

2020 Association Report - June

Financial Metrics Based on May 2020 Financial Statements and Membership Report

Topics	Comments	Status
Financial Metrics		
Cash Flow: Goal: Positive Cash Flow	\$ 220,504 YTD (Operational) \$ 771,243 YTD (Including Pledge Payments and Siebel Funds)	Green
Membership & Retention Goal (Revised): Revenue – \$2,099,956 (flat from 2019) Retention – 68%	41,998 (5/20) vs. 44,664 (5/19) MTD Revenue – 0.8% growth, \$175,863 (5/20) vs. \$174,4 (5/19) YTD Revenue - \$892,663 (5/20) vs. \$874,714 (5/19) Retention - 67%	Red/ Green/ Yellow/
Fundraising (Revised): Goal: \$907,000 total	May Contributions \$136,446 YTD Contributions : \$573,175 May Pledge Payments, \$0 # Gifts # Donors # New Donors 252 231 87 Launched search for Director of Development and planning a strategic planning workshop for the Foundation in early July.	Yellow
Sponsorship (Revised): \$75K in digital sales Maintain current agreements	Providing value for value to maintain \$787K of existing partnerships – leveraging the Starboard Portal and social media channels \$87.6K of new proposals in market Discussions with three additional potential partners Pursuing VIK nutrition agreements for USST athletes Finalized negotiation and addendum for Primary USST partnership	Red/Yellow
1. Create Opportunities for life-long participation		
Smallboat Education for COVID-19: <ul style="list-style-type: none"> Level 1 online Reach course Skill Up Goals (Revised): Retain 75% of L1 course registrations. Maintain Youth Memberships	Smallboat Level 1 Course registration is approaching 70% of 2020 goals, which is encouraging. With the in-person Level One course component scheduled to restart at the end of June, Education and Youth department staff are focused on completing the Level 1 certifications for as many candidates as possible this summer and adding as many new registrants as we can. Other in-person Smallboat Instructor and Coach courses are also being schedule as available. The first Reach Online course was delivered and successful. Additional courses will be held regularly, with online training opening up the course to many new audiences. The new Skill Up 2.0 and web console is now being tested by Siebel Sailors Program Coaches and several other organizations. New organizations will be onboarded as quickly as practical for the remainder of the summer. We will use this to drive youth membership.	Yellow

<p>Launch Siebel Sailors: Implement program in 5 regions</p> <p>Onboard first cohort of sailors during reopening, with high retention rate into 2021.</p>	<p>The 4th program, South Florida, was officially announced and the 5th program, Pacific Northwest will be announced by the end of June. The South Florida and San Francisco regions are beginning on the water programming, as COVID-19 regulations begin to allow for youth sports and summer camps to resume. The DC/Baltimore region is expecting to restart in mid-Summer, while the Chicago region is still under stricter regulations.</p> <p>Siebel Program staff have been instrumental in developing youth resources, including Skill Up, the Rather Be Sailing youth newsletter, and Starboard Portal content.</p>	<p>Yellow</p>
<p>2. Provide a broad spectrum of activities</p>		
<p>Complete SAS Online Modules and drive usage</p> <p>Goal: To expand into new markets and encourage sailors to take the online course portion while restrictions are in place</p>	<p>International Safety at Sea is now on online (total 15 modules). Multiyear membership renewals with SAS online as the reward were offered to existing constituents/members, Keelboat and powerboat students. We are also in a current cross promotion of Online courses with the Boat US Foundation. We are promoting 3 of their courses during June: AIS; GPS; Planning a Cruise while they are promoting our three SAS Online courses to their 600K members. The offer runs through the end of June. The focus is developing new sales channels and value propositions for SAS online and membership sales.</p> <p>Migration to the USOPC platform of Coastal Online and Offshore Online SAS is on hold.</p>	<p>Yellow</p>
<p>Development of Coaching Education framework & programs</p>	<p>Development of National Coach Education program is on-going and will be complete with framework and budgets in 2020.</p> <p>We are planning and beginning to organize a hybrid National Coaching Symposium. Agenda development is underway.</p> <p>We are reviewing how the Skill Up app can also be integrated into the coaching program</p>	<p>Yellow</p>
<p>3. Regionalize</p>		
<p>Provide opportunities for clubs and organizations to communicate and collaborate regionally through different avenues</p>	<p>Facebook group is active. Digital forum is on-going, serving as a communication hub for targeted groups such as Skill Up users, Instructors, Race Officials and Coaches.</p> <p>We held 5 online Leadership Forums to provide updates regarding guidance for return to water of junior programs, competition, and general safety.</p> <p>Finalizing curated content offerings for Organizations to share with their members.</p>	<p>Yellow</p>
<p>Staff in regions: 2020 metrics: Increase US Sailing's visibility, course registrations, and memberships</p>	<p>Siebel sailor assisting LSOs in their areas Starboard Portal Roll out of Level 1 courses Membership initiatives planned for One Design classes, MVP Clubs and Offshore certificate holders.</p>	<p>Yellow</p>

4. Volunteering – easy, rewarding, beneficial		
Race Administration program updates	<p>RRS App development was restarted, and we are waiting on a contract from the developer so we can begin development. Anticipated timeline for launch is late fall.</p> <p>Basic Race Management Seminar Online (formerly ODRMS) now up and running – scheduling postponed and new participants. Club Judge Seminar nearing completion. Judges Roundtable and Protest day proceeding via Zoom.</p> <p>A wide-ranging review of Race Administration procedures and policies is under way, including evaluation of certification process and development of a fair and effective policy for responding to complaints. Task force will deliver report to BOD in September.</p>	Yellow
Offshore:	<p>Offshore Leadership: Matt Gallagher was approved by Board of Directors as the Offshore committee chair. First priority – gather PHRF participant data via survey.</p> <p>Portsmouth Yardstick Relaunch. We have partnered with the RYA to use their PYOnline reporting and collection database. Key US stakeholder clubs agreed to adopt the RYA system. We are accepting applications for a few clubs to test the RYA system before a national roll-out planned for mid-July. Development of membership campaign to coincide. Communication program promoting rules and new platform coming in the end of June.</p>	Green Green
One Design Goal: New website landing page launched for OD classes - July 15, 2020. OD Newsletter - July 15. Tiered membership drive to begin late June.	Class information/data collection will be merged in June into the new landing page in coordination with Bryan Donovan. We are coordinating a membership campaign in stages to OD sailors, starting with existing and lapsed members with a declared interest in OD and updating value proposition for class associations to broader group. OD Newsletter “The One Design Line” released by July 15 to new and lapsed OD sailors and Classes.	Yellow
5. American Success		
ODP and USST Performance: GOAL: To keep athletes engaged and actively learning/improving while off the water Additional Goal: Make progress on Operation Plan for 2021, 24, 28	<p>US Sailing Team and Squad Athletes attended 32 team specific webinars during COVID-19. As of mid-June, we have 49ers actively training in 3 states, 2 Finns training in Texas, 470 men in MA, 470 women in FL and NY. Due to travel restrictions, some of our athletes are still separated from their coaches, but we are implementing remote coaching and tracking systems that were worked on during COVID-19. Class specific webinars were held with ODP sailors for Lasers/Radials, Skiffs, windsurf.</p> <p>Finalizing the Olympic operational plan and developing the business plan for use in fundraising – completed by July 15th.</p>	Green for athlete webinars and engagement

CEO Summary – Jack Gierhart

During this time of reflection on recent events in our country, we have taken time to listen, learn and collectively discuss ways to take meaningful action towards a more inclusive sport. A priority in US Sailing's updated strategic plan is Diversity and Inclusion within our organization and sailing community at large. Our D&I committee has been in place since 2016 and we are currently following their voices, experience, and insights to drive positive organizational change. While current programs include [Reach](#), the [Siebel Sailors Program](#), and a staff-led group that is defining diversity training opportunities for the staff and Board. These are only first steps; we need to do more. Therefore, we are committed to listening to multiple perspectives as we are developing concrete objectives and action plans that will expand our present activities and focus resources on driving positive change moving forward. This commitment to an inclusive sport must become part of the fabric of our organization to ensure we achieve lasting change.

As expected, program revenue has been hit hard. We have drastically reduced expenses and are focused on revamping and repositioning our products and services and to adapt the current environment. Heather Monoson, our new CFO, is focused on understanding our businesses and evaluating our budget and cashflow projections. We will present a revised 2020 budget to the Board at our July meeting. While our financial position is stable, we are monitoring key financial data daily and developing conservative scenarios to ensure our sustainability in the long-term.

In May, we saw an improvement in renewal rates year over year. This correlates to the steady number of members who are renewing before their membership expires – thank you. The postponement of courses and events has affected the number of new memberships. With Level 1, Reach and Basic Race Management live online and Level 1 in person courses starting at the end of the month, our objective is to begin increasing new memberships. Although most Safety at Sea in person courses have been cancelled this year, a batch of new and renewing membership that were sold as part of Safety at Sea packages earlier this year were processed in May. The launch of Skill Up 2.0 at the end of June will focus on growing youth membership. We are continuing to run lapsed member campaigns with offers to renew and receive three months of membership for free to recently expired members and a Sailorbags gift as an incentive to members expired in the last two years. We are beginning to segment the Weekly Lift to be sent to nonmembers once a month with a targeted incentive to renew today. We paused sending renewal communications to the remaining 200 organizational members when COVID-19 started but recently reminded them through email of their membership dues invoice. We will start following up on a personal basis to inquire on how they are doing and convey the importance of their continued support if possible, this year.

Few additional comments:

- **Virtual Junior Olympic Regatta:** On August 4th, we will run a Virtual JO regatta with awards on The Starboard Portal August 7th, to capture some of the lost JO memberships. Participation will be promoted in a multi-faceted approach with an email campaign to organizations - encouraging their summer sailing programs to participate. It will also be pushed out to all the Junior Olympic regatta hosts to share with their local sailors as well. A month-long social media plan will begin on July 1 on all of our social channels promoting participation as well. Regatta registration will take place via ClubSpot - as the sailors would do for an in-person regatta. The regatta itself is free, however, all participants must be US Sailing members. When registering, sailors will also have a chance to purchase additional items from our US Sailing Store. All participants will receive the

traditional JO sticker, however, registrants who renew or are first-time members will receive a Virtual JO t-shirt. To encourage a JO atmosphere - there will be four activities that sailors will participate in during the month leading up to the event date. Activities include: Design the Next USST T-shirt for Tokyo 2021 - which ties the Olympic Team to the Junior Olympics; Chopstick Challenge - this activity was conducted at Youth Worlds in China and was a big hit. (Watch here: <https://www.youtube.com/watch?v=158VT35tloI>); Hidden Talents will again be encouraged - carrying over from the success we had last year; and finally the Organic Debris Sailboat Challenge where sailors will be encouraged to share their "found" art.

- **Portsmouth Yardstick:** We are relaunching the Portsmouth Yardstick, the statistical handicap system that allows mixed fleet racing of one design dinghies and small keel boats. Our current system, while functional needs an overhaul, with the software that runs the rating calculations being now almost 40 years old. Faced with expense in both the fiscal and manpower sense we searched for appropriate alternatives. Fortunately the Royal Yachting Association in the UK has developed a modern system with online reporting, automatic rating updates and other new features that they offered to us at no cost, provided we share the race data allowing more boats to compete worldwide. We met with key stakeholder clubs who use the US System and presented this opportunity to utilize the RYA system and received nearly unanimous support for this adoption. We started a Portsmouth technical committee assigned with the principal task of developing a conversion for the Portsmouth numbers from the existing US System to the RYA system to ensure the extensive list of classes raced in the US have an easy starting point, allowing more people to get on the water ratings. We are accepting applications for a few clubs to test the RYA system before a national roll-out planned for mid-July. We will begin Portsmouth Yardstick communication and promotion in late June.
- **Foundation:** Bill Ruh has been actively recruiting new Board members to join the Foundation Board. We have engaged with Development Guild DDI to help with the executive search for the next Director of Development. We see this role coming onboard in early fall. Early July, we are running a strategic planning workshop for the Foundation focused on aligning all key stakeholders on the vision, objectives and priorities going forward.
- **SafeSport:** A communication to organizational members was sent this past week informing them of the changes to the MAAPP/SafeSport policies and of their responsibility to identify their staff, members, and volunteers who work regularly with minors in organizational programming or at events to ensure these individuals have completed SafeSport training. To assist this effort, US Sailing has made the SafeSport training course free for all of our individual members and provided each organizational member with access to complimentary SafeSport trainings for its membership, staff, and volunteers who are not US Sailing members.

We are extremely grateful to our members, who over the past several months, have demonstrated their loyalty and unwavering support. To our dedicated volunteers and staff - a huge thank you for your contribution to helping US Sailing shift and push forward. We are also grateful for the support and insight from the Board of Directors as we navigate these challenging times. I look forward to furthering our conversation during Monday's board call.

Best,

Jack