

2020 Association Report - December

Topics	Comments	Status
Financial Metrics – Financials are based on October numbers as November is currently being closed out.		
Revenue	October YTD revenue of \$7.5MM vs an updated budget of \$7.1MM, almost completed associated with \$350K of new pledges and \$94K in Misc Income associated with Boat/Asset sales. 2019 YTD Sales were \$8.6MM or 13.1% higher than current year.	Green
Expense	October YTD expenses of \$7.2MM vs an updated budget of \$7.5MM. Limited travel due to continued COVID concerns driving \$140K of variance, also we reduced Coaching & Instructor spend by \$126K for the same reasons. 2019 YTD Expenses were \$8.9MM or 18.4% higher than current year.	Green
Net	October YTD Surplus of \$269K vs an updated budget expecting a \$328K deficit- 600K favorable variance. October YTD 2019 US Sailing had a deficit of \$222K so Year over Year performance has a \$491K positive variance.	Green
Membership & Retention Goal (Revised): Revenue – \$2,099,956 (flat from 2019) Retention – 60%	<p>Membership as of November</p> <ul style="list-style-type: none"> • Active Members: 39,032 (11/20) vs. 44,138 (11/19) • Retention: 61.0% <p>Revenue as of October:</p> <ul style="list-style-type: none"> • Month: 4.7% decline - \$171,317 (10'20) vs \$179,763 (10'19) • YTD: 0.4% growth - \$1,757,802 ('20 YTD) vs \$1,764,066 ('19 YTD) 	<p>Red</p> <p>Green</p> <p>Yellow</p>
Key Priorities Update		
Membership:	<p>Individual Membership: The October lapsed member Yeti campaign attracted almost 300 renewals. This was the second highest campaign for the year just behind Sailorbags' spring offer of 367 renewals. In November, we ran the holiday Sailorbags lapsed and current member campaigns. We exceed last year's membership numbers with 146 renewals compared to 135. The lapsed campaigns recapture approximately 1,500 lost members through the year. We are evaluating our approach to how we run these efforts for 2021 against the incentive and advertising budgets.</p> <p>Organizational Membership: We are about 6% ahead of 2020 for our 2021 organizational membership renewals. Sending out the renewals a month earlier than last year has helped with cash flow and to attract the attention of organizations while they were still open and operating before the holiday season and end of year.</p> <p>Communications – There were two content creation efforts led by Lucy over the last month to engage our Keelboat, One Design and Organizational members.</p> <ul style="list-style-type: none"> • Organization Retention Communications <ul style="list-style-type: none"> ○ Goal: keep organizations engaged and apprised of the benefits of their membership throughout the year. <ul style="list-style-type: none"> ▪ The first 4 emails are sent in the weeks following their renewal and touch on My US Sailing, member benefits including how to redeem complimentary individual memberships, Where to Sail, updating key contact information for their organization and thanking those who have upgraded their membership. ▪ The initial 4 emails will be followed by monthly emails geared towards organizations' interests and will highlight Skill Up, PY Online, and SafeSport in 	

	<p>addition to other resource content. The monthly emails will switch over to renewal reminders and invoices in October 2021.</p> <ul style="list-style-type: none"> • One Design & Keelboat <ul style="list-style-type: none"> ○ Goal: engage two segments of our membership with content that aligns with their sailing interests <ul style="list-style-type: none"> ▪ One Design emails highlight: One Design Central, West Marine, and Racing Rules of Sailing ▪ Keelboat emails highlight: continuing education opportunities, Where to Sail, One Design Fleet Finder and the West Marine member benefit
<p>Adult</p>	<p>The One Design Committee is now fully formed and active with Chris Snow as Chair and Debbie Probst as Vice Chair. The Committee is now working on forming Working Groups to address the topics of: Data (Classes and Sailors/Participation/Etc.); Curate, Catalog and Create Content/Information (docs; articles; handbooks; support info, etc.); and Communication. The committee has also been asked to examine the 10 Adult Championships as to their relevance and appeal to OD sailors in the current climate. Ongoing work to upload classes and fleets. The One Design Line has proved to be an asset to OD sailors and the newsletter, and its individual articles have been picked up and shared via social channels by orgs and individuals. Issue #5 hit the stands this week and the January issue will focus on Race Admin related articles as the new rules come into effect.</p> <p>Keelboat student level certifications continued strong into the fall as well as purchases for publications and packages. Though down 40% from 2019, 2,899 student certifications were issues for KB courses. As of October, publications are at 60% of 2019 numbers. Basic Keelboat Online usage increased by 1.88 times 2019. In December, we will be meeting with all of our Keelboat and Powerboat schools to determine a collective course of action and promotion for 2021 and this will include discussion on wants and needs, membership opportunities, and how US Sailing can best support our network of education providers.</p> <p>Powerboat student certificates are down by 60% from 2019 numbers due to fewer instructors willing to teach in close quarters on board due to COVID. Publications are at 53% of 2019 figures not counting November data.</p> <p>Safety at Sea was program hardest hit with in-person certificates at 25% of 2019 numbers with all of that coming pre-COVID. Online course revenue stands at 47% of 2019. With most races on the calendar cancelling due to the pandemic, and 34 of 54 in person courses cancelling, it is not surprising that sailors whose certificates were expiring have chosen to delay getting new certificates until racing resumes in 2021. On a positive note, some notable races like TransPac, Chicago Mac and Marion/Bermuda have NORs up online. This would bode well for a more normal 2021.</p> <p>Interest in all instructor type courses in 2021 has been encouraging including several adaptive, BK, BC, and SPHI inquiries. School application requests are also up in Q4 with at least 6-7 active prospects.</p>
<p>Youth</p>	<p>Thanks to the great work of countless staff and volunteers, the 2020 Small Boat Instructor and Reach Course season has gone remarkably well, considering the circumstances.</p> <ul style="list-style-type: none"> • 1316 instructor candidates have completed the Online portion of the Level One Instructor course, 84% of the 2019 Level One total of 1573 candidates. <p>Planning for the 2021 Small Boat Instructor and Reach Course Season is in full swing. This includes:</p> <ul style="list-style-type: none"> • Optimizing the new online course components that were introduced in 2020. • Planning for up to 85 additional in-person courses to accommodate the instructor candidates who were not able to complete the Level One in-person portion in 2020. <p>It is a massive team effort to make this all happen in 2021, and thankfully we have a talented team across the Youth, Education, Operations, and Marketing staff, and volunteer experts, working on it every day.</p> <p>The 2021 racing calendar is beginning to take shape:</p> <ul style="list-style-type: none"> • The US Youth Match Racing Championship will be held June 23-27 at Rochester Yacht Club in Rochester, NY. This regatta was originally scheduled to be held at RYC in 2020.

	<ul style="list-style-type: none"> • The Chubb US Junior Championships will be held August 10-13 at Eastern Yacht Club in Marblehead, MA. This will include the 100th anniversary of the Sears Cup, held at Eastern Yacht Club in 1921! Discussions are underway for the 2021 Sears Cup to possibly be sailed in J70's or a similar performance keelboat, and the excitement is building. • The US Youth Championships will be held October 8-11 at Camp Sea Gull in Arapahoe, NC. Holding the Youth Champs in the fall is unconventional and will allow youth sailors to build up experience over the spring and summer and be fully prepared for the Youth Champs in the fall. • Planning for the US Junior Women's Singlehanded and Doublehanded Championships is still underway. More details will be available early in the new year. • USA Junior Olympic Sailing Festival hosts and dates will be announced in early 2021. A full slate of 28-30 regattas is expected. <p>The Siebel Sailors Program is wrapping up its first full year in 2020, and Siebel Program Manager Blair Overman will give a report during the December US Sailing Board Meeting.</p> <p>Lastly, the Youth Department Team explored the opportunity to provide a new series of grassroots clinics in 2021, in an effort to jump start youth racing activity after the lull in 2020. This was included in planning documents provided to the Board in November. However, due to resource and staff limitations, we have elected to pause this project for the moment and focus energy on the activities listed above.</p>
Offshore	<p>Offshore is working with the OA's for the two Mac races on information sessions for the racers on the transition between the rating rules from ORR to ORC for the 2021 season. We are also continuing preparatory work to ensure this process is completed as smoothly as possible.</p> <p>Continued discussions with the Offshore racing association with regards to the contract for 2021 and the future, which continues to be an evolving situation.</p>
Race Administration	<p>The iOS and Android platforms for the Racing Rules App are complete and are undergoing final testing. This app will be available to all members at no cost. We have improved user functionality and the administrative console. One of the first goals for further development is in-app purchase capability.</p> <p><i>The Racing Rules of Sailing for 2021-2024</i> will be available in the US Sailing store in the next two weeks in both waterproof and traditional paper version. Related products, such as the <i>Sailor's Guide to the Racing Rules</i>, will be available on a similar timeline. We will send a complimentary copy of the rulebook to all race officials as a small token of our appreciation of their work. Every member will be able to purchase a hard copy for \$7.</p> <p>Dave Perry's <i>Understanding the Racing Rules of Sailing Through 2024</i> and <i>Dave Perry's 100 Best Racing Rule's Quizzes</i> were delivered at the end of November. These books represent a Herculean effort by Dave Perry and Joy Shipman, as well as significant support from Brad Schoch for the cover design and Brad Dellenbaugh's awesome fish drawings.</p> <p>The Education Department (Jessica Servis in particular) has done tremendous work in converting the Club Judge Seminar to a completely online format. The seminar utilizes Canvas, the learning management system that supports the Basic Race Management Seminar and Smallboat Level 1 Instructor course, among others.</p> <p>Significant goals for 2021 come directly from some of the key recommendations of the Race Administration Task Force, including:</p> <ul style="list-style-type: none"> • Vigorous marketing of the race official brand and clarifying certification pathways • Developing an instructor training program (2021 and beyond) • Celebrating and supporting volunteers • Developing a race official evaluation program • Improving communication among race officials, staff and the Board of Directors

<p>Education</p>	<p>Education has been working on several projects during the latter part of 2020, including a number that will be ready for launch in December and in early 2021.</p> <p>Skill Up Videos. In October, Jessica Servis, with support from Siebel Coach Janel Zarkowsky and John Pearce, shot 20 learn to sail videos at Annapolis Yacht Club with the goal being to add visual examples of skills into the Skill Up app. The development of these videos is no small task: Between ensuring alignment of steps with our curriculum to storyboarding the shoot itself, there was a huge amount of work that went into putting them together. You can see an example of the Double-handed Capsize recovery video at https://youtu.be/fRwUoYQ_3KM. Note: This is a draft, and the videos are still undergoing the final review before release.</p> <p>National Coaching Symposium. While in-person conferences are not possible during COVID, we still wanted to offer some type of coaching education to our members. On December 7-9, US Sailing will be holding our first Virtual National Coaching Symposium, which features three days of presentations that are available, for free, to all US Sailing members. We are also offering webinars with Dave Perry, Tim Herzog, Mike Ingham and Chelsea Carlson for a small registration fee. A huge thank you goes to Luther Carpenter for helping pull together the presenters for the general sessions.</p> <p>Course management and COVID. With 44 states at or above 5% COVID positivity rate (as of 12/1) it's been challenging to determine how we can run in-person courses while also ensuring proper safety protocols are in place. In November we implemented a change to our policies which allow for a candidate to attend a course in any state, provided that they have received a negative COVID test in advance. We continue to monitor the Johns Hopkins Coronavirus Resource Center (https://coronavirus.jhu.edu/testing/testing-positivity) and the Center for Disease Control and will adjust, as necessary.</p>
<p>USST & ODP:</p>	<p>Coach Steve Mitchell was in Clearwater for multiple training blocks with Paige Railey, 3 additional ODP training partners and Sarah Douglas, CAN's top radial athlete.</p> <p>Maggie recovered from her knee laceration and was able to launch at the end of the month, coinciding with the launching of their Games boat. The 49ers relocated from CA to FL and have an extensive training schedule ahead.</p> <p>The only racing that occurred was the RS:X Europeans, where Pedro Pascual competed, finishing 33 out of a fleet of 43.</p> <p>In ODP, we hosted our first all-female kite camp, where Daniela Moroz worked with three women kites who learned to ride more efficiently.</p> <p>We postponed our ODP Racing camp that is typically held after Thanksgiving. Although the ODP camp was postponed, many sailors flocked to South Florida for the winter which provides consistent and warmer waters.</p> <p>Before the OSC term concluded, the McKinsey team presented the Project Pinnacle deck to the OSC and Olympic staff. The McKinsey team is refining their deck and rolling it out to key stakeholders for feedback.</p> <p>As an NGB, US Sailing received an unexpected \$32,415 COVID Grant from the USOPC. 50% of which will be applied to high performance.</p> <p>November closed with the heartbreaking loss of Olympian, Kevin Burnham. The Miami area hosted a start in honor of Kevin where over 60 boats lined up in his honor.</p>
<p>MarCom:</p>	<p>Communications</p> <ul style="list-style-type: none"> • 25 Email campaigns of news (Association & Team), Strategic Plan comms, Annual Meeting comms, Staff hires and changes, core product promotions, stories, US Sailing Store, Membership, targeted/department communications, and e-Newsletters • 1,095 New Social Media followers on US Sailing and US Sailing Team Facebook, Instagram and Twitter • 5 videos created and distributed, including Annual Meeting and Starboard Portal Sessions

- Website Statistics:
 - USSailing.org had a 25% increase in visits compared to November 2019. (62838 visits vs. 50206)
 - Top 3 Landing Page Impressions Through Email: RRS, Starboard Portal, Home Page
 - Top 3 Most Page Views: Home Page, SOARS, News
- Updated a communications architecture covering all outbound channels that allows all departments to see and engage. Updated weekly.
- Comms implementation:
 - Department communications: monthly e-Newsletters and targeted department programming email campaigns - Content Strategy, Editing/Review, Campaign development, Post formatting, Distribution, Alignment with other organization communications, social media posting, asset management (digital)
- US Sailing Team:
 - Providing USST team event coverage – Skiff Generation recap; Steph Roble NYYC award; RSX Euros
 - Increase brand awareness: Social content, video, athlete engagement

Sponsorship & Partnership

- Sponsorship dialogue for 2021 with 7+ partnership discussions ongoing within commercial and strategic opportunities.

Product, Program & Services Marketing

- Creating standardized marketing processes for all courses by creating templates that can be used by each department (and marketing) to execute promotions seamlessly and more efficiently
- Supporting other department promotions:
 - Store sales
 - General Comms/Announcements
- Establishing a baseline metrics report for the above and introducing trackable links so we know the effectiveness of all course/department promotions and can adjust accordingly, if necessary
- Formalizing the Skill Up onboarding process and identifying points where communication/marketing support is necessary to outline deliverables
- Established partnership with Feathr and beginning implementation process
- Racing Rules app – Launched RRS App product website; Scuttlebutt advertisements (2), Interview with Matt Hill – Race Management Director, Social Media promotions, Weekly Lift and Quarterdeck promos; targeted messaging to Race Officials, and overall Rules communications plan for Q4

Brand Marketing

- Upgraded media content hub through expanded relationship with Photoshelter
- Continued development of brand campaign in 2021
- Continued work with Stu on expansion of DEI Town-Hall Panels – Planned Starboard Portal Sessions through 2020
 - Adaptive – Nov
 - ICSA “TIDE” College Panel - Dec
- Strategy developed for the National Sports Property, the “US Open Sailing Series”
 - Presenting strategy to host clubs: branding, content & communications, commercial
 - Developing a communication launch plan including national media

<p>Foundation:</p>	<p><u>Major Giving:</u> For the team of volunteers and staff working with donors likely to make gifts of \$25,000 or more in 2020 and/or 2021, Q3 in 2020 has two foci: #1 - Expand Siebel Sailors. Ask made. Follow up in process. #2 - Build relationships and engage potential donors with Project Pinnacle to better position us to raise funds for the Olympic program in Q1 of 2021. In progress.</p> <p><u>Mid-Level Giving:</u> Gifts of \$1,000 to \$24,999 will be more of a focus in 2021. For this year-end, they are included in our annual year-end-appeal. In November 2020, we received 16 gifts in this level compared with only 6 in November of 2019.</p> <p><u>Annual Giving:</u> The year-end-appeal is physically in homes and virtually in in-boxes. Specific calls to action and vignettes will be dripped weekly to those who have not yet responded to the appeal. In November 2020, we received 180 gifts of \$999 or less compared with only 135 in November of 2019.</p> <p><u>Planned Giving:</u> We aim to mail planned giving materials to a select list of potential donors in mid-December.</p>
<p>Technology:</p>	<p>IT is working across the organization to understand the evolving job responsibilities of the webmaster. The skills that allowed us to launch the new site in 2018 may not be what we need today. US Sailing will be best served by finding a mix of skills across marketing and IT. Content Strategist, UX/UI Design, SEO Specialist, proofer and someone to handle the traditional Webmaster duties. As the entire team reviews our staffing options, this budgeted vacancy will be filled carefully.</p> <p>Our current staffing involves upping our engagement with Design Principles who developed the website along with promoting Rachel Regan who has been integral in work on the site since inception. As content is the responsibility of the individual departments, we are all working together to clean up, clear out and validate information as correct.</p> <p>Looking at some basic information our acquisition insights show that that although 68% of the traffic is organic or direct search, our social media efforts made up 18% of all web traffic which is a 10% increase over last month. Top landing pages from email campaigns were The Racing Rules of Sailing 21-24 then The Starboard Portal and the US Sailing Home Page. SOARS and NEWS continue to have strong page views. There is almost an even split between desktop or mobile devices to access the US Sailing sites.</p> <p>Other projects include a cost saving phone system change. Our current system is out of support and has served us well for well over 12 years, a move and 3 telco company name / product changes. We will be moving to Verizon One Talk which is a cloud-based system that will eliminate issues we occasionally see in Bristol with power and internet access. This system is feature rich and focused on best service of the membership and varying work situations. Staff will keep the same number. We will be obtaining desk phones at no final cost that may be used from the office or home office and as another bonus, Tokyo or wherever our team takes us. More on this after the rollout later this month.</p> <p>IT continues to support our remote workforce, the successful defense of 1000's of attacks daily and working to make Sailorbase and its information tied into the many external services we use to perform vital functions. We continue to look towards doing more with the information we hold.</p>