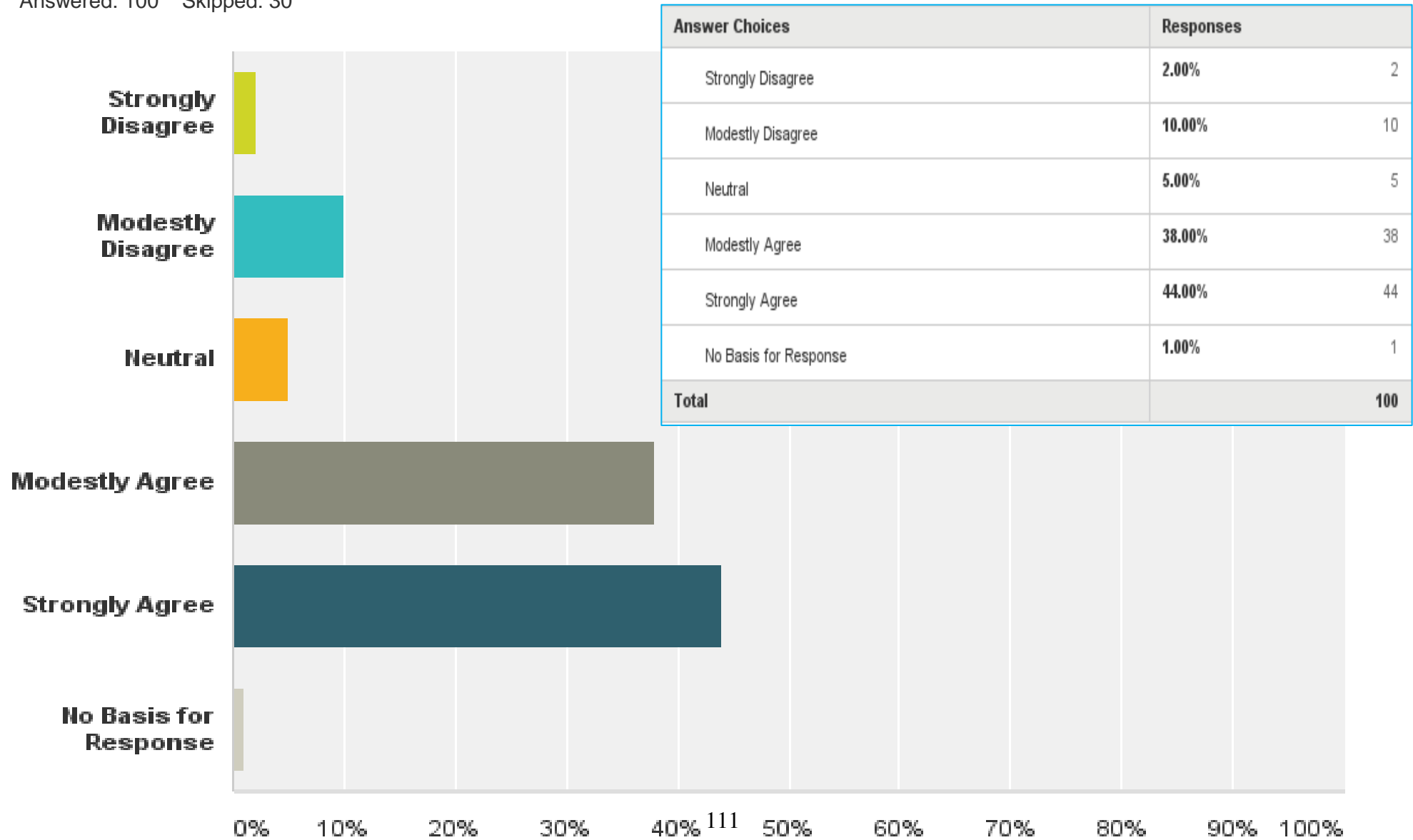
**Q35: Historically the CCA was a prominent participant in the development of fast, seaworthy vessels for ocean passing, including the handicapping thereof (the CCA Rule). In recent years, we have taken a relatively minor role in supporting research on stability and speed-producing properties of new designs through our support of the Offshore Racing Rule (ORR), a VPP-based system, and its owner, the Ocean Racing Association (ORA). Are you favorably disposed to the Club remaining a prominent supporter of the ORR and the underlying research into what makes a boat both stable and fast in offshore conditions?**

Answered: 101    Skipped: 29



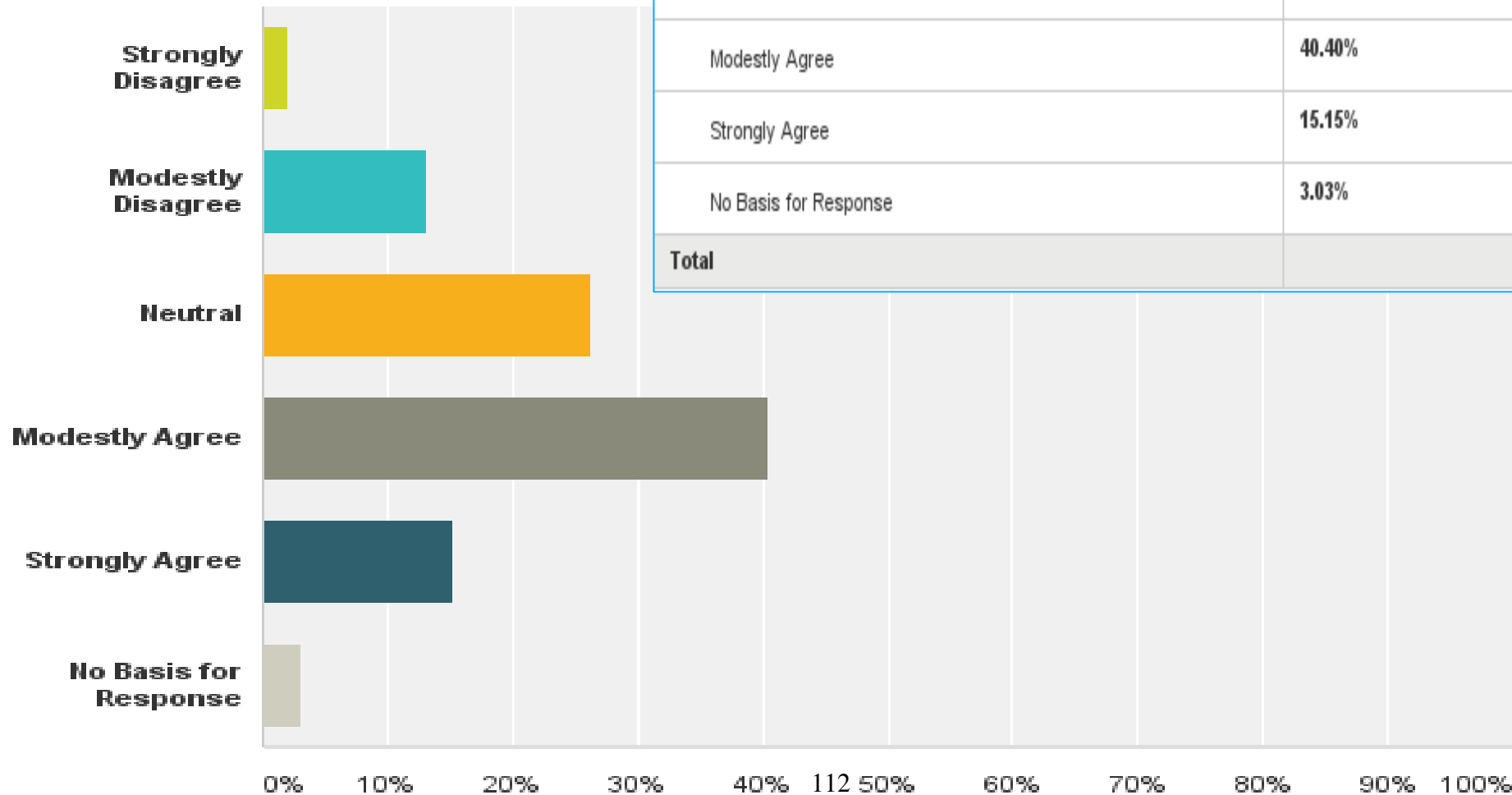
**Q37: Would you be supportive of the Club establishing a permanent site for the safe viewing of the Club's more than 100 trophies, including the St. David's Lighthouse trophy, the Rod Stephens Award, and numerous others with worldwide recognition? (Note -- we have been "dispossessed" by the New York Yacht Club, due to space limitations for their own growing numbers of awards and trophies.)**

Answered: 100   Skipped: 30



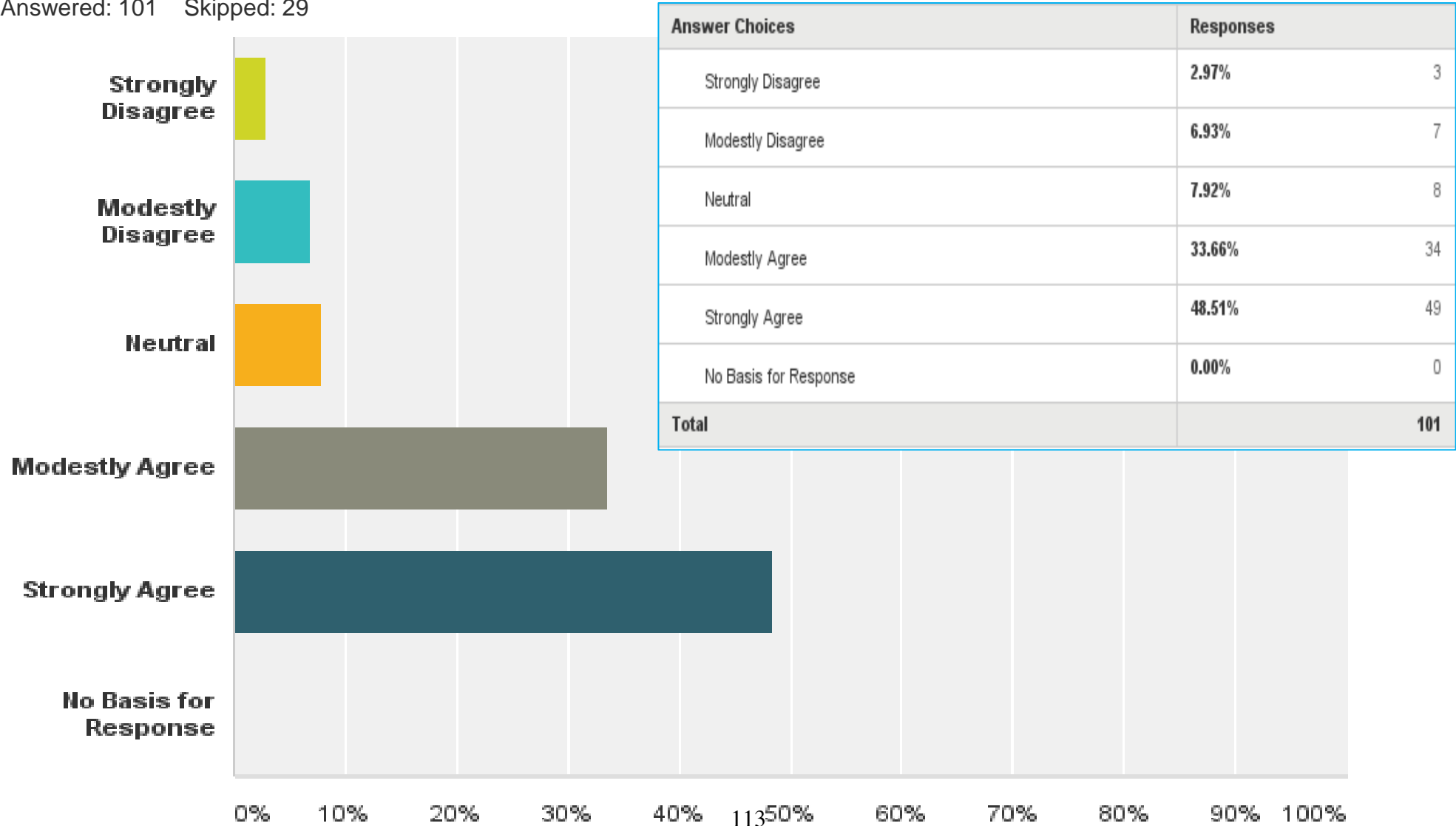
# Q38: Would you be inclined to provide voluntary financial support to such an endeavor if it were required of the Club to assure the future security of these trophies?

Answered: 99   Skipped: 31



Q39: Our By-Laws clearly state the objects of the Club: to promote cruising and racing by amateurs, to encourage the development of suitable types of cruising craft, to stimulate interest in seamanship, navigation and handling of small vessels, and to gather and keep on file all information which may be of assistance to members in cruising. On the website, our mission statement amplifies the objects by stating the core principles of the Club: 1) adherence to rigorous membership qualifications stressing cruising and offshore command; 2) promotion of safe and seaworthy vessels; 3) encouragement of good seamanship and safety at sea; 4) promotion of offshore cruising by amateurs; and 5), remaining an all-volunteer organization. Would you favor an addition of the following principle to the list: "Encourage the preservation of our marine environment"?

Answered: 101    Skipped: 29





## Complete Results from CCA Futures Task Force – Member Survey

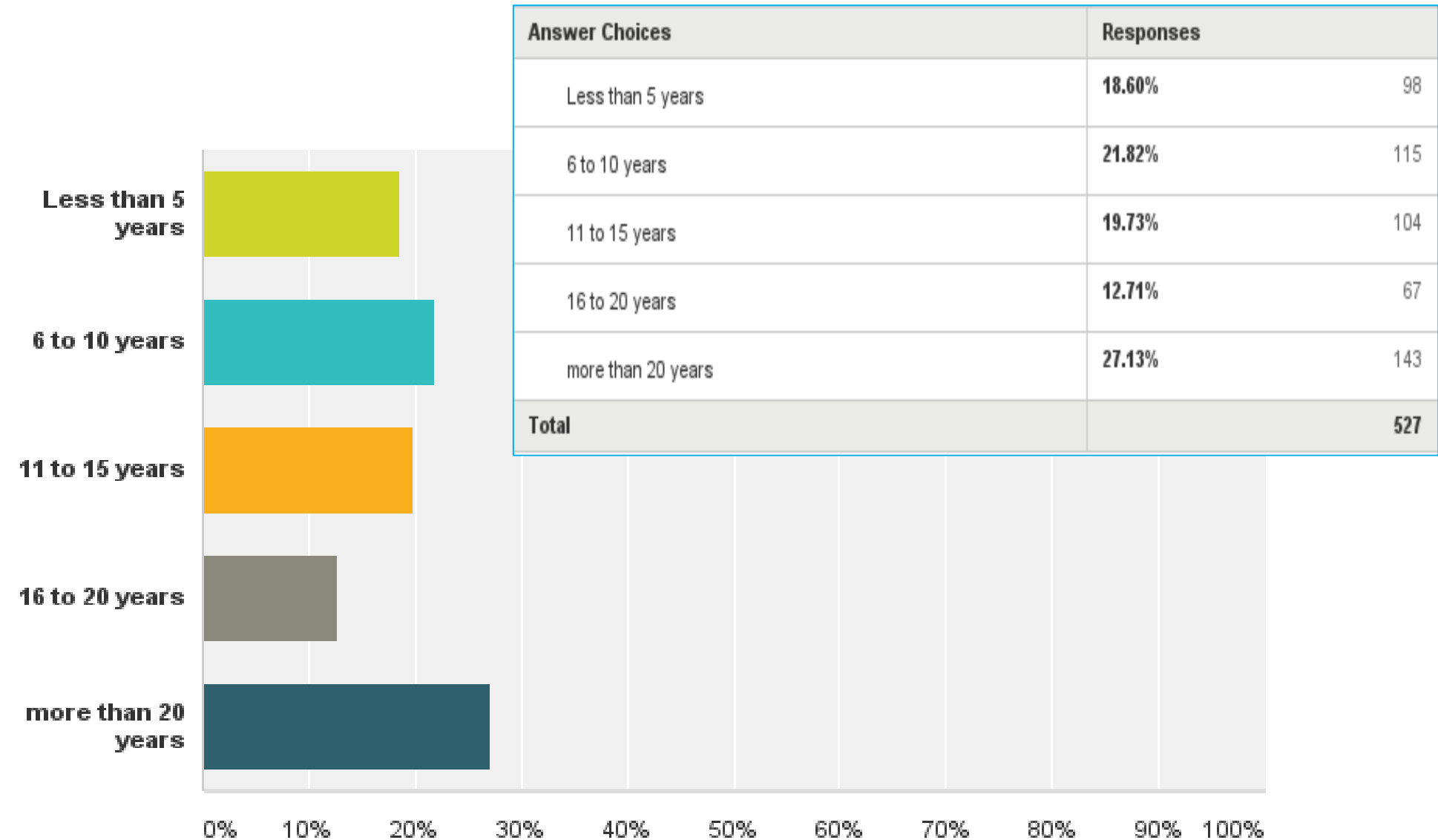
*This questionnaire was developed after the CCA Futures Task Force had the results from the initial survey, named CCA Futures Survey – Part 1. Its intent was to prepare a survey for the entire membership that covered those topics deemed of greatest interest to the membership at large, while also seeking opinions on those topics addressed in the initial survey relating to the governance processes of the Club. Conducted between August 10<sup>th</sup> and December 15<sup>th</sup>, 2015, there were 540 full or partially completed responses.*

*As with the previous appendix, open-ended question responses are not represented to protect the information sources and preserve the confidential nature of many of the responses.*



# Q1: How long have you been a CCA member?

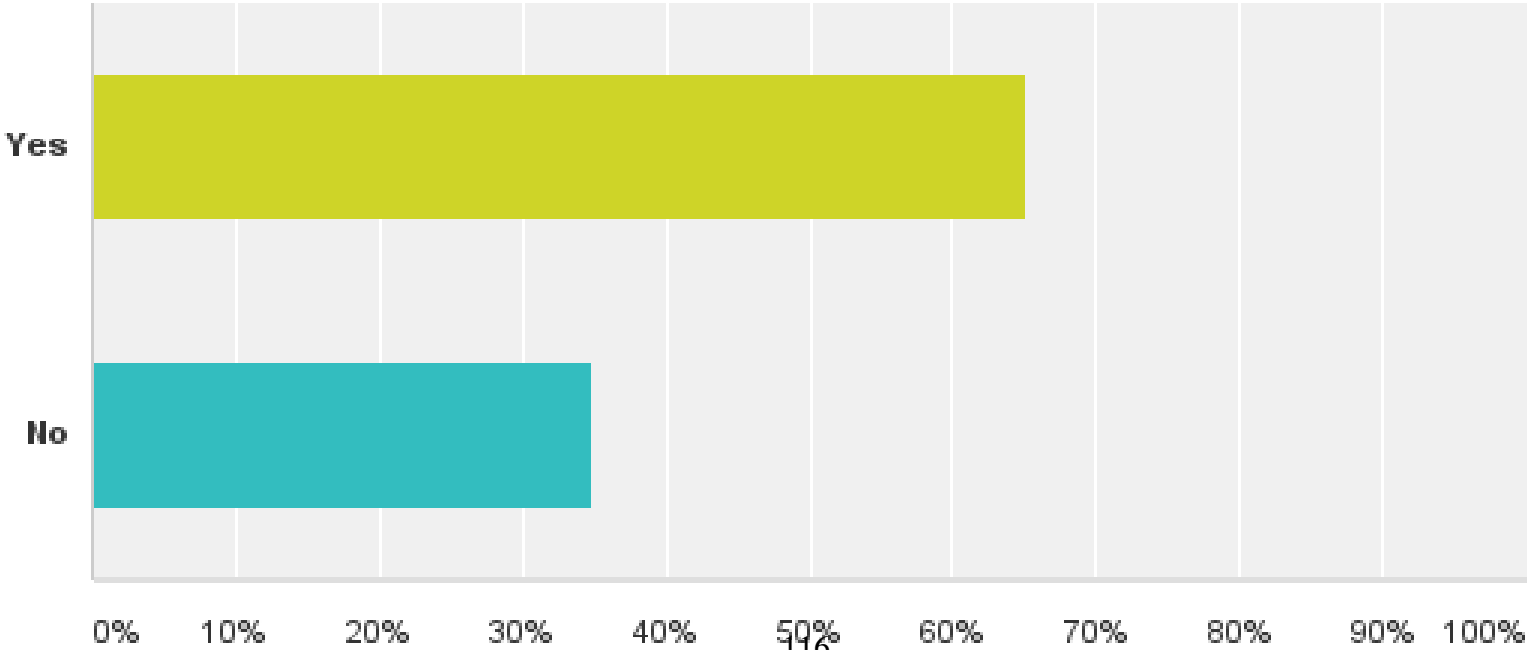
Answered: 527    Skipped: 13



# Q2: Do you presently own a boat of more than 30' on the waterline?

Answered: 504    Skipped: 36

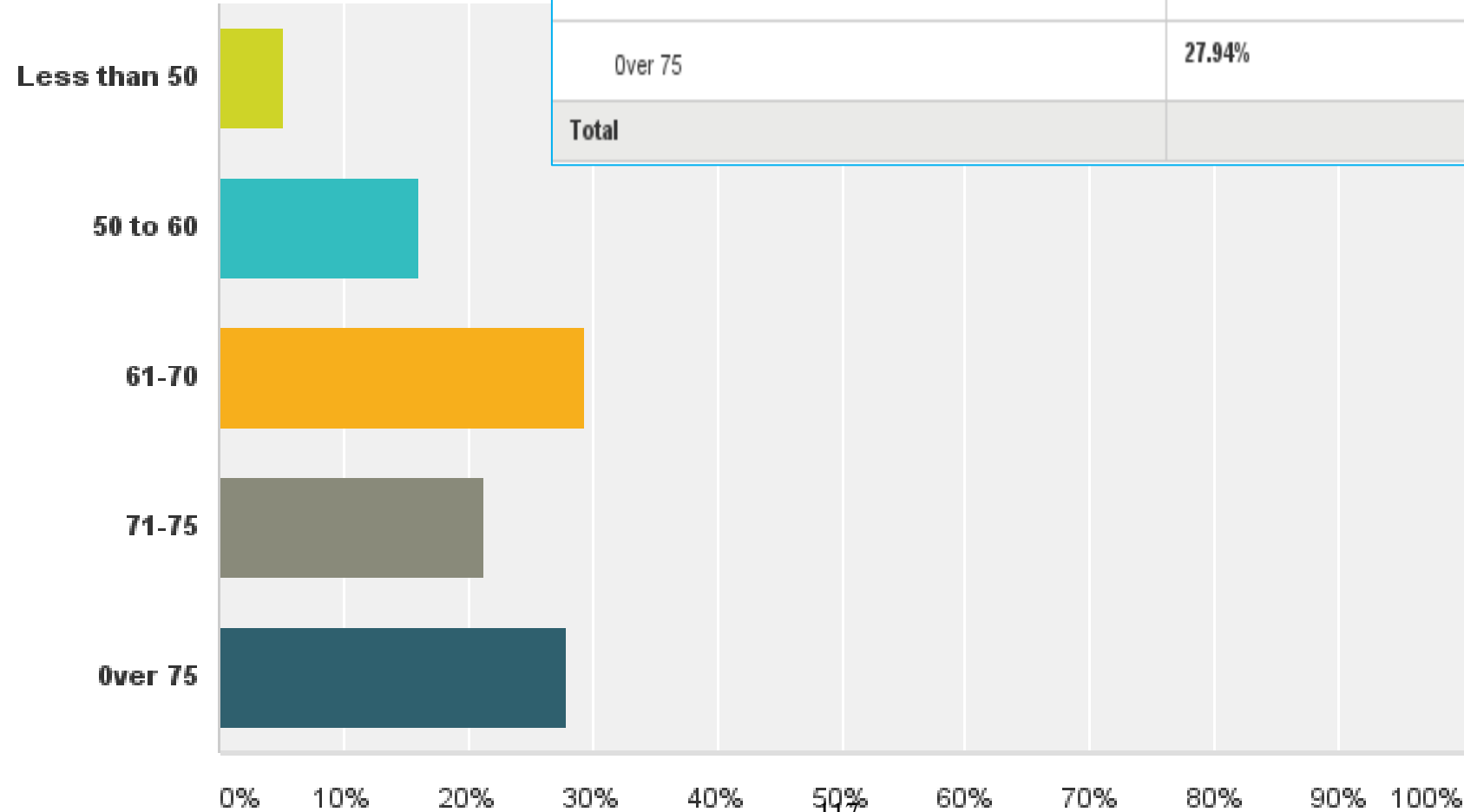
Answer Choices	Responses	
Yes	65.08%	328
No	34.92%	176
Total	504	



# Q3: What is your age?

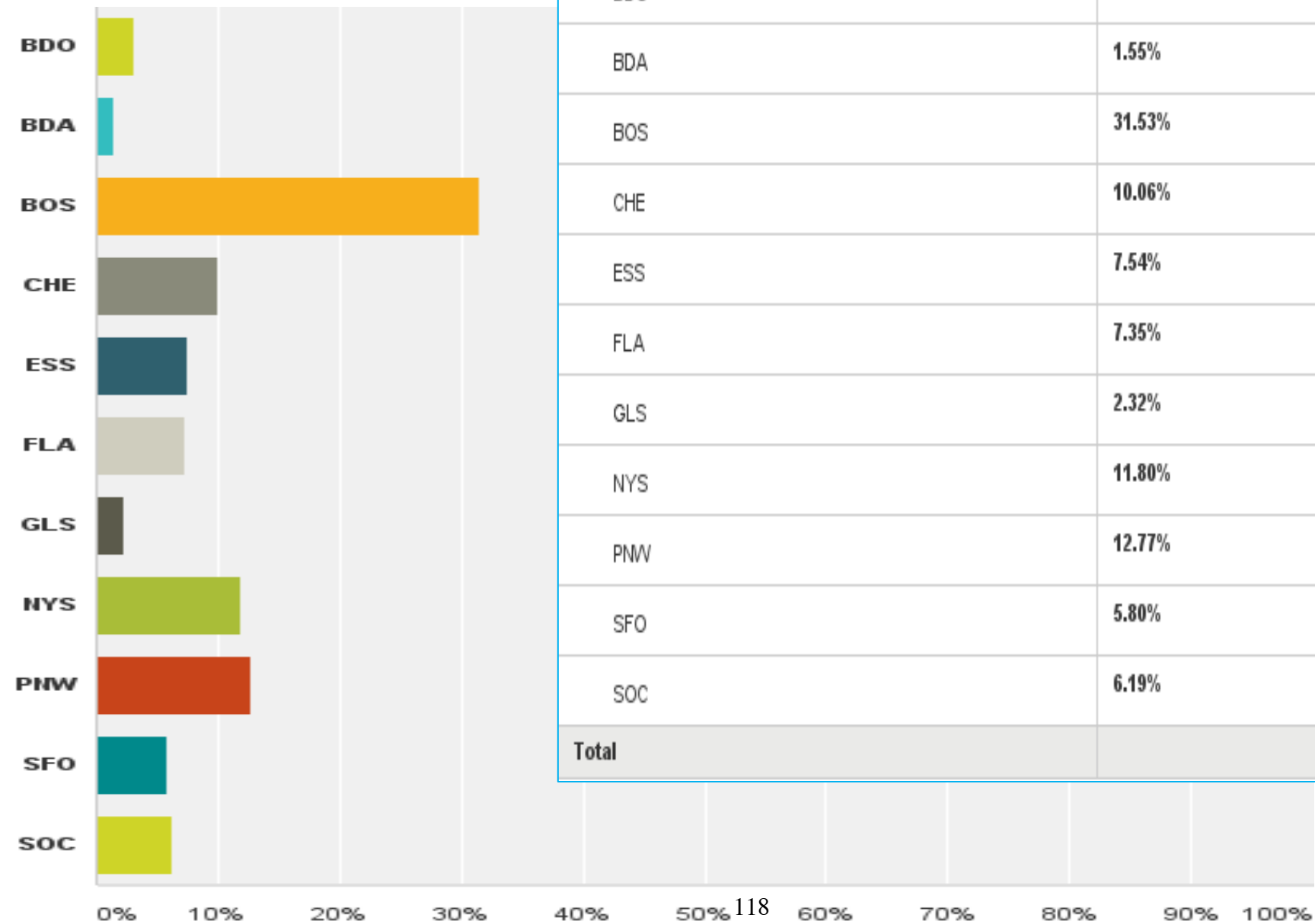
Answered: 519    Skipped: 21

Answer Choices	Responses	
Less than 50	5.20%	27
50 to 60	15.99%	83
61-70	29.48%	153
71-75	21.39%	111
Over 75	27.94%	145
Total	519	



# Q5: What is your home Station?

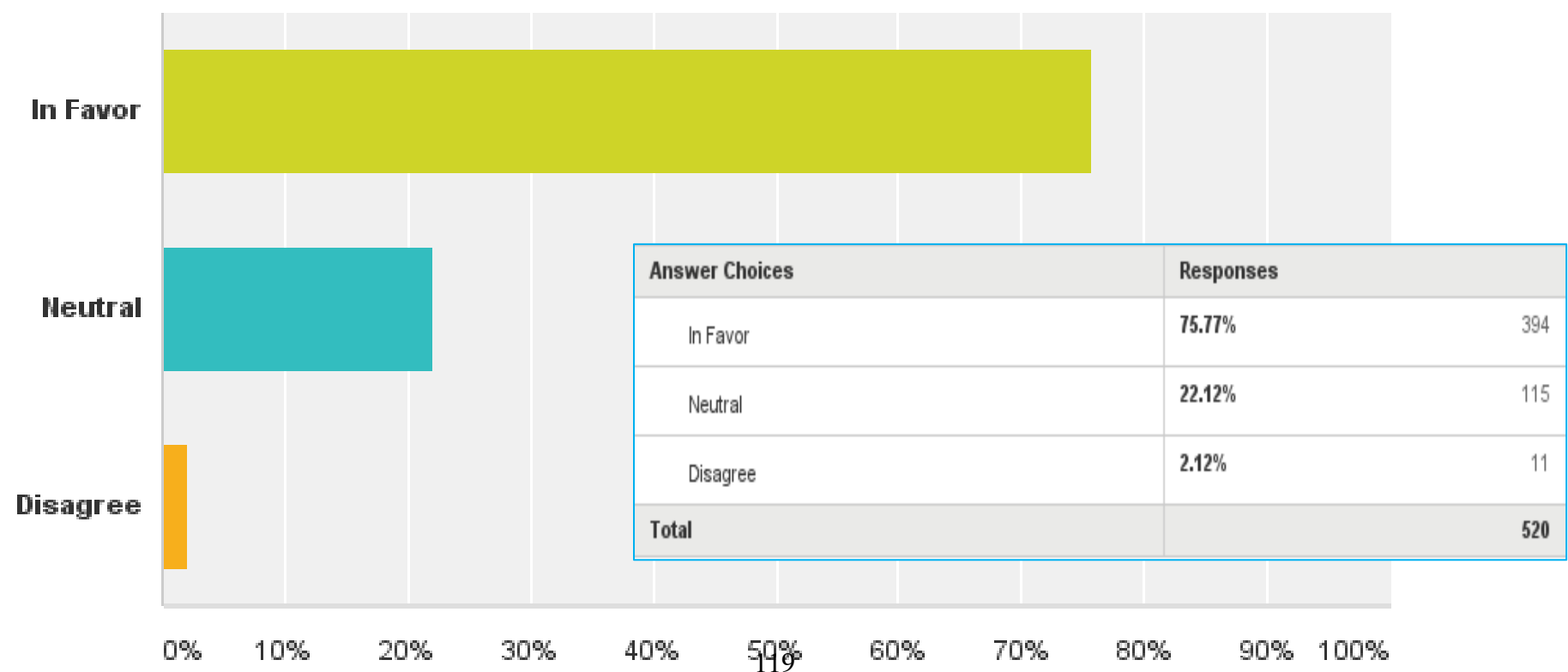
Answered: 517    Skipped: 23



Answer Choices	Responses
BDO	3.09%16
BDA	1.55%8
BOS	31.53%163
CHE	10.06%52
ESS	7.54%39
FLA	7.35%38
GLS	2.32%12
NYS	11.80%61
PNW	12.77%66
SFO	5.80%30
SOC	6.19%32
Total	517

**Q6: The Club should establish a task force to examine the most appropriate ways for the Club to remain a prominent voice in what constitutes a safe, speedy yacht for offshore sailing, and the equitable handicapping of same to ensure maximum participation of Corinthian amateurs in the Newport-Bermuda Race.**

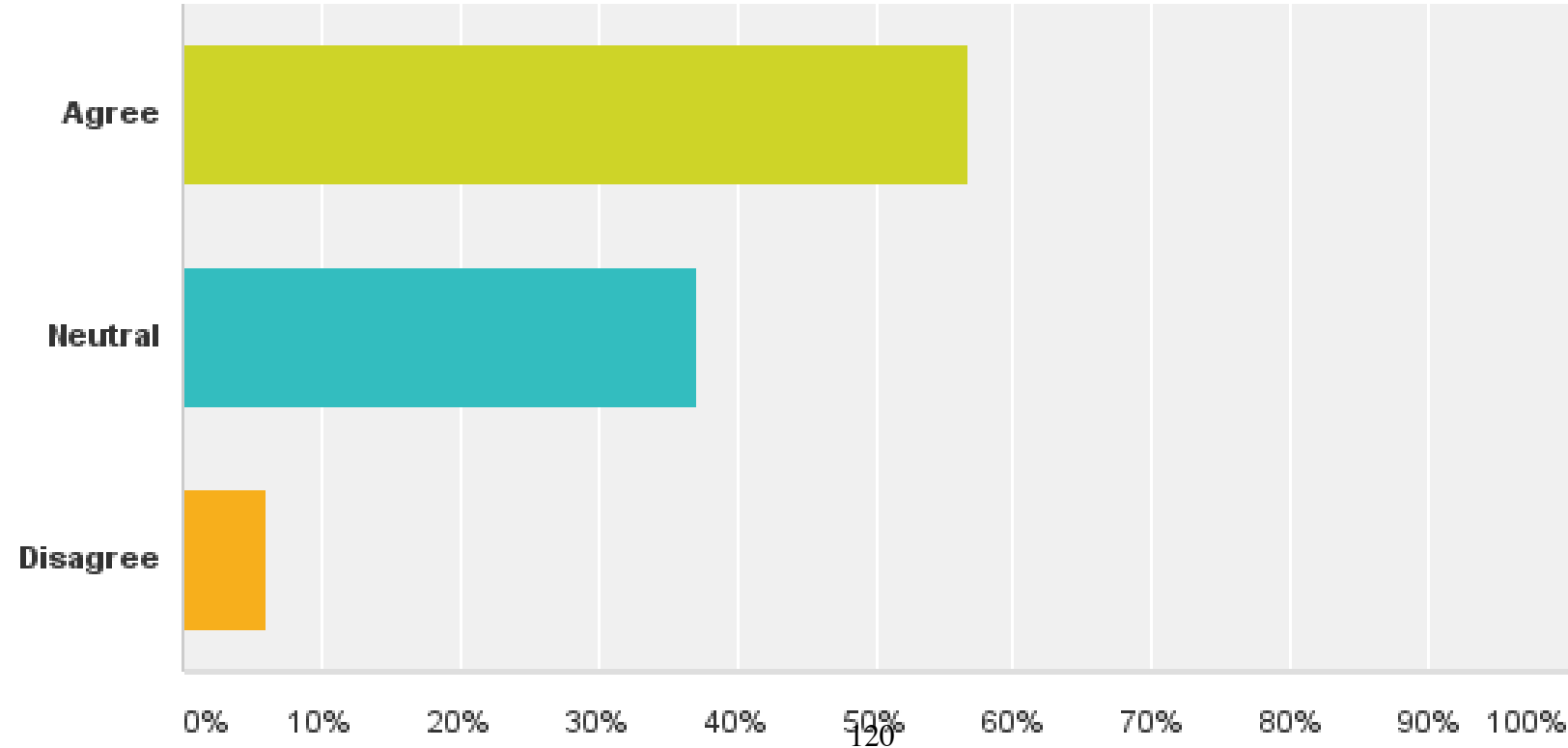
Answered: 520    Skipped: 20



**Q7: The Club should explore the possibility of establishing a tax-exempt 501(c) 3 Foundation to support the long term independence of the Race from excessive influence of commercial interests.**

Answered: 511    Skipped: 29

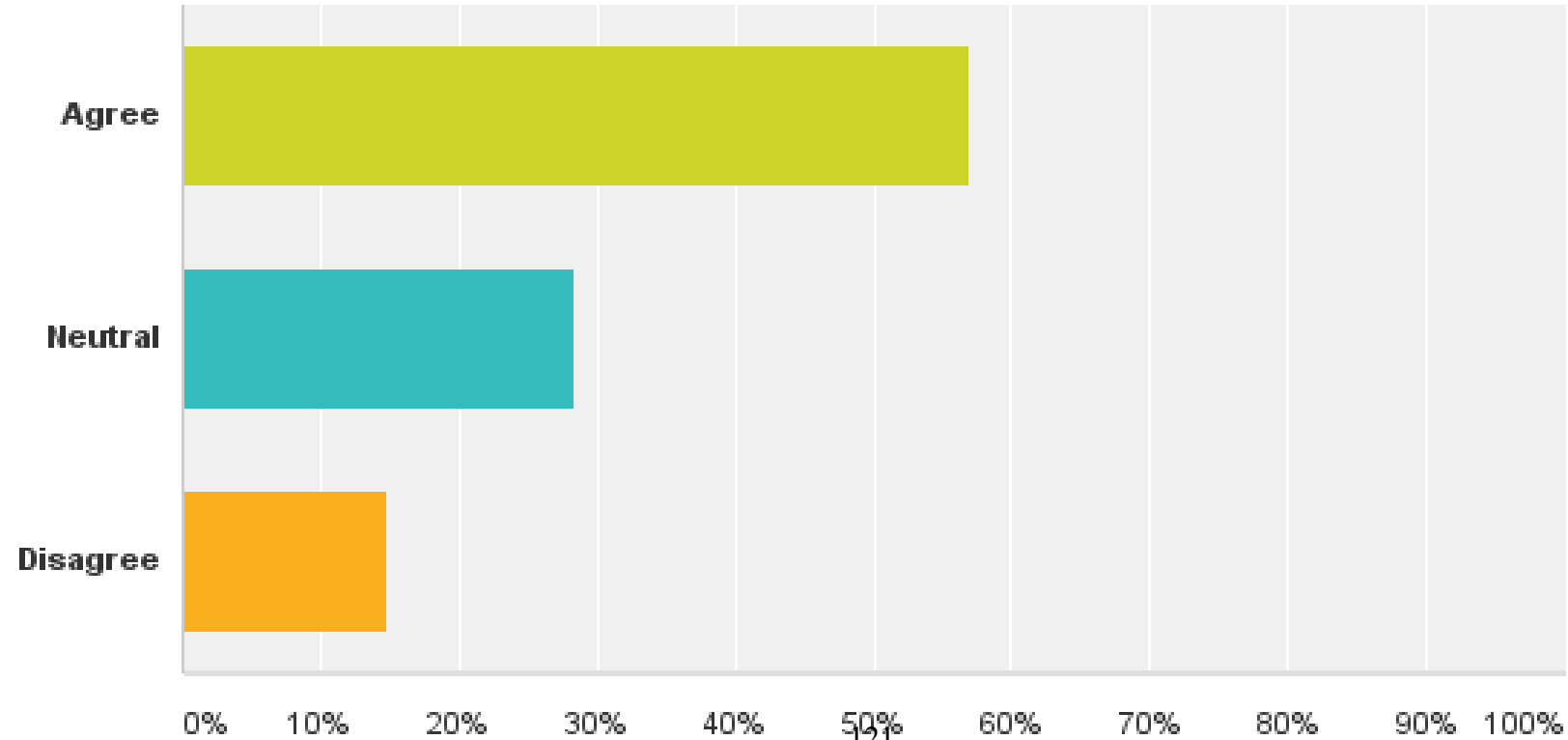
Answer Choices	Responses	
Agree	56.75%	290
Neutral	37.18%	190
Disagree	6.07%	31
Total		511



# Q8: The Club should adopt a policy framework for the acceptance of sponsorship assistance in the conduct of the Newport Bermuda Race.

Answered: 516    Skipped: 24

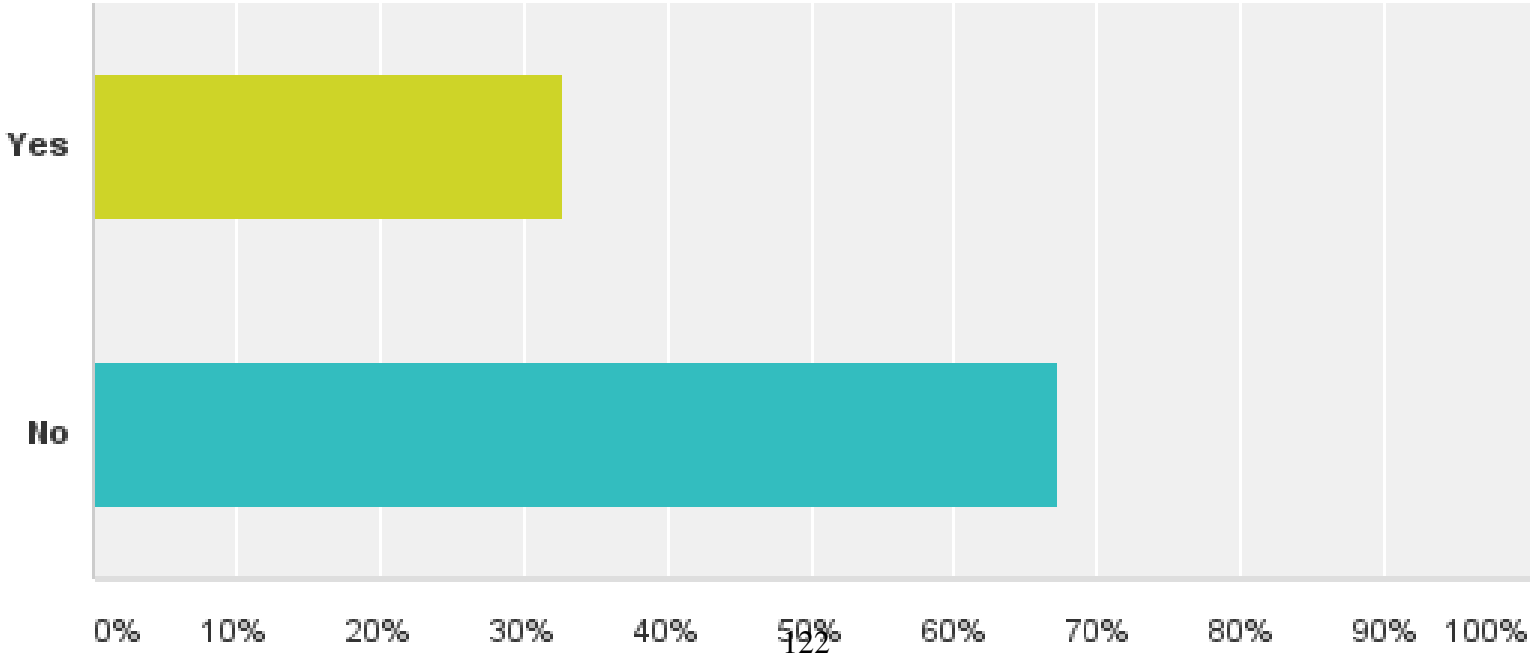
Answer Choices	Responses	
Agree	56.98%	294
Neutral	28.29%	146
Disagree	14.73%	76
Total		516



# Q9: We are now a healthy Club of approximately 1,300 members; do you feel we should constrain the size of the Club in any way?

Answered: 496    Skipped: 44

Answer Choices	Responses	
Yes	32.86%	163
No	67.14%	333
Total		496

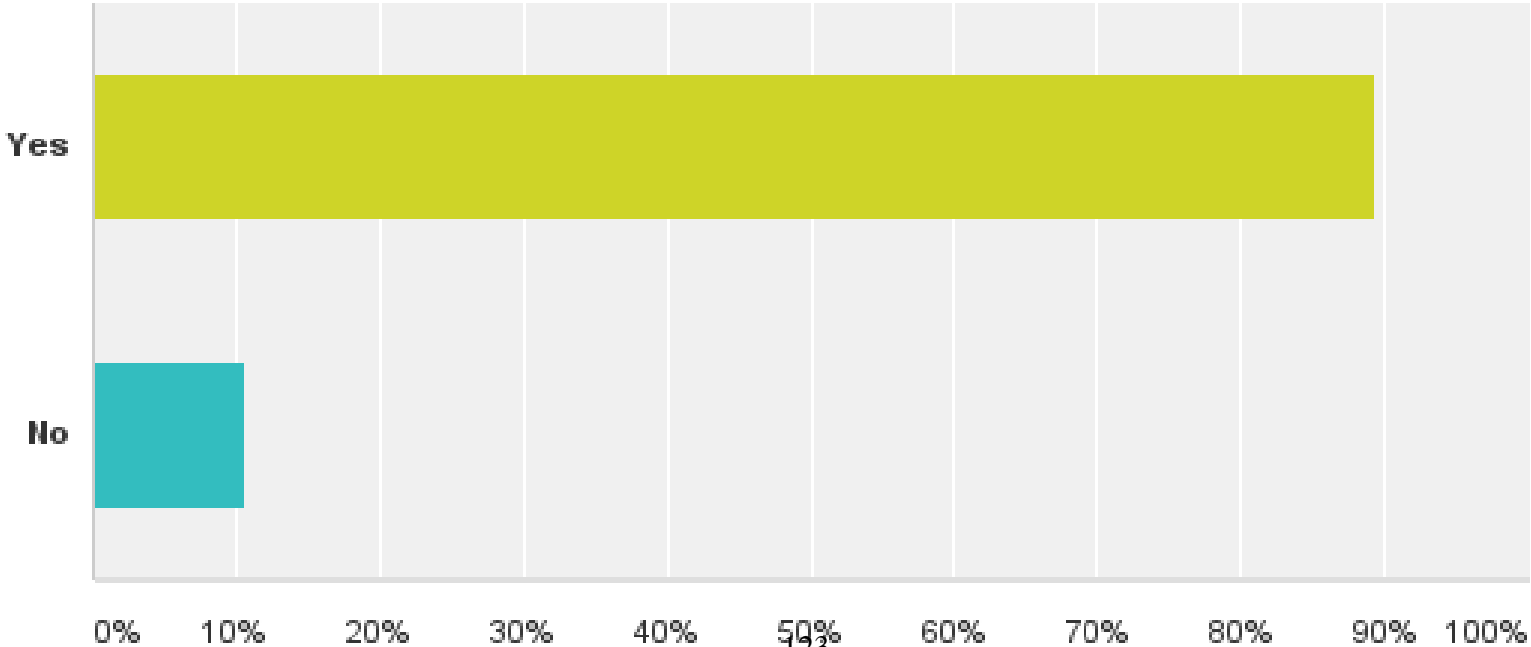




# Q11: Are you satisfied with the caliber of new member elected over the past decade?

Answered: 486    Skipped: 54

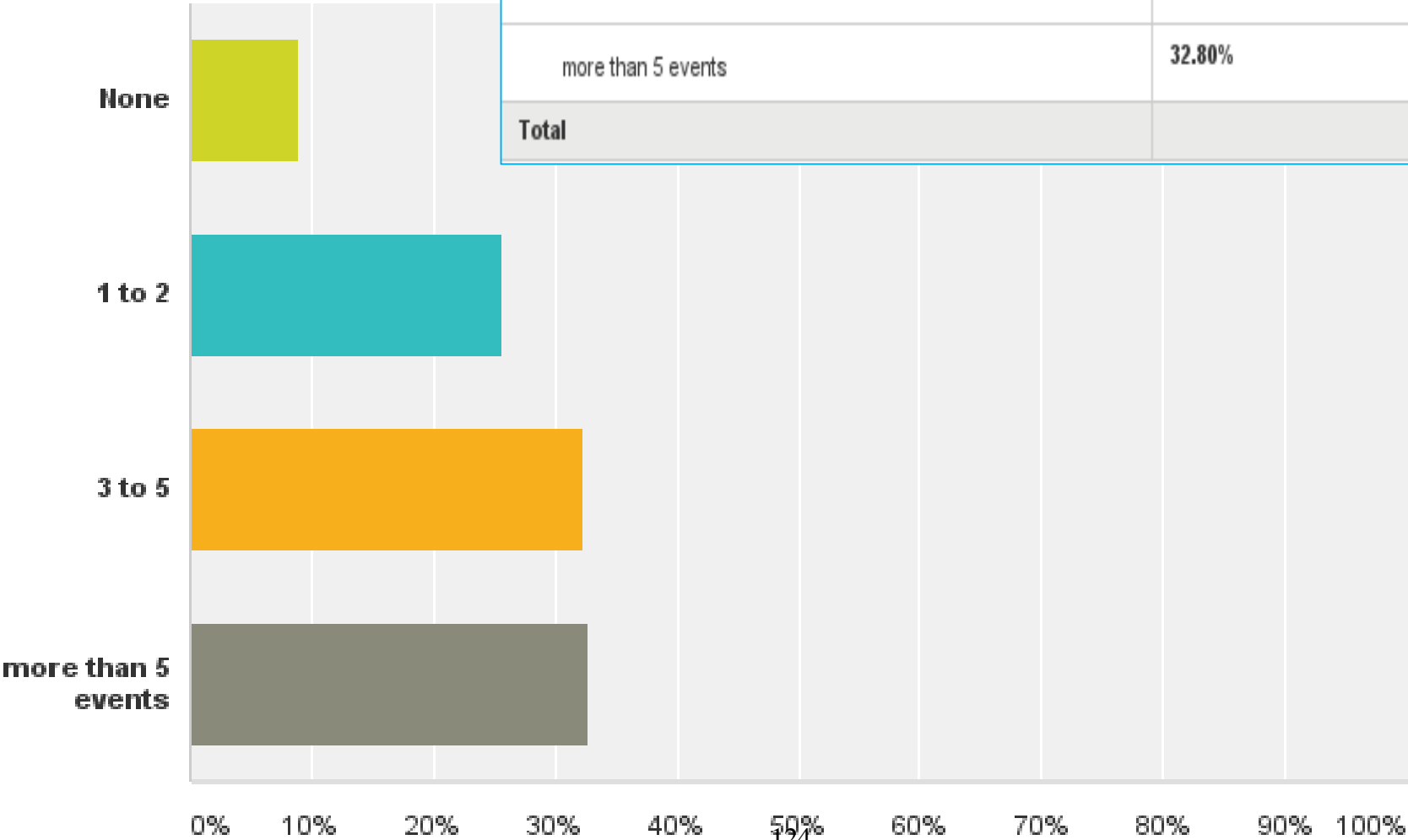
Answer Choices	Responses	
Yes	89.30%	434
No	10.70%	52
Total	486	



# Q14: How many Station events have you participated in over the past two (2) years?

Answered: 497    Skipped: 43

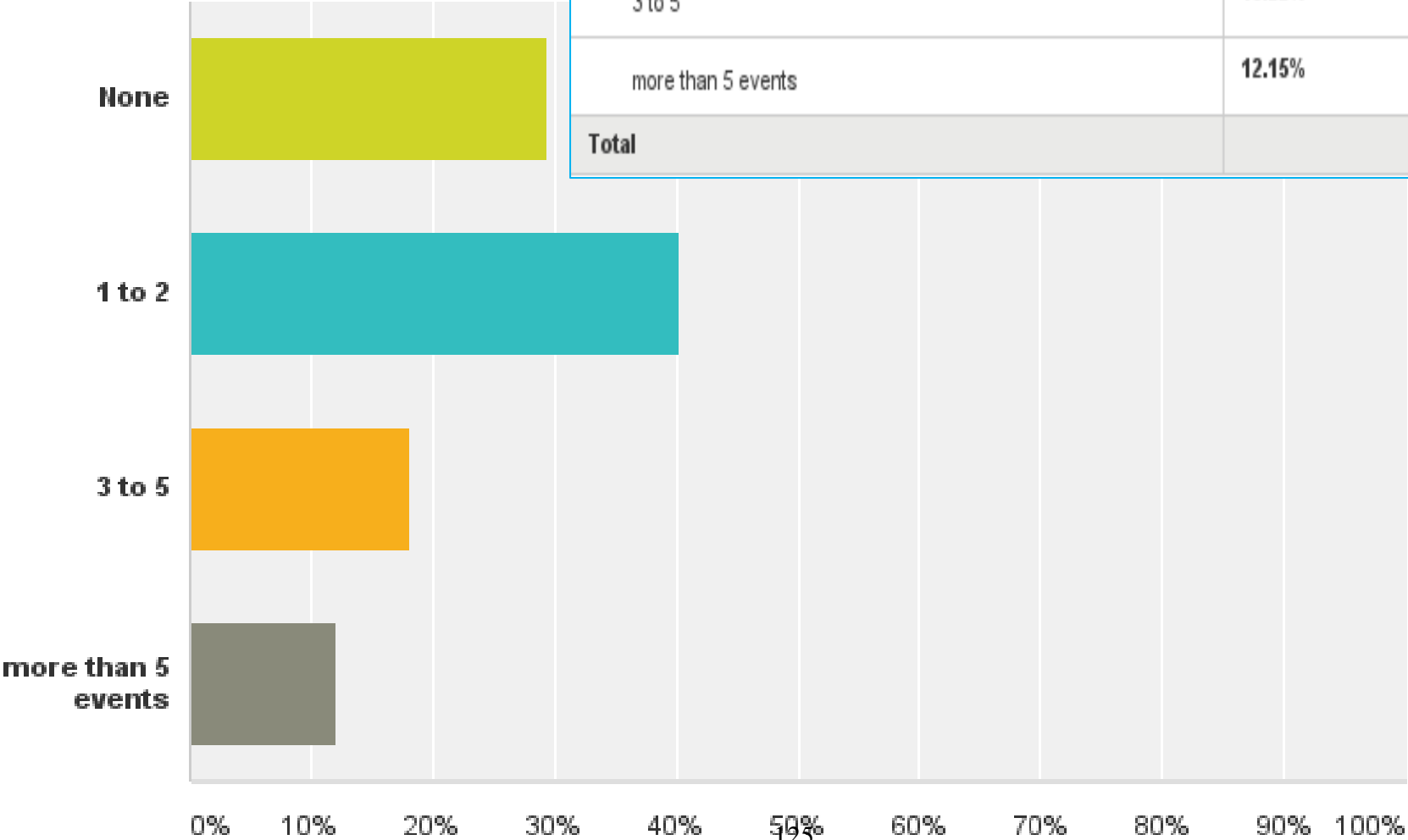
Answer Choices	Responses	
None	9.05%	45
1 to 2	25.75%	128
3 to 5	32.39%	161
more than 5 events	32.80%	163
Total		497



# Q15: How many Club events have you participated in over the past two (2) years?

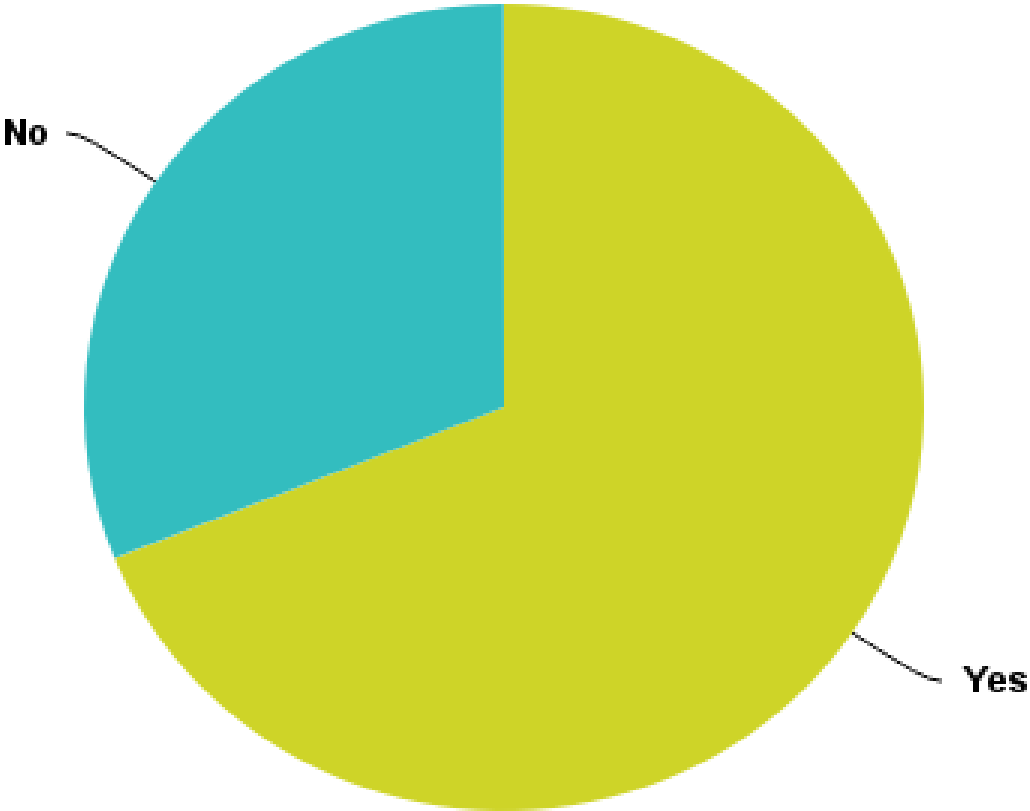
Answered: 494    Skipped: 46

Answer Choices	Responses	
None	29.35%	145
1 to 2	40.28%	199
3 to 5	18.22%	90
more than 5 events	12.15%	60
Total		494



# Q16: Are Club cruises in foreign waters of interest to you in the next five to seven years (excluding Canada and Bermuda)?

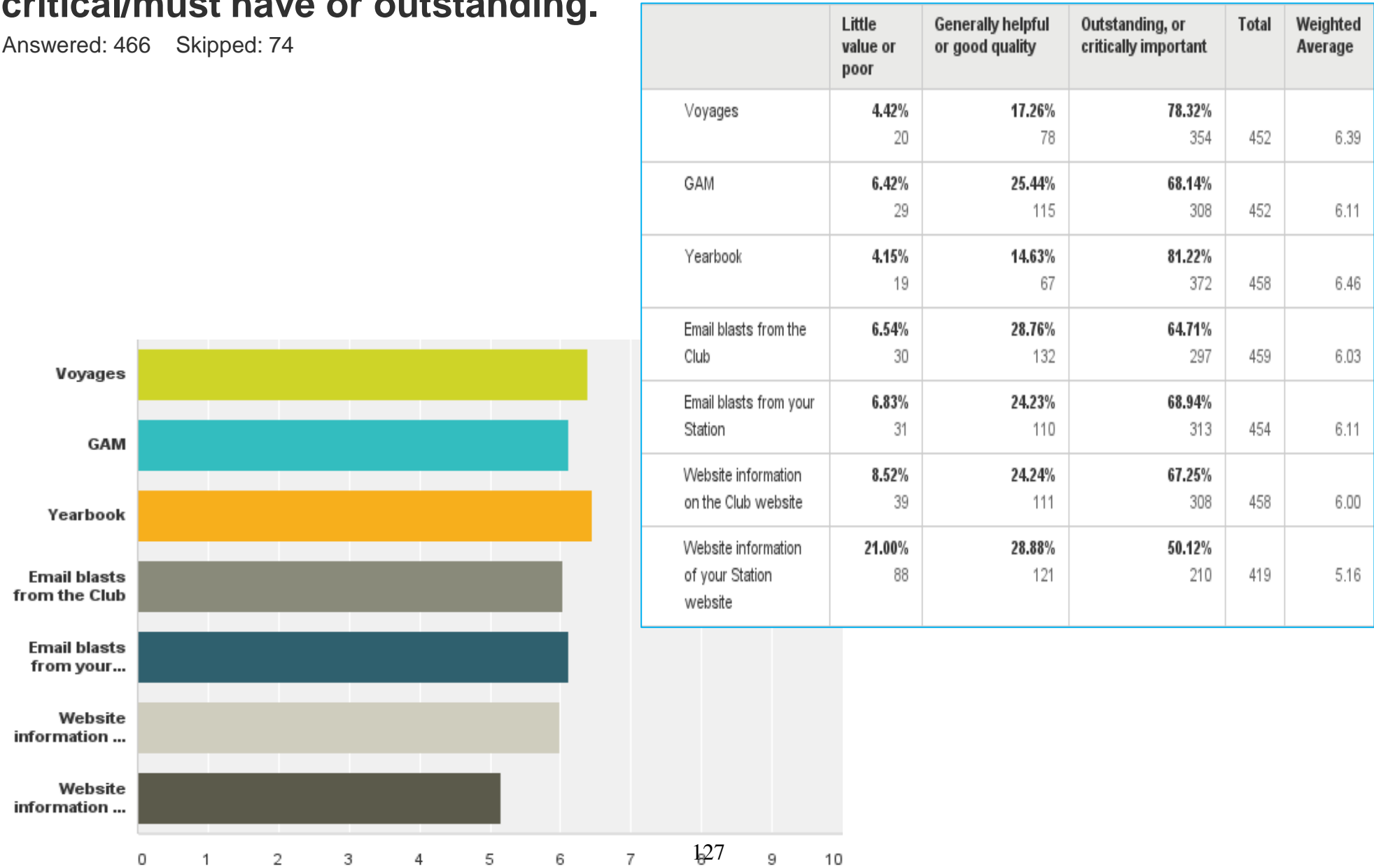
Answered: 495   Skipped: 45



Answer Choices	Responses	
Yes	68.89%	341
No	31.11%	154
Total	126	495

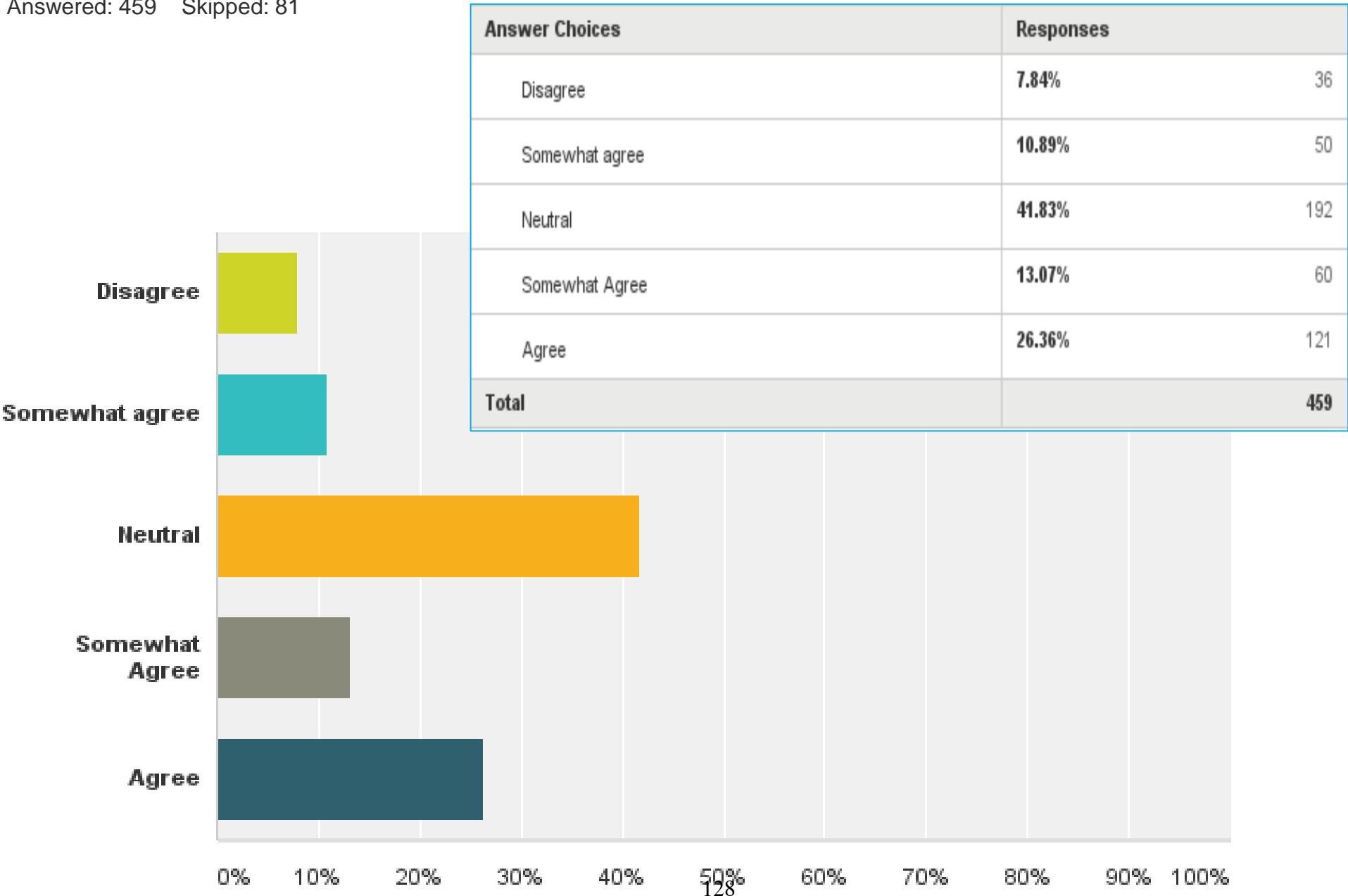
**Q19: Please rate each of our communication mediums in terms of interest, usefulness, or utility as a resource tool, from having little value/poor quality (equivalent to a one on a 1-10 rating scale), to critical/must have or outstanding.**

Answered: 466    Skipped: 74



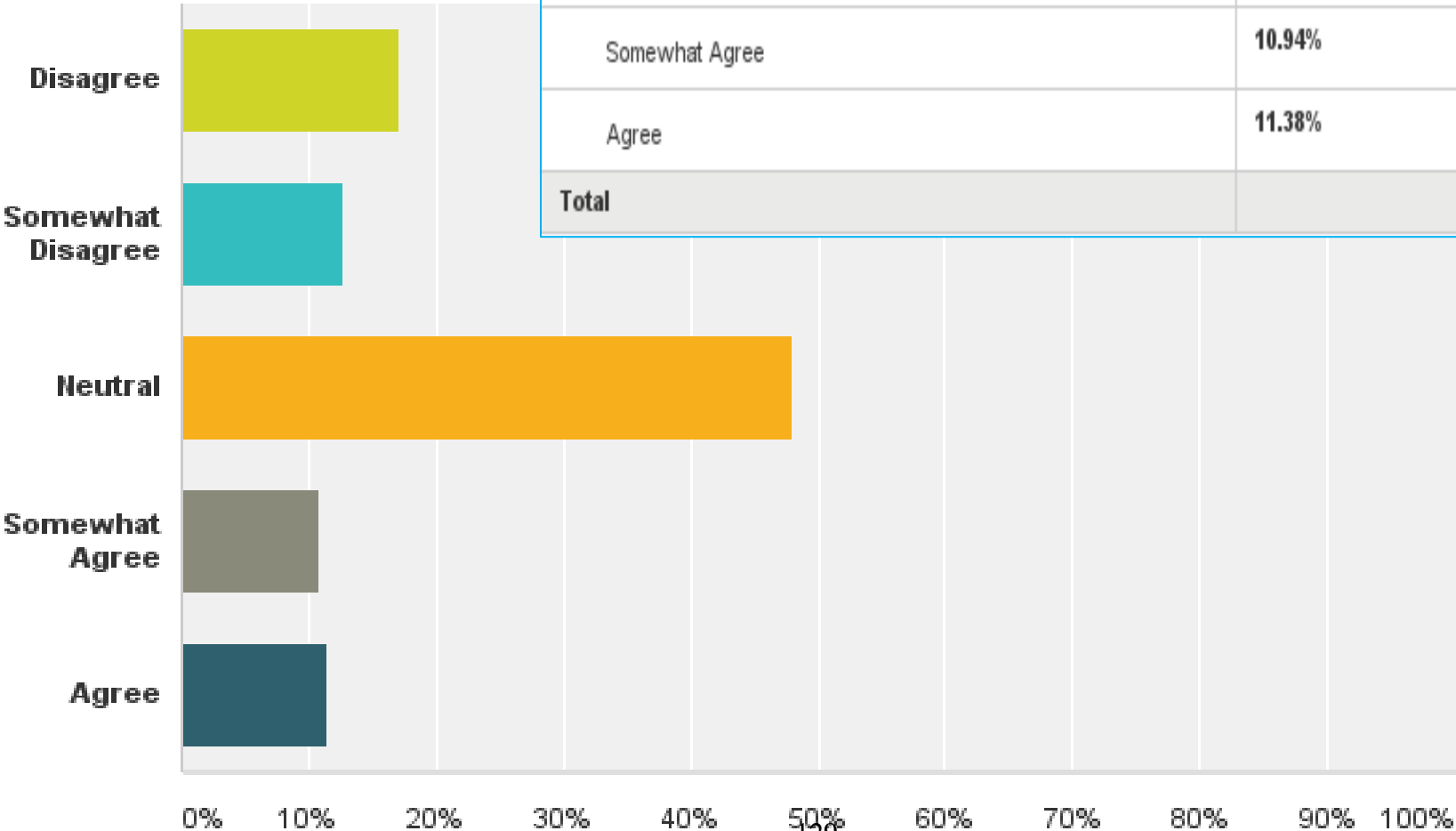
# Q22: The terms of Elected Governors should be extended to three years, from the present two.

Answered: 459    Skipped: 81



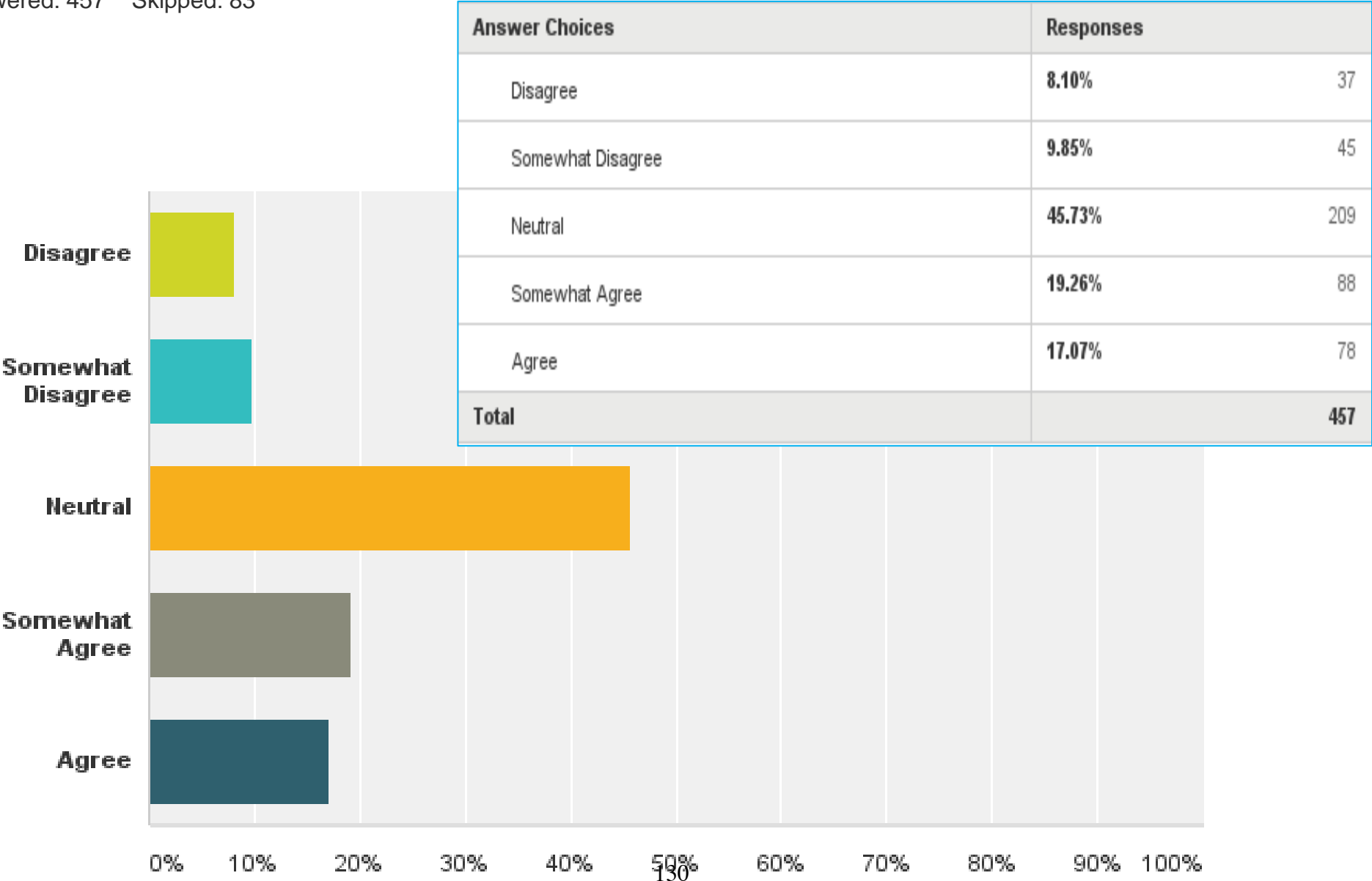
# Q23: The number of Elected Governors should be reduced from ten to six.

Answered: 457    Skipped: 83



# Q24: The Chairs of the BROOC (when a CCA member), Safety at Sea, and a new coordinating Communications Committee should be voting members of the Board of Governors.

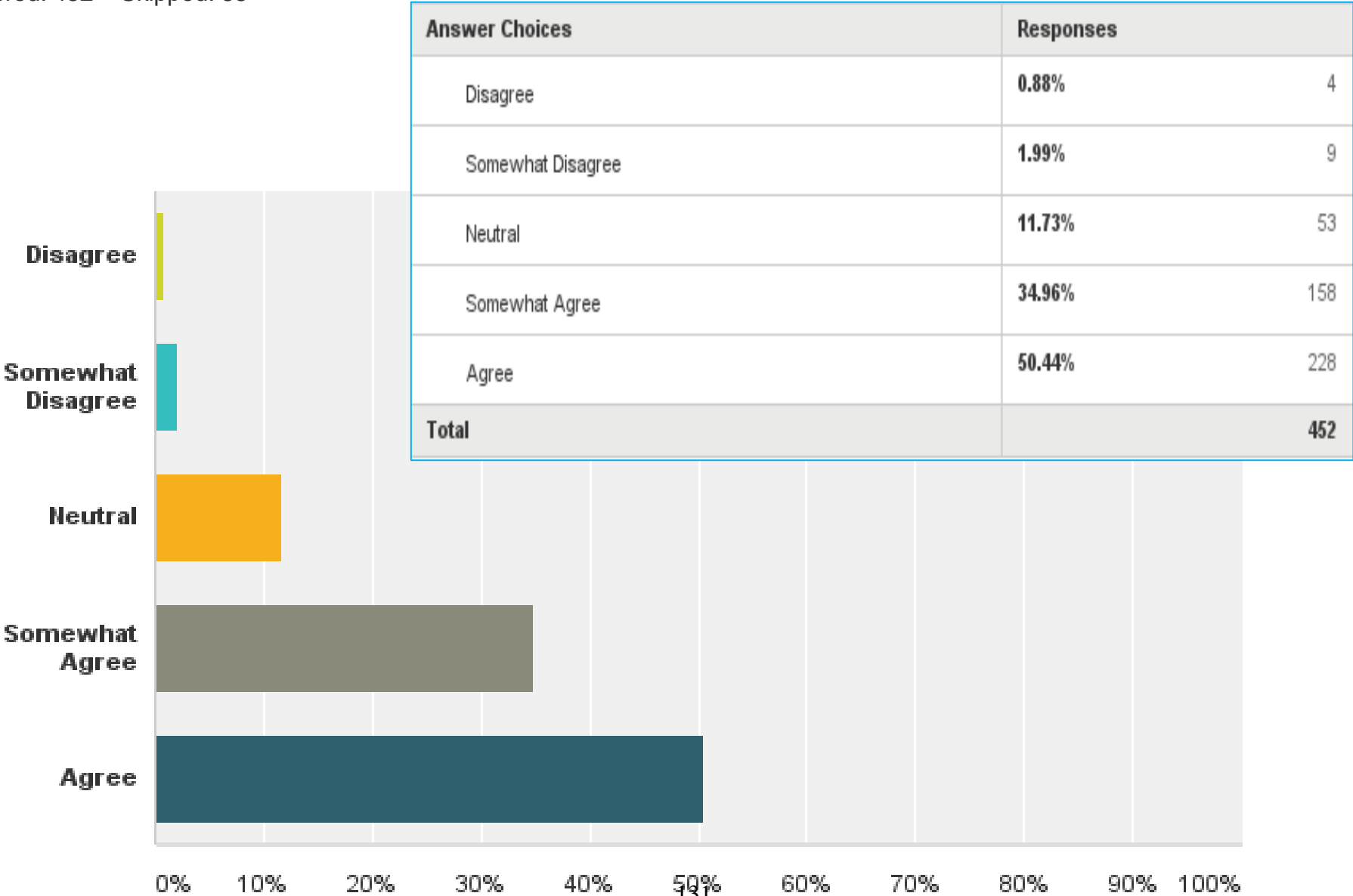
Answered: 457    Skipped: 83





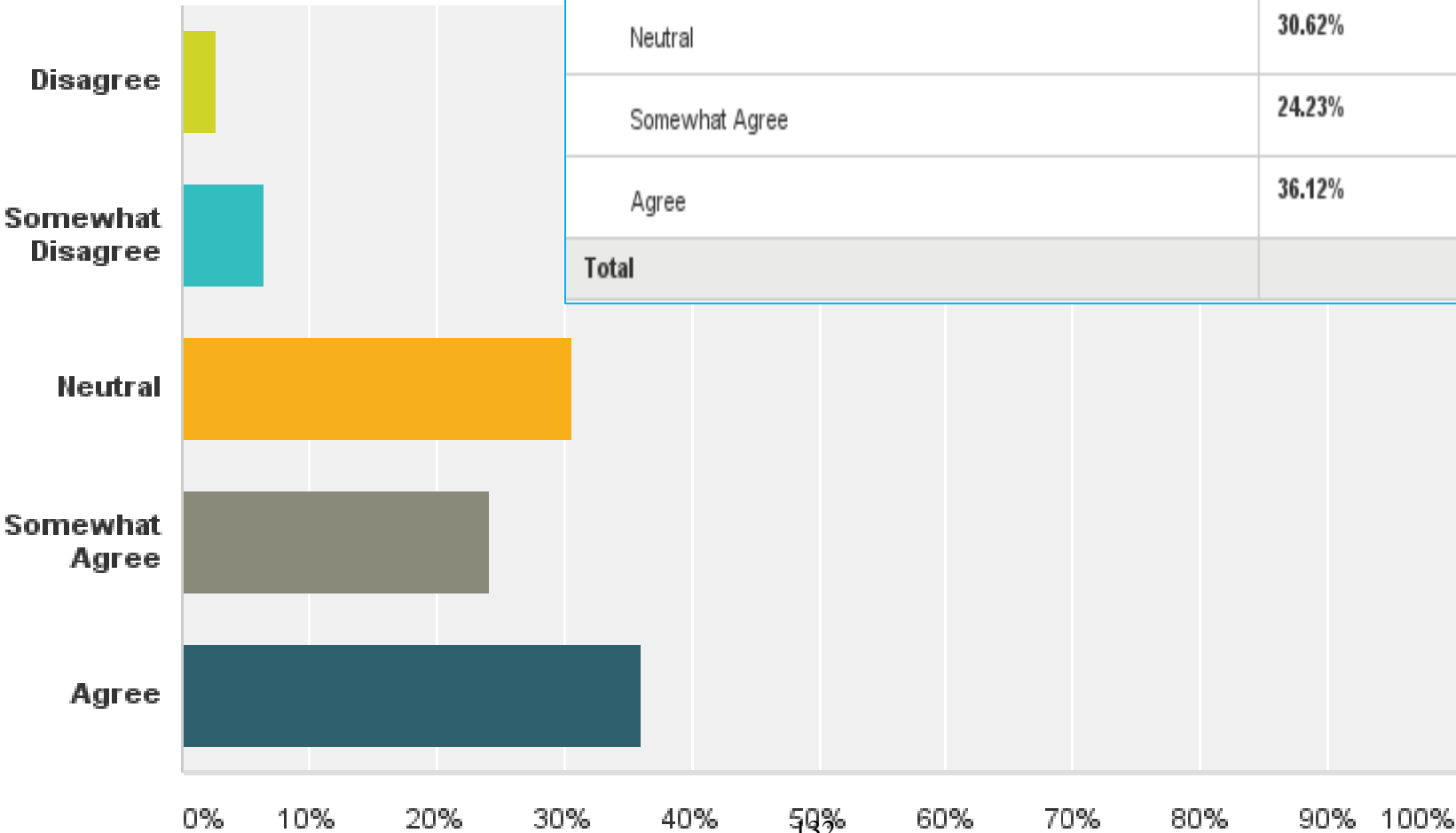
# Q25: Nominees to the Elected Governor positions should be selected based on the basis of the expertise and skills needed by the Board, in addition to geography.

Answered: 452    Skipped: 88



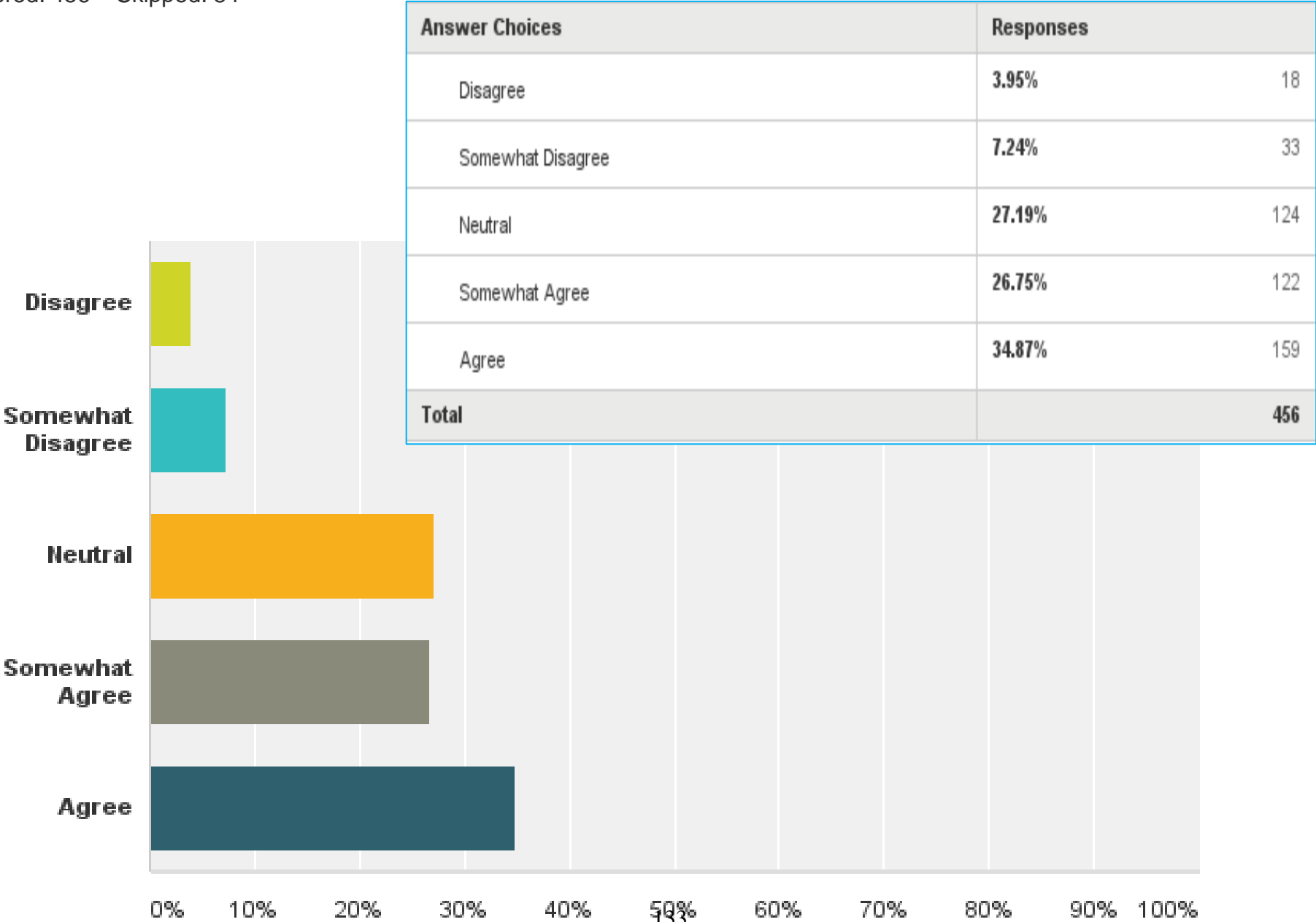
# Q26: The Club should adopt a policy stipulating that both the Safety at Sea and Communications chairpersons not hold office for more than five consecutive years.

Answered: 454    Skipped: 86



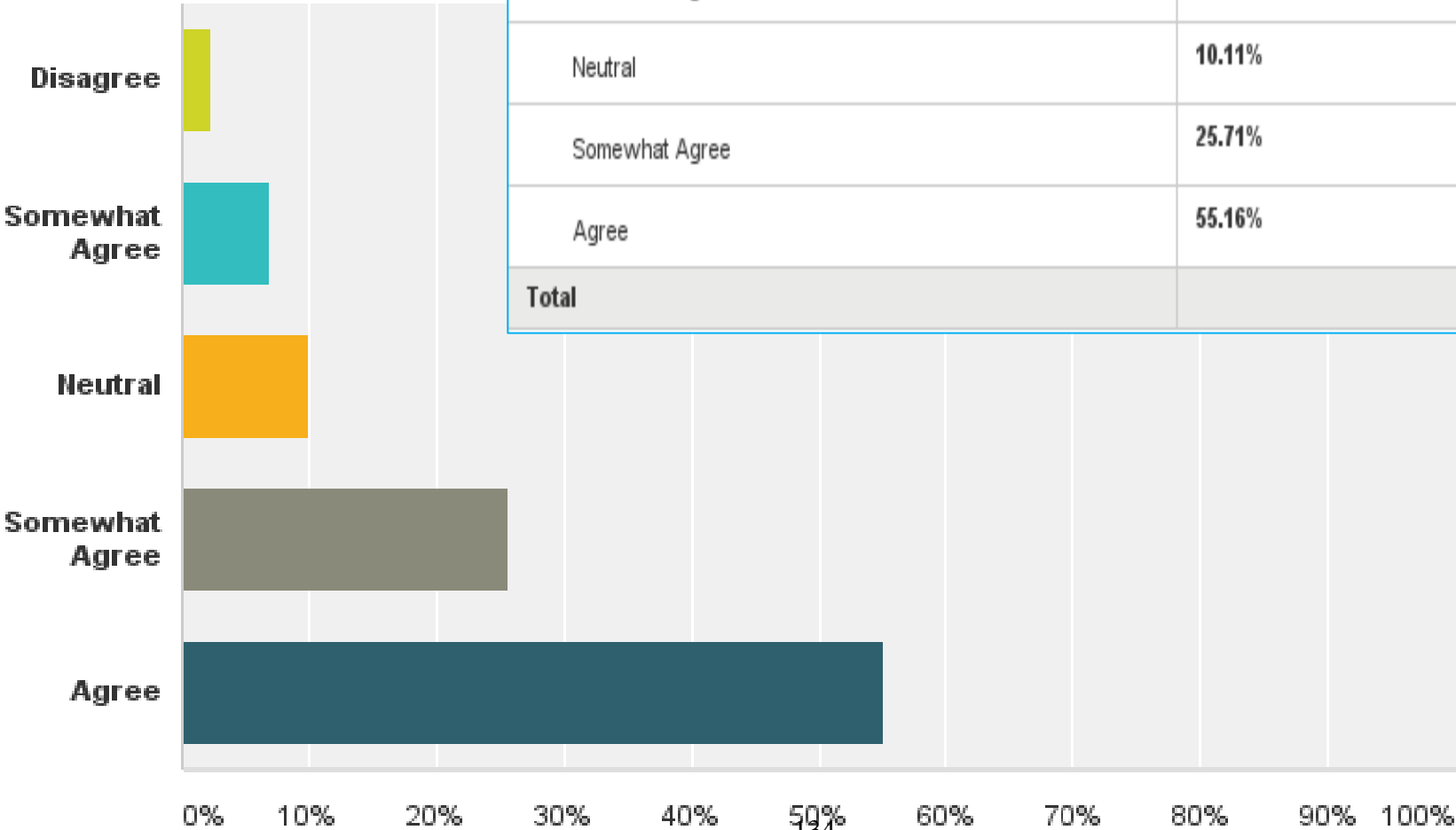
# Q27: The Club should adopt a policy requiring it to have an external, independent review of the Club's accounts annually.

Answered: 456    Skipped: 84



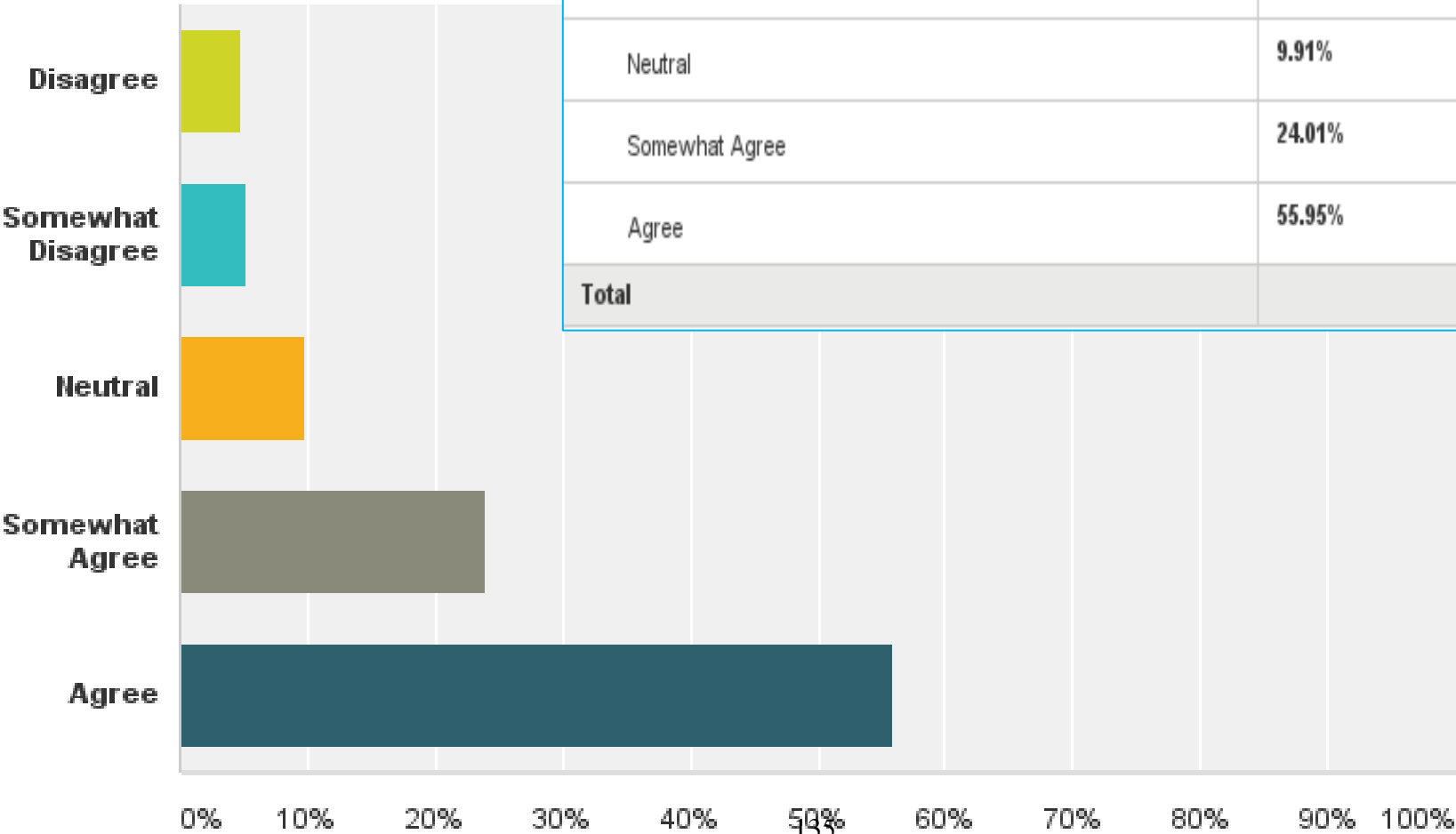
**Q28: The Club should adopt a policy requiring the Board to establish an ad hoc Long Range Planning Committee once every five years, to review the membership's evolving needs, interests and future priorities.**

Answered: 455   Skipped: 85



# Q29: The Club should add "Protecting the marine environments in which we sail" as a core principal of the Club (not to be confused with the original objects of the Club in our founding documents).

Answered: 454    Skipped: 86





## Cruising Club of America

### Standing Committees of the Board of Governors:

*Their Roles and Duties on Behalf of the Members*

*(Organized Alphabetically)*

*Adopted October 22, 2016  
CCA Board Meeting  
Hamilton, Bermuda*



March 2016

*Dear Fellow Members, Volunteers, Committee Members, and Governors:*

*As Commodore Lhamon eloquently stated at the Fall Meeting of the Board of Governors in October 2015, there has been a lot going on during the past two years, including a comprehensive survey of our membership and its volunteer leaders completed in December of 2015.*

*While there is still much to do, and to look forward to, as your incoming Commodore I thought it might be helpful for everyone to have easy access to clear and concise descriptions of the roles and duties of the Club's Standing Committees, which, together with the Stations, carry out a vast array of activities on our collective behalves.*

*I encourage everyone to peruse these descriptions, become familiar with them, and whenever possible, volunteer to participate and help out. Information concerning each committee and its chairperson may be found both in the CCA Yearbook and on our website.*

Sincerely  


*Jim Binch, Commodore '16 - '18*

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## **100<sup>th</sup> Anniversary Committee**

This special “ad hoc” Committee will formulate plans for the upcoming 100<sup>th</sup> Anniversary Celebration in 2022. The committee meets periodically to discuss plans for the anniversary and will report back to the Board of Governors as the plans progress. It will dissolve upon the successful completion of the Club’s 100<sup>th</sup> year.

## **Archives Committee**

The responsibility of the Archives Committee of the Cruising CCA is provide for a central location for the safeguarding, conservation, preservation and study of records pertaining to the history of the CCA, including official CCA records, minutes, notices, pertinent books, manuscripts, letters, photographs, small unframed paintings, sketches, etchings and prints and other memorabilia of historical interest.

Its purposes are:

- to perpetuate the memory and past experiences of individual members and from this storehouse of sailing expertise, provide guidelines for future activities of CCA members, and
- to make available source material relating to North American yachtsmen and women, their vessels, their experiences at sea, their evaluations of seamanship and the seaworthiness of their vessels which cannot be found in any other source.

The archives of the Club are located in the Collections Research Center of Mystic Seaport Museum, and are maintained as a manuscript collection under an agreement between the CCA and the Marine Historical Association of Mystic Seaport. This agreement was entered into in 1972.

## **Awards Committee**

This Committee is responsible for recommending to the Commodore and the Board of Governors those individuals most deserving of each of the numerous awards handed out each year to members and non-members. In doing so, it monitors sailing publications worldwide, in print and digital forms, to identify potential candidates; additionally, it accepts nominations from Club members for both awards restricted to CCA members and awards to non-members.

CCA Awards:

Blue Water Medal  
Far Horizons Award  
Rod Stephens Seamanship Trophy  
Richard S. Nye Trophy  
Charles H. Vilas Literary Prize  
Royal Cruising Club Trophy  
Circumnavigation Award  
John Parkinson Transoceanic Trophy  
Transoceanic Pennant  
50 Year Member Medals

Standing Committees of the Board of Governors  
Cruising Club of America  
Adopted October 22, 2016

15 Thrashes to the Onion Patch Medallions.

The Committee also handles member requests for receipt of awards, such as the Transoceanic pennant, a Parkinson award, etc. A full listing of the Club's awards is found in the Yearbook.

The Committee typically meets in person twice yearly, at the Fall Meeting and again before the Annual Meeting. It handles all invitations to award recipients, their lodging while attending the awards dinner, promotion of the awards through the Club and external media, and any local transportation needs the non-member recipients might have while at Award Dinner site.

All award citations are prepared by this Committee, and provided to the Club's trophy supplier for preparation.

Finally, the Committee prepares all descriptions of the award recipients, the award received, and any citations for both the Award Program at the Annual Meeting Dinner as well as for the upcoming edition of the Yearbook.

### **Bermuda Race Organizing Committee (BROC)**

This Committee serves as the vehicle by and through which the biennial ocean race known as the Newport Bermuda Race is conducted. By agreement between the Cruising Club of America and the Royal Bermuda Yacht Club, as amended and executed by both parties biennially, this Committee runs an ocean race for a fleet of suitably designed, built and prepared sailboats in divisions for amateur and professional sailors. The Race management and shoreside activities foster fair and safe competition and promote sportsmanship and camaraderie while being environmentally conscientious.

Oversight of the Committee is provided by the Commodores and Vice Commodores of the respective organizing Clubs, serving as the Executive Committee of the BROC. The Chair of the BROC, when such position is held by a CCA member, sits as a Standing Committee chair of the CCA.

### **Communications Committee**

The Communications Committee of the CCA is the principal coordinating body for the Club's written and digital information that is disseminated to both members and to the public, including the content appearing in all three publications – the GAM, Voyages, and the Yearbook – as well as Club eBlasts and digitally disseminated materials.

This Committee is also responsible for assisting event organizers in alerting the membership of an upcoming event, and helping to facilitate membership response thereto.

The Committee shall annually review the publication needs of the Club, and recommend to the Board any modifications or enhancements to the prior year's communications content and activities. It shall also recommend modifications (if any) to the Club's *de facto* policies governing external access to,

or reprinting, of CCA-member written or produced editorial content. Whenever such modifications are recommended, they shall be submitted to the Board of Governors for final approval.

The Communications Committee works with all aspects of the Club's activities, with particular attention to the Webmaster, the GAM, Voyages, the Events Committee, and the Yearbook team. It is anticipated that this Committee will review the proposed budget for its activities with the Commodore and the Flag Officers at least once a year.

Membership shall consist of a Chairperson, and, among others, the chairs of the following:

- BROC webmaster
- Secretary
- GAM
- Voyages
- CCA Webmaster
- Events

It is recommended, though not policy, that at least one Elected Governor serve on this critically important committee.

## **Cruising Guides & Charts Committee**

From its origins within the Boston Station in 1950, this Committee has evolved over time to become the Club's central source for Cruising Guides authored by CCA members, and the collection, storing and distributing of charts of European waters, the western and eastern coasts of Canada, and the Mediterranean. The latter are available, on loan, to all CCA members who are voyaging in these areas.

## **Environment of the Sea Committee**

This Committee is charged with ensuring that the CCA, and its members, adhere to the highest possible standards with respect to the care and protection of the oceans and seas on which we sail. In fulfilling this mission, the Committee authored the policy and code that governs our behavior with respect to ocean stewardship, as ratified by the Board of Governors in April 1990 and published in the Club's annual Yearbook.

The committee oversees the Club's engagement with external organizations whose purposes are consistent with the principles found in the Club's ocean stewardship policy, and provides support and guidance to Club activities, such as the Newport Bermuda Race, Club cruises, and such other events as are relevant.

## **Events Committee**

Standing Committees of the Board of Governors  
Cruising Club of America  
Adopted October 22, 2016

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The primary purpose of the Events Committee is to coordinate the numerous Club meetings, Cruises and events to ensure adequate notice, lack of conflict with important Station activities, and administrative follow-up wherever necessary.

As a coordinating body, its membership shall include the Vice Commodore; the individuals who serve as chairs for: a) the Annual Meeting, b) the Fall Meeting, c) the Club Cruise, and d) the Ski Gam; and the Chairs of the Safety at Sea Committee and the Communications Committee.

## **Financial Affairs Committee**

The newly established (March 2016) Financial Affairs Committee replaces the former Audit Committee, with a broader mandate than its predecessor. It shall:

1. Review the Club's financial statements no less frequently than quarterly.
2. Consult with the Treasurer on accounting matters, as needed.
3. Review and approve any formal policy statements concerning financial matters (e.g., guidelines for cruises and meetings, policies for handling of "station funds").
4. Identify and engage an external accounting firm to review the Club's accounting procedures and financial statements, pursuant to an agreed program.
5. In conjunction with the Treasurer and the accounting firm, develop and document a program for the accounting firm to follow in evaluating the Club's financial procedures and the Club's statements as of and for the end of the Club's fiscal year.
6. Receive the accounting firm's report of the results of its review.
7. Report annually to the Board of Governors on the activities of the Financial Affairs Committee and the results of the accounting firm's engagement.

*Reviewed and approved by the Board of Governors, March 6, 2016*

## **CCA GAM Committee**

The GAM Committee is charged with the responsibility of assembling and publishing twice yearly a newsletter-style publication reporting on the activities of the Club and its Stations, for the benefit of the members. Key contributors include the Station historians, Cruise chairpersons, the Club Historian and on a biennial basis, the communications team on the BROCC.

## **Guest Moorings Committee**

The mission of this Committee is to encourage fellow members to offer up to the membership their vacant private moorings or slips as a courtesy by their owners, and to provide a means for all

members to have knowledge of these resources, updated annually and available in the Yearbook and on the Club website.

### **Investment Committee**

The Investment Committee of the CCA is responsible for developing and recommending to the Board of Governors an investment policy whose purpose is to ensure appropriate management of the capital funds entrusted to the Cruising Club for furtherance of, and support for, the ongoing conduct of the activities of the Club. The Investment Committee is not involved with the daily and monthly operating cash accounts of the Club, except to the extent there are specific financial needs greater than the balances available in the operating accounts for Club activities maintained by the Treasurer.

In addition to investment policy, this Committee has direct responsibility for investing and managing the funds, considered in effect endowment funds, according to the policies approved by the Board of Governors, and reporting the results therefrom to the Board of Governors at least twice annually, at the Fall Meeting and the Annual Meeting in March.

### **Membership Committee**

The Governing Board shall appoint, annually, a Chairperson of the Membership Committee, who shall serve as a member of the Board of Governors during his/her term. The term of office shall not exceed five consecutive years. The balance of the Committee shall be comprised of the Membership Chairpersons of the Stations.

The Membership Committee's role shall be to review and recommend persons deemed eligible for membership in the Club, based on current club standards, i.e.: A sailor and a person of acceptable character and personality who has demonstrated his or her ability to handle or command and navigate and pilot a yacht or small vessel at sea, and who has had sufficient cruising experience.

In fulfilling this critical role, the Committee shall be responsible for refining and improving the processes utilized in the admissions review process, and recommending approval of modifications of those processes to the Governing Board.

The Committee shall meet formally twice yearly, prior to the Fall Meeting of the Board, and prior to the Annual Meeting, typically held in March of each calendar year. The Board shall consider its recommendations for membership at each of these meetings

### **Nominating Committee**

Elected annually at the Annual Meeting, the Nominating Committee shall consist of five members of the Club, who at the time of election shall be neither Officers or Governors of the Club. The outgoing Commodore shall serve as Chairman until the next incoming Commodore is elected by the members. This Committee shall nominate candidates for Commodore, Vice Commodore, Secretary, Treasurer, Historian and Elected Governors. All nominees shall be submitted to the Club Secretary not less than sixty days preceding the next Annual Meeting.

Standing Committees of the Board of Governors  
Cruising Club of America  
Adopted October 22, 2016

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## **Safety and Seamanship Committee**

The mission of the Safety and Seamanship (SaS) Committee of the CCA is to become THE MOST RESPECTED AUTHORITY in the yachting community for the critically important topics of SAFETY and SEAMANSHIP on cruising boats – both sail and power. The SaS Committee will work independently and alongside other yachting organizations to educate boaters on good safety and seamanship principles, practices, techniques and equipment.

The Committee will also serve as an important resource to the Newport Bermuda Race Organizing Committee in the conduct of safety education for race participants.

In fulfilling these duties, the Committee shall:

1. Emphasize the practical aspects of Safety and Seamanship – the “how to”.
2. Address both racing and cruising, encouraging lessons learned from both.
3. Seek input and counsel from both Club members as well as other blue-water cruising and racing organizations.
4. Endeavor to have one of the most-viewed and respected website on Cruising Safety and Seamanship, which others seek to link into.
5. Proactively disseminate its knowledge through the preparation of articles and stories focused on safety and seamanship concepts and practices to the yachting community at large.
6. Make available the Club’s training programs, videos and supporting information to other yachting organizations.
7. Work diligently to be recognized as the “go to” organization for seamanship and safety-related materials, including disseminating the recently published *Safety for Cruising Couples*, and any future publications developed by this Committee.

*Reviewed and approved by the Board of Governors, March 6, 2016*

## **Technical Committee**

The Technical Committee of the CCA shall have responsibility for apprising the membership on an ongoing basis of developments in yacht design and materials that affect the seaworthiness of yachts, and for ensuring that the Club retains an important voice in the ongoing debate as to an equitable handicapping system that ensures a fair competition for yachts of differing generations that compete in the Newport Bermuda Race or equivalent races the Club might be involved in. The Club believes in the basic premise that well sailed yachts of multiple past generations should be able to race offshore equitably with the latest modern designs.

The Committee shall also be responsible for providing technical support to the Newport Bermuda Race Organizing Committee with respect to acceptable design, build and/or equipment requirements for yachts seeking to participate in this Race, or others in which the Club may become involved.

Standing Committees of the Board of Governors  
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It shall also address the question of multihull safety, as well as its traditional role focusing on mono hull designs, both for those considering extensive cruising on a multihull as well as those who would like to compete in one or more of the world's major offshore races, such as the Newport Bermuda Race.

This Committee shall, annually, report to the Board of Governors and the membership at large concerning any major developments with which it has been considering, including materials advances (hull or sail), ratings developments, safety decisions, and the like.

*Reviewed and approved by the Board of Governors, March 6, 2016*

### **CCA "Voyages" Committee**

"Voyages", which is published one a year, represents an evolution of the Club's efforts to provide its members with news of its members' voyages and activities. Today (2016) its mission is to provide those members making interesting passages or cruises with an outlet for describing their adventures, containing both narrative and photography of the highest standard.

Voyages is also the chosen medium for the Club to honor those members who have sailed their last voyage, and is referred to as "Final Voyages".

### **CCA Website Committee**

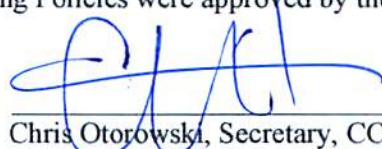
The purpose of this Committee is to support operations of the Club that require an online presence, such as information sharing, events – both announcements and signups ---commerce, and Club rosters.

### **CCA Yearbook Committee**

The purpose of this Committee is to gather, organize and publish, annually, a record of the Club and its members and their yachts, for reference and safe keeping.

The foregoing Policies were approved by the CCA Board of Governors in Bermuda on October 22, 2016.

Submitted:

  
Chris Otorowski, Secretary, CCA

End

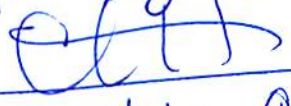
Standing Committees of the Board of Governors  
Cruising Club of America  
Adopted October 22, 2016

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Cruising Club of America  
Proposed Budget Policy  
October 14, 2017

1. The CCA will adopt a budget to guide its financial management for each fiscal year.
2. The Treasurer, in consultation with the other Officers, will assemble a Proposed Budget for presentation to the Governing Board at the regularly scheduled Board Meeting preceding the start of each Fiscal Year.
3. Committee Chairs, and other members with responsibility for functions with financial impact to the Club, should inform the Treasurer of any changes in the funding requirements of their activities expected in the coming year, no later than September 15 of the preceding year.
4. Any proposed increases in funding arising from new initiatives or investments should be approved by the Flag Officers prior to submission to the Treasurer.
5. In the case of a new event (EG Club Cruise or major meeting) the Event Chair and Treasurer shall submit a proposed spending plan to the Commodore for approval specifying separately the estimated expenses for social events and CCA business activities, as well the estimated income from participants and the funding needs from CCA general funds for the business activities.
6. Once approved by the Governing Board at the Fall Meeting preceding the start of the fiscal year, the Budget will guide and limit the Club's spending for the following fiscal year. Committee Chairs are responsible for knowing whether requested disbursements are within the Budget for the activity involved.
7. The Treasurer will not disburse funds beyond the Budget without first obtaining the approval of the Commodore or Vice Commodore, and then only in exceptional cases and changed circumstances.

Approved by Board on 10/22/16  
  
Christopher Otorowski  
Secretary, CCA




**Cruising Club of America**  
**Proposed Budget**  
**FYE 10 31 17**

**REVENUES**

Investment Income	45,500
less income taxes	(6,800)
Dues	236,250
Initiation Fees	5,000
Total Revenues	<u><u>279,950</u></u>

**EXPENDITURES**

		Info <u>Source</u>
Bank Service Charges	500	Chandler
Credit Card Fees	12,500	Chandler
Flag Officer Expenses	1,500	Binch/Willauer
Insurance	27,000	Chandler
Meetings	12,000	Chandler
Misc	2,500	Chandler
Moorings	1,500	Chandler
ORR Support/Technical	50,000	Nicholson
Professional Fees	12,500	Chandler
Publications		
Gam	25,000	deZwart
Voyages	38,000	Bruce
Yearbook	35,000	Will
Safety and Seamanship	30,000	Godshalk
Station Allotments	30,500	Chandler
Travel	3,600	Chandler
Treasurer Office Expenses	1,000	Chandler
Trophies & Awards	35,000	Cook/Darbee
Relocation of Trophies	20,000	Chandler Estimate (guess)
Website	1,500	Moradzadeh
Total Expenditures	<u><u>339,600</u></u>	
Surplus/(Deficit)	<u><u>(59,650)</u></u>	

Approved by Board on 10/22/16.  
  
 Christopher Ottomarchi  
 Secretary, CCA

10/17/2016



**Minutes  
Cruising Club of America  
Governing Board Meeting  
Battery Wharf Hotel, Boston  
Friday, October 11, 2019      0800 hours**

1. Commodore Willauer called the meeting to order. This meeting is closed to anyone not on the Board of Governors.
2. 26 of the 28 Board Members were in attendance.
3. Vice Commodore Medland reported that the Communications Committee had met several times since the March meeting. He reported that a major focus of the Communications Committee was to work with the Membership Committee to use communications processes to attract younger members to the CCA. Chris Muesler is involved in heading up that effort. One initiative is to have the young members group populated with a representative from each station
4. The 100<sup>th</sup> Anniversary Committee efforts were reported on by Chris Otorowski. We are now 3 years away from Sept. 2022 and hotels are able to block rooms. The basic plans include a feeder gam, gala dinner, sites of Newport, two commemorative books and related historical projects. There will be a need to engage members of each station as planning progressives. Some sort of recognition of the 100<sup>th</sup> to be connected to the 2022 Bermuda Race.
5. Jim Binch gave a report on the trophy display at IYRS. The basic history is that NYYC wanted trophy space back and we were asked to move a few years ago. The trophies were moved to a hallway space next to the IYRS library and the trophy cases built out are beautiful and functional. We have a 10 year contract and there are plans to make it a more experiential display. We have spent \$43k plus had a huge amount of volunteer help from Fred Deichmann, Bjorn Johnson and Bob Darbee. The potential opportunity to recreate the Olin Stephens Reading Room at the new Natl. Sailing Hall of Fame in Newport was raised by Chris Otorowski. There was a general consensus to see what options there might be there. There was discussion of a cost of \$90k to further develop the existing display at IYRS; no proposal or

action was taken. Les Crane brought up concerns over the projected cost of this. Bob Medland pointed out that if we are to “collect assets” we will need to convince the membership. We are in a deficit spending mode and we can consider donations for further improvements. Chase Anderson observed that if our objective is to store trophies, IYRS is the way to go. If we want to raise the profile, visibility of CCA, the Hall of Fame would be a good choice.

6. Peter Chandler gave the treasurer’s report and handed out a 9 month report. We have been in a deficit spending mode this past year. It is clear that Peter is shouldering a very large burden and there was some discussion about the need to obtain some help for Peter to lighten his workload. It was moved, seconded, passed that Peter’s report be accepted.
7. Kathleen O’Donnell reported for the Financial Affairs Committee. She pointed out that since there are no financial policies there can effectively be no audit. We rely on the integrity and good will of the treasurer. There is a proposed mission statement and policy memo (attached) which was approved by the Board. She pointed out there is no formal budget, only the general ledger of expenditures. The plan is to set forth some financial controls and policies at the March meeting and recommendations. Chase Anderson pointed out that we need these guidelines for transparency and communication.
8. Peter Stoops reported on the Membership Committee. There has been significant effort to streamline the membership process. The new Membership Proposal Process was presented. It was moved, seconded, passed that the process be approved and incorporated into the 2020 Yearbook. It is proposed that it be reduced to one page if possible.
9. Commodore Willauer reported that an ad hoc committee has been formed called the Contracts Review Committee to be chaired by the Secretary for the purpose of maintaining all contracts that the CCA is engaged in as a way to have a central repository for contracts.
10. Michael Moradzadeh have the website report. The new one was launched June 15. The desire was to make the site attractive and appealing to those who stumble across the site. It is designed to be social media friendly. Larry Somers manages the directory, Maggie Salter oversees Final Voyages. The membership skills survey has produced 125 responses and this could be a good recruiting tool. The biggest challenge is to keep the site up to date and current.

There is someone with every station who has the “master keys” to their station.

11. Jim Binch gave a very detailed report on the ORA. He sits on the finance committee of the ORA. He detailed some of the ongoing issues of the rating system and the lack of proper funding for the system. CCA has to be involved and he will be meeting with Jack Gearhart of US Sailing to discuss the situation.
12. Jack Towle, our historian, reported that he is working on the annual report for the 2020 yearbook. He is working with the Archives Committee regarding cataloguing of the CCA Archives.

The Meeting of the Governing Board was adjourned at 1000.

**A follow-up meeting of the Board was held from 1600-1700 that was open to all. Attendance was taken and there were about 70 in attendance. Various verbal reports were given. A highlight was hearing about the successful Stockholm Cruise and the upcoming Mallorcan Cruise. Below is a summary of the 1600 meeting.**

1. Commodore Willauer called the meeting to order at 1620.
2. Peter Chandler gave the Treasurer’s Report which was approved.
3. The Secretary reported on the status of the membership.
4. Historian Jack Towle reported he was working on his annual report.
5. Vice Commodore Medland reported that there were productive meetings of the Elected Governors and Flag Officers. He thanked everyone for their volunteer activities. He has accepted an invitation to go to Ireland for the Irish Cruising Club Cruise with the celebration of the Royal Cork YC 300<sup>th</sup> celebration. The VC reported on the Communications Committee and showed the recent video featuring Hayley Lhamon. There are 3 other movies on line to promote the CCA to younger members. He gave special thanks to Dennis Powers and Doug Bruce.
6. Fleet Capt. Paul Hamilton reported that relations with Team One were stable.
7. The report of the Swedish Cruise by Ernie Godshalk was given. It was amazing and there was a committed of 37 persons. The volunteers were asked to stand and be recognized.
8. Membership Chair Peter Stoops reported that there was a Board resolution to rewrite the standards for application. 36 new members were approved today. 30 male, 6 female. He read their names and advised the names would be posted.
9. Doug Bruce of the Awards Committee read the names of the recipients of our awards. The list was approved by the Board.
10. Jay Gowell reported on BROCC and there are 100 boats registered now. The race starts June 19. The Commodore singled out Jay for his exceptional job, rethinking all parts of the Race.
11. Joyce Lhamon reported on Bonnell Cove. 8 grants totaling \$26k from 6 different stations were approved.
12. Kathleen O’Donnell reported on the Financial Affairs Committee. There is a new mission to develop some kind of process and procedure to support the activities of the treasurer. The committee will recommend best practices and a fuller report in March.

13. Fin Perry reported on the Cruising Guides. The Guides will be taken over by Doug Bruce after CCA acquired the rights to the Guides from author and editor Sandy Weld. They will only be published in print for the next 5 years and the rights will not be resold.
14. The 300<sup>th</sup> Royal Cork celebration was reported by Dave Curtin. This takes place in July with a fleet review on July 12. ICC Commodore Stanton Adair addressed the group and invited all CCA members to participate.
15. Les Crane reported on the upcoming Mallorca Cruise. 35 crews have signed up and 50 is limit. Winds are typically light, good swimming every day, not crowded in September. There will be a mother ship, RIA, a 50 meter boat. This is similar to the boat we had in Ionian. Mallorca is spectacular.
16. The Apostle Islands cruise in 2021 was reported on by Gaynelle Templin. There will be a limit of 120 people.
17. The 2021 Newfoundland Cruise was reported on by Bill Bowers. It has been 20 years since the last cruise to Newfoundland. Doug Bruce led the OCC there in 2011. It is 900 miles from Cape Cod Canal to Newfoundland. This is a bucket list destination. This will be Co-sponsored by Bras d'Or and Boston. It will be held in mid July 2021.
18. Chris Otorowski reported on the 100<sup>th</sup> celebration to be held in Newport in Sept. 2022. Commodore Willauer indicated that the RCC wants to host an event at our celebration. There will be an effort to secure attendance by all living Blue Water Medal Winners.
19. Bob Darbee reported on the Trophy Case- Bob Darbee on the phone. The project is 5 yrs old, and originated with NYYC asking for their trophy cases back. It was determined that the IRYS location in Newport is best. There will be a future budget proposal for some improvements of the trophy display.

The reader of these minutes is referred to the detailed committee reports submitted in advance of the meeting. Below is the list of reports as published for the Board Meeting.

#### Committee reports

a.	Membership	Peter Stoops
b.	Awards	Bill Cook
c.	BROC	Jay Gowell
d.	Voyages	Zdenka and John Griswold
e.	GAM	Wendy Hinman
f.	Web	Michael Moradzadeh
g.	Safety and Seamanship	John Robinson
h.	Archive	Mark Ellis
i.	Bonnell Cove	Joyce Lhamon
j.	Financial Affairs Committee	Kathleen O'Donnell
k.	Cruising Guides and Charts	Fin Perry
l.	Guest Moorings	Eugene Gardner
m.	Events	Barbara Watson
n.	Environment of the Sea	Joe Harris
o.	Investment Committee	Tom Post
p.	Technical	Jim Binch
q.	Yearbook	Murray Beach

- |    |                      |                      |
|----|----------------------|----------------------|
| r. | Ski GAM              | Johnny and Po Martin |
| s. | Communications       | Bob Medland          |
| t. | Quartermaster        | Steve Prime          |
| u. | Nominating Committee | Jim Binch            |

#### Future Cruises

- |    |                            |                              |
|----|----------------------------|------------------------------|
| a. | Royal Cork 300th           | Dave Curtin                  |
| b. | Mallorca, Sept. 2020       | Les Crane                    |
| c. | Apostle Islands, Aug. 2021 | Gaynelle Templin<br>Dean Rau |

#### Future Events

- |    |                   |                   |                              |
|----|-------------------|-------------------|------------------------------|
| a. | July 2020         | Royal Cork 300th  | Dave Curtin                  |
| b. | Sept. 2020        | Mallorca          | Les Crane                    |
| c. | October 2020      | Fall Meeting, PNW | Doug Cole                    |
| d. | August 2021       | Apostle Islands   | Gaynelle Templin<br>Dean Rau |
| e. | Sept. 18-22, 2022 | 100th Anniversary | Newport, RI                  |

End

Respectfully Submitted,

Christopher L. Otorowski  
Secretary



**CONSTITUTION AND BY-LAWS  
OF  
THE CRUISING CLUB OF AMERICA, INC.  
(a Delaware Non-Stock Corporation)**

(referred to from time to time as the "Constitution and By-Laws")

*Adopted December 18, 2009*

*Amended March 4, 2016*

*Amended March 3, 2017*

*Amended February 26, 2018*

**I. NAME**

The name of this organization shall be "The Cruising Club of America, Inc."

**II. OBJECT**

The objects of The Cruising Club of America, Inc. (the "Club") are to promote cruising and racing by amateurs, to encourage the development of suitable types of cruising craft, to stimulate interest in seamanship, navigation and handling of small vessels, to gather and keep on file all information which may be of assistance to members in cruising.

**III. OFFICERS AND GOVERNING BOARD**

The Officers of the Club shall be the Commodore, the Vice Commodore, the Rear Commodores, the Secretary; the Treasurer and the Historian, who shall be nominated and elected as is prescribed in Articles XI, XII, and XIV; and they, together with ten Governors and the Chairperson of the Membership Committee, shall constitute the Board of Directors (which shall be referred to from time to time as the "Governing Board") of the Club.

**IV. DUTIES OF OFFICERS AND GOVERNING BOARD**

The Commodore shall be the general executive officer and shall preside at all meetings of the Club and the Governing Board. The Commodore may appoint a Fleet Captain who shall perform such duties as the Commodore shall designate and hold office at his or her pleasure.

The Vice Commodore shall assist the Commodore in the discharge of his or her duties and in his or her absence act in his or her stead.

The Rear Commodores shall command their stations and perform such duties as may be assigned to them by their superior officers.

The Secretary and the Treasurer shall perform the duties pertaining to their offices respectively. In particular, the Secretary shall have the duty to record the proceedings of the meetings of the Club's members and the Governing Board in a book to be kept for that purpose.

The Historian shall each year write a Log of the Club's activities during the past year and present it to the Club at the Annual Meeting.

The Governing Board shall generally administer the affairs of the Club and shall have all the power and authority granted by law to the Board of Directors.

## V. MEMBERSHIP: ELECTION: RESIGNATIONS

A person eligible for membership in the Club must be a sailor and a person of acceptable character and personality who has demonstrated his or her ability to handle or command and navigate or pilot a yacht or small vessel at sea and who has had significant cruising experience.

Nominations for membership in the Club shall be made upon the proposal of a member and seconded by one other member, neither of whom shall be a member of the Membership Committee. Applications, proposals and secondings shall be on forms and pursuant to the instructions or regulations approved by the Governing Board. When an application in complete form shall be received by a Station's membership chair, it shall be reviewed first by that Station's membership committee and, if approved, circulated to its members for 30 days for comment. If approved, the application shall be forwarded to the Membership Committee for review and, if approved, forwarded to the Governing Board for its approval. Upon Governing Board approval, the Secretary shall notify by email and posting to the CCA website, all members of the Club, the name of the applicant, proposer, seconder, and any other information directed by the Governing Board. Not less than fifteen days thereafter, the Membership Committee may act upon such application and report its final action to the Secretary and Governing Board.

Favorable recommendations by the Membership Committee shall not exceed in any calendar year a number to be prescribed from time to time by the Governing Board. Applications rejected by the Governing Board shall be excluded from such annual number or quota.

The Membership Committee may act upon applicants without regard to seniority of receipt.

All member resignations must be in writing and shall take effect upon receipt by the Club provided however that a resignation may be withdrawn upon the consent of the Governing Board and upon such terms and conditions as it may prescribe and further provided, that no member who is indebted to the Club or who is under notice pursuant to Article XIX shall have the right to resign except by specific permission of the Governing



Board.

## VI. CLASSES OF MEMBERSHIP

There shall be four classes of membership: regular, life, honorary, and youth. A member may become a life member by payment of the fee prescribed in accordance with Article VII and thereafter is exempted from yearly dues. Each regular and life member is entitled to one vote in person or by proxy at every meeting of the members. Honorary members shall pay no duties or initiation fee, and shall have no vote nor hold any office, except that of Historian, but otherwise shall enjoy all the privileges of regular members. Youth members must be under the age of thirty-one and will pay no initiation fees, dues as determined by the Governing Board, and shall have no vote or hold any office, but otherwise shall enjoy all the privileges of regular members.

The Governing Board may extend the privileges of membership, other than voting, to members of foreign cruising organizations while such members are sailing in North American waters.

## VII. INITIATION FEE AND LIFE MEMBERSHIP

The initiation fee payable on election shall be fixed annually by the Governing Board on or before the first day of December preceding the calendar year in which it shall be payable. The life membership shall be twenty times the yearly dues at time of application. Application for life membership may be made only after five successive years of membership in the Club.

## VIII. DUES: ARREARS

The annual dues for regular members payable on election and thereafter in January of each year shall be fixed annually by the Governing Board on or before the first day of December preceding the calendar year for which they shall be payable.

Members whose dues are unpaid by April first shall be notified by the Treasurer and, if such dues are still unpaid by June first, such members may be suspended or dropped from the roll by the Governing Board, but may be reinstated at its discretion and upon the payment of all arrears.

The Governing Board may waive the dues of individual members for such period as it deems proper, upon finding that such action is to the best interest of the Club.

## IX. MEETINGS

The Annual Meeting of the Club's members shall be held in the first half of each

calendar year. The Fall Meeting of the Club's members shall be held in the second half of each calendar year. The exact dates and locations of all meetings shall be determined by the Governing Board. Special Meetings of the Club's members may be called by the Governing Board and shall be called on the written request of fifteen members.

The Governing Board shall meet as often as it may deem necessary, or at the call of the Commodore.

## X. QUORUM

Ten percent of the voting members or one hundred, whichever is less, present in person or by proxy shall constitute a quorum at any meeting of the members of the Club, provided the same be not inconsistent with the General Corporation Law of the State of Delaware (the "General Corporation Law"). Five members shall constitute a quorum at any meeting of the Governing Board, provided the same be not inconsistent with the General Corporation Law.

## XI. NOMINATING COMMITTEE; NOMINATION OF OFFICERS

At the Annual Meeting of the Club there shall be elected a Nominating Committee of five members of the Club, who shall be neither Officers nor Governors of the Club. This Committee shall nominate candidates for Commodore, Vice Commodore, Secretary, Treasurer, Historian, and for those Governors to succeed those whose terms of office expire at the next Annual Meeting; and shall notify the Secretary of such nominations not later than sixty days preceding the next Annual Meeting.

Five or more members may put in nomination any other candidates they may unite on, provided such nomination, signed by at least five members, is filed with the Secretary not less than fifteen days before the Annual Meeting. The Secretary shall send notice thereof to all members not less than five days before the Annual Meeting.

## XII. ELECTIONS: TERMS OF OFFICE: VACANCIES

The Commodore, Vice Commodore, Secretary, Treasurer and Historian shall be elected at the Annual Meeting and shall hold office until the next Annual Meeting or until their respective successors are duly elected and qualified.

The ten Elected Governors referred to in Article III shall be elected for three year terms and shall be divided into three classes, consisting of two classes with three members and one class with four members. The Elected Governors shall be elected by the Club's membership at each Annual Meeting to replace the Elected Governors whose terms are expiring at such Annual Meeting and shall serve for three years or until their successor Elected Governors are duly elected and qualified.

Vacancies in any office (except Rear Commodore) or in the Governing Board shall be filled by the Governing Board. Those so appointed shall hold office until the next Annual Meeting or until their respective successors are duly elected and qualified.

### XIII. COMMITTEES

The Governing Board shall appoint a Membership Committee Chairperson each year, and he or she may not serve longer than five consecutive years. The balance of the Membership Committee shall consist of the Membership Chairperson of each Station. The proceedings of the Membership Committee shall be confidential.

The Governing Board may appoint and remove such other committees, except the Nominating Committee, as it may deem necessary. The Commodore, or in his or her absence the Vice Commodore, shall be ex-officio a member of all committees, except the Nominating Committee.

### XIV. STATIONS AND POSTS: REAR COMMODORES, STATION CAPTAINS, AND POST CAPTAINS

Wherever four or more members of the Club reside in a particular locality, they may, with the approval of the Governing Board, found a Station. The Secretary shall notify the members of the Club of the establishment of a new station. Members may choose the Station to which they wish to belong.

Each Station composed of twenty-four or more members shall be under the command of a Rear Commodore to be elected by the members of such Station. If the Station is composed of fewer than twenty-four members, such Station shall be commanded by a Station Captain, to be elected by the members of such Station.

A Station with more than fifty members may, with the approval of its Rear Commodore and the Governing Board, found one or more Posts in locations with not less than ten Station members. Such Post shall be commanded by a Post Captain to be elected by the members of such Post. A Post shall be an integral part of the Station by which it was formed and shall coordinate its activities with the Station. Post members shall continue to be recorded as members of their Station.

The Rear Commodore or Station Captain commanding a Station, or Post Captain commanding a Post, may appoint and remove such committees as the Station or Post members may approve.

## XV. FLAGS

The Club Burgee shall be triangular in shape, and the hoist shall be 2/3 of the fly with a waved blue stripe 20% of the hoist in width, running through the center from hoist to point, consisting of one crest and one trough. The center of the stripe shall be placed at half of the hoist, and the bottom of the trough coincide with the lower edge of the point of the burgee. The burgee shall be flown so that the crest is nearest the hoist.

The Commodore's Flag shall be rectangular in shape with a blue field, in the usual proportions, in the center of which shall be a white fouled anchor encircled by 13 white five-pointed stars. Running horizontally through the center shall be a waved white stripe 20% of the hoist in width.

The Vice Commodore's Flag shall be similar to the Commodore's Flag, except that the field shall be red.

The Rear Commodore's Flag shall be similar to the Vice Commodore's Flag, except that the field shall be white and the fouled anchor, the 13 stars, and the wave shall be blue.

The Station Captain's Flag and the Post Captain's Flag shall both be similar to the Rear Commodore's Flag, except that the 13 stars shall be omitted.

The Fleet Captain's Flag shall be similar to the Station Captain's and Post Captain's Flags, except that the fouled anchor shall be omitted.

The Past Commodore's Flag shall be similar to the Fleet Captain's Flag, except that three stars shall be added along the hoist, two blue in the field and one white in the blue wave.

There will be two Transoceanic Pennants of the Cruising Club of America. Each shall be a pennant of a length approximately 20% of the overall length of the yacht entitled to fly it, and one-twelfth of its length on the hoist.

One pennant shall have a white field, with a waved blue stripe running horizontally through the center from hoist to point. A member/owner may fly this pennant only on the vessel for which the award was made. The second pennant shall have a blue field with a waved white stripe. Members who have received the award may fly this pennant on a vessel subsequently owned.

The Club Burgee shall only be displayed on yachts under the direct command of members; it may not be displayed on a member's yacht when it is under charter to a non-member. The flag of a flag officer shall only be displayed on a yacht under the flag officer's direct command or when using another member's yacht for official business. It

may also be flown at the starboard spreader as a courtesy to a flag officer when visiting a yacht.

#### XVI. SEAL

The seal of the Club shall be its Burgee surrounded by a double circular rope border within which shall be inscribed "The Cruising Club of America, Inc."

#### XVII. RESTRICTIONS UPON USE OF CLUB FLAGS, SEALS, INSIGNIA AND NAME

None of the flags of the Club nor the Club seal, insignia or name shall be displayed or used in connection with any commercial enterprise or advertisement.

#### XVIII. EXPENDITURES

No expenditures of funds nor contracts binding the Club shall be made except by authorization of the Governing Board.

#### XIX. DISCIPLINE

Every member on joining the Club thereby undertakes to comply with this Constitution and By-Laws; and any refusal or neglect to do so, or any conduct unworthy of a gentleman, lady or sailor, or inimical to the welfare of the Club, shall render a member liable to suspension or expulsion by a three-fourths vote of the members of the Governing Board present at a meeting duly called.

Notice of such proposed action, with the reasons therefore, must be sent to the accused member by registered mail to his last known address at least thirty days prior to such meeting; and he shall have the right to be present at such meeting with counsel.

#### XX. . FISCAL YEAR

The fiscal year of the Club shall begin on November 1 of each calendar year and end on October 31 of the following calendar year.

#### XXL ORDER OF BUSINESS

The order of business at all meetings of the Club's members shall be as follows:

- Roll Call.
- Minutes of previous meeting.
- Reports of officers.
- Reports of committees.

Unfinished business.  
Elections.  
New Business.

In case of dispute as to order or debate, "Cushing's Manual" shall govern.

## XXII: NOTICES

Notice of the Annual Meeting and of the Fall Meeting shall be given to each member at least twenty days previous thereto. The notice for the Annual Meeting must contain the report of the Nominating Committee. All meeting notices must state the place, if any, date and hour of the meeting and the means of remote communications, if any, by which members and proxy holders may be deemed to be present in person and vote at such meeting. Notices of special meetings shall be sent to each member at least fifteen days previous thereto, and shall state in detail the subjects to be brought up for action and no other matters may be considered at such meetings.

Any notice required to be provided herein shall be made in such manner as the Secretary deems expedient, and may be made personally, by mail, by wire, by fax, by e-mail or by any other means reasonably calculated to achieve timely delivery in accordance with the General Corporation Law.

## XXIII.APPEAL

A member shall have the right of appeal to the Club from a decision of the Governing Board, which may be overruled at the next regular meeting of the members by a two-thirds vote of the members present in person or represented by proxy and entitled to vote thereon. Notice of such appeal must be stated fully in the call for the meeting.

## XXIV. . VOTING OF MEMBERS

None but members shall be allowed in the meeting room during a meeting of the Club except by invitation of the presiding officer.

Proxies must be submitted in advance of the meeting, in such form and manner as the Secretary may prescribe from time to time in accordance with the General Corporation Law.

The members of the Governing Board to be elected at each Annual Meeting pursuant to Article XII shall be elected by a plurality of the votes cast by the voting members present in person or represented by proxy at the Annual Meeting, provided the same be not inconsistent with the General Corporation Law. In all other cases, the affirmative vote of a majority of the voting members present in person or represented by proxy at any meeting shall be the act of the members, provided the same be not inconsistent with the General Corporation Law.

## XXV. . AMENDMENTS

These Constitution and By-Laws cannot be suspended under any circumstances, but may be amended by the affirmative vote of two-thirds of the members of the Club present in person or represented by proxy and entitled to vote thereon at any Annual or Fall Meeting.

Proposed amendments must be in writing, signed by five members and sent to the Secretary in time to be included in the notice of the meeting.



Attested to:

Christopher L. Otorowski  
Secretary