

2020 Association Report - May

Financial Metrics Based on April 2020 Financial Statements and Membership Report

Topics	Comments	Status
Financial Metrics		
Cash Flow: Goal: Positive Cash Flow	\$ 138,049 YTD (Operational) \$ 661,977 YTD (Including Pledge Payments and Siebel Funds)	Green
Membership & Retention Goal: Revenue – Flat from 2019 Retention – 68%	42,650 (4/20) vs. 45,034 (4/19) Revenue (preliminary) – 2% growth, \$176,201 (4/20) vs. \$172,373 (4/19) Retention – 66%	Red/ Yellow/
Fundraising: Goal: \$907,000 total	April Cash-In \$57,023 YTD Cash-In \$436,709 April Pledge Payments \$117,500 # Gifts 213 # Donors 198 # New Donors 62	Yellow
Sponsorship: \$75K in digital sales Maintain current agreements	Three digital proposals under client review. Working to identify new prospects based on select areas of marketplace opportunity. Repositioning existing partnership agreements leveraging new US Sailing assets	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 • Learn to Sail toolkit Goals: Retain 75% of L1 course registrations. Maintain Youth Memberships	Online Level 1 is now open to new registrants. Scheduling of the in-person portion of the courses will be a tricky task based on when local areas re-open and clubs are comfortable hosting. Reach Educator Course online will be available in May and is expected to be a popular professional development course in the online format. A digital learn to sail toolkit for member orgs, including Skill Up, is in development with Education. Additional Youth member benefits are rolling out, including the new Youth Newsletter created by the Siebel Coaches. A digital clinic series with US Sailing Team athletes is in development.	Yellow
Launch Siebel Sailors: Implement program in 5 regions Goal: Onboard first cohort of sailors during reopening, with high retention rate into 2021.	All coaches and assets are ready in five regions, with phased reopening looking likely in Florida first. Siebel Coaches will support their Siebel Centers during reopening, and onboard the first cohort of Siebel Sailors. We anticipate many challenges related to the pandemic, but the goal remains to offer access and advancement to new sailors. Ongoing retention rates will be the key metric.	Yellow

2. Provide a broad spectrum of activities		
<p>SAS Online Migration and Promotion Goal: To have all SAS course units on same learning platform and to encourage sailors to take the online course portion while restrictions are in place</p>	<p>Online International Safety at Sea course launched on Tuesday, April 7 five months ahead of schedule. Marketing push accompanied launch/new SAS policy announced. Several membership acquisition propositions being launched in May using the new course and the ten topic Online Offshore Safety at Sea course as member benefits for joining or renewal for multiple year memberships. From April 17-30, over 10,000 constituents were notification about the offer. Emails were crafted for targeted groups: advanced KB students; Offshore SAS participants; Offshore owners/certificate holders; Coastal SAS folks. Migration of SAS courses to ONE learning platform will clear up registration confusion that currently exists and will help streamline processes. Completion by end of year.</p>	<p>Green/Yellow</p>
<p>Development of Regionalized Coach Education program Goal: Create distance learning opportunities for coaches at all experience levels</p>	<p>Supporting ISSA on 4-week Webinar series run by Dave Perry and Steve Hunt. Developed a Coaching Essentials page on the US Sailing website to provide resources and establish a value proposition for coaches to join US Sailing.</p> <p>Working to redesign the Level 3 coaching program in a way that certification is a byproduct of the education received, and so the content can be utilized by all coaches.</p> <p>Developing a hybrid National Coaching Symposium model which allows for most presentations to be delivered via webinar, with “watch parties” at certain clubs where people can gather for social engagement. Should COVID-19 be an issue in the winter (when this will occur) we can make the Symposium online-only.</p> <p>We will explore regional coaching clinics and the women’s regional coaching program once there is clarity around on-water activities.</p>	<p>Yellow</p>
3. Regionalize		
<p>Develop regional connection program Goal: Provide opportunities for clubs and organizations to communicate and collaborate regionally through different avenues</p>	<p>Developing an Educational Ambassador (EA) Program to replace the Regional Training Coordinator positions. EAs will come from the US Sailing membership and will be a local “go to” for questions on certain topics, and also promote US Sailing programs and events.</p> <p>In person Regional Symposiums have been tabled for the spring. We are looking at introducing digital ones that run for a shorter period of time (hours vs. Days) during the summer and then determining if we can hold in person events in the fall. The development of the platform dovetails with the discussions around a digital coaching symposium.</p> <p>We have developed a digital forum for conversations among key US Sailing volunteers and committees. It will serve as a compliment to the Facebook group. Going forward, we expect to expand the Forum to the broader US Sailing membership.</p>	<p>Yellow</p>

<p>Staff in regions: 2020 metrics: Increase US Sailing's visibility, course registrations, and memberships</p>	<p>Due to COVID-19 – State regulated work from home guidelines has dramatically limited the local/ regional outreach across the country. The teams have been very active in engaging in national support through The Starboard Portal and supporting online course development. This work has been quite beneficial to increasing US Sailing visibility.</p>	<p>Yellow</p>
<p>4. Volunteering – easy, rewarding, beneficial</p>		
<p>Race Administration program updates</p>	<p>RRS App development on hold due to COVID-19/ financial considerations; proceeding with plans for print RRS, pdf version online and exploring print-on-demand options. Evaluating options. Anticipate WS will confirm plans to stay on schedule for 2021 launch of RRS, but still waiting for WS Council to make a final decision.</p> <p>Basic Race Management Seminar Online (formerly ODRMS) now up and running – scheduling postponed and new participants. Club Judge Seminar nearing completion; Umpire Seminar in development. Judges Roundtable and Protest day proceeding via Zoom.</p>	<p>Yellow</p>
<p>Offshore:</p>	<p>Secure new leadership for Offshore Committee. Revitalize and re-launch a national, modern, small boat handicapping system for launch this season.</p>	<p>Yellow Green</p>
<p>One Design Goal: To have the new website landing page launched for OD classes by July 1, 2020.</p>	<p>Mid-term meeting of WP chairs was held on April 15. Working on framework for specific OD web pages is underway. Working parties continue identification of content and support materials. Final reports/proposals from each WP due to USSA mid to late May. Once those are received, data from class associations will be collected and uploaded to new pages/framework for public launch/release.</p>	<p>Yellow</p>
<p>5. American Success</p>		
<p>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>	<p>Due to the COVID environment, all racing has been shut down for the foreseeable future, however the athletes have stayed engaged from athlete webinars as well as the new Athlete Monitoring Fitness Tracking. Luther and Meredith have conducted one on one calls with the nominated Olympians to continue to work on “the difference makers” and all teams/coaches are working on revised goal setting, tracking and accountability.</p> <p>Core 4 has completed draft of operational plan and presented to Excom and OSC.</p>	<p>Green for athlete webinars and engagement</p>

CEO Summary – Jack Gierhart

While sailing looks different this year, we are energized by the progress made to shift our business and continue to provide valuable resources to support our members and organizations. Our main goal is to remain cash-flow positive. Financially, we are seeing a decline in core program revenue for Smallboat, keelboat and race management seminars as well as rating certificates. With shifting some courses to be delivered digitally, we have made up some of this lost revenue, especially related to Level 1. We have set up daily and weekly tracking of our membership and course sales numbers allowing us to monitor our cash flow on a daily basis. We remain closely evaluating the criteria required for PPP Loan utilization and forgiveness.

The two main takeaways for the month of April membership numbers are that our monthly renewal rate improved but we are seeing less new members due to COVID-19. During April, the focus was on keeping members engaged. Existing retention communications were updated with language to acknowledge the pandemic and requested their early renewal (if possible at this time). We developed targeted communications to lapsed and current members asking them to renew and receive a neck gaiter, purchase a multiyear membership and gain access to Safety at Sea online courses or renew today to receive 3 months free of membership. Additionally, we registered the entire American Magic team as members. The Starboard Portal has helped to drive the engagement of members and we look forward to continue to activate these channels to increase membership. The pause in seminar/course registration affected the number of new members as our courses and seminars help to drive membership. The launch of Level 1 as a hybrid experience and moving the One Day Race Management seminar online will help to gain new members in future months. Projects are being planned to engage the youth segment so that the postponement or cancellation of JOs and Championships do not adversely affect youth membership.

For the Small Boat Level 1 Instructor course, 446 students have completed the online session and an additional 453 are currently enrolled. With areas resuming on-water sailing, we are beginning to look at scheduling the corresponding in-person segment of this course. The online version of the One Day Race Management Seminar is complete and is fully up and running. Our Education department is working on modifying the REACH educator course digitally and continues to review our course catalog to assess which courses could benefit from adopting an online platform.

The Starboard Portal continues to evolve and grow as it serves to build membership development and engagement. As we move forward with The Portal, we continue to evaluate and optimize the customer experience, there are a few actions that will be instituted to maintain audience growth and video views. We are expanding promotion outreach to RSA, Classes and Media List and starting in June we will be streamlining the live session to rally the audience around appointment viewing. The team developed a digital sales strategy that has been implemented and three sponsorship proposals have been delivered to potential partners. Our present partners are receiving “replacement value” through placement in the Starboard Portal for program elements in their agreements.

Few additional comments:

- **Starboard Portal Topline Stats**
 - 185,395 Total impressions delivered since the launch on March 26th
 - 16% of all web traffic to the US Sailing website starts at The Starboard Portal – the lead landing page on the site
 - Over 6% of all users click-through/ move onto another page on the website (industry average click-through rates are 1.9%)
 - The #1 page visited from The Starboard Portal is the membership page – which confirms this experience is impacting membership development and engagement
 - The daily Starboard Portal schedule email sent to the US Sailing membership drives on average 80% of the website traffic

- **Return to Water Guidance:** We continue to work hard to provide applicable COVID-19 guidance to our member organizations for junior sailing programs and return to competition. We have published these documents as well as sample regatta and non-regatta waiver templates on our [Organizational Resources Page](#) which is being updated continually with new resources and information. As part of our support, we are holding Leadership Forums through the Starboard Portal that connects leaders in our sport to share expert knowledge on how to adapt and evolve their organizations in order to move forward under the current restrictions. Our last Leadership Forum session generated over 700 live viewers. We have established a [Facebook group](#) to continue the conversation and keep bringing the sailing community together to share their knowledge and best practices. Our next Leadership Forum will be May 28th with a Race Management panel discussing current planning and practices for returning to competition as well as navigating the complex relationships with state and local regulatory agencies.

- **US Sailing Team:** Despite the challenges posed by the Olympic Games postponement and the restrictions in place across the country, our athletes are turning these difficulties into opportunities. They are eager to get back on the water, but in the meantime have been working on fitness goals at home while learning new skills through a series of more than 30 expert-led webinars on topics like weather, technology, tactics, fitness, rules, and Games experiences. Additionally, team leadership is using this time to plan for our Olympic program's future through the 2020 games and the long-term roadmap to LA2028. We are focusing our plan on domestic training and aligning with ODP to increase efficiency for better talent development, preparation, and an all-around higher standard for our U.S. athletes.

- **CFO:** We are excited to welcome our new CFO, Heather Monoson to US Sailing. Her start date is June 1st, but she has enthusiastically already started the onboarding process. She has been working at GE and its subsidiaries throughout her career and we are excited by the strategic perspective she will bring to the organization. We look forward to working with her to enhance our reporting and financial processes and procedures.

- **Return to Office:** We are slowly transitioning to resume working back in the office. Mike Waters has been working diligently to comply with the state and local guidelines to ensure we have a safe

and healthy environment for staff to return. We will begin on May 27th with the E-Team then continue to increase over the next month as local guidelines allow. The utilization of Zoom, Microsoft Teams and Office 365 has helped our staff collaborate efficiently during this period of remote work.

A huge thank you to our dedicated volunteers and staff for your contribution to helping US Sailing push forward. The countless hours you've spent helping to create return to water guidelines and shifting our courses digitally has been recognized and appreciated by the entire sailing community. We are grateful for your support to help bringing the sailing community together. We are also grateful for the support and insight from the Board of Directors as we navigate these challenging times. We hope you all have an enjoyable and safe Memorial Day weekend.

Best,

Jack