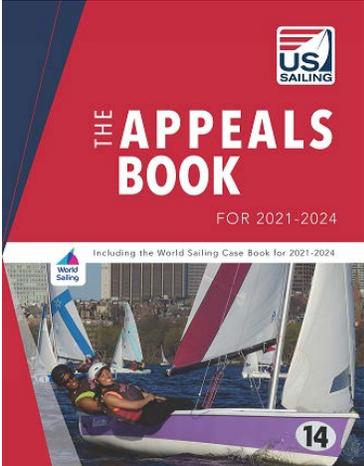
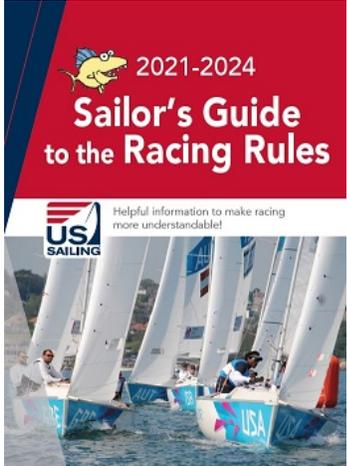


## 2021 Association Report - January

Topics	Comments	Status
<b>Financial Metrics – Financials are based on 2020 November numbers.</b>		
<b>Revenue</b>	November YTD revenue of \$8.6MM vs an updated budget of \$7.4MM, \$1.2MM positive variance associated with \$850K in PPP Grant entry, \$224K in public support driven by new pledges, and 100K of Realized Gains in Investment income with transition to UBS vs USEO. 2019 YTD Sales were \$9.2MM or 7.1% lower than current year.	Green
<b>Expense</b>	November YTD expenses of \$7.8MM vs an updated budget of \$8.1MM. Limited travel due to continued COVID concerns driving \$140K of variance, also we reduced Coaching & Instructor spend by \$174K for the same reasons. 2019 YTD Expenses were \$9.6MM or 18.8% higher than current year.	Green
<b>Net</b>	November YTD Surplus of \$769K vs an updated budget expecting a \$715K deficit- \$1.2MM favorable variance. November YTD 2019 US Sailing had a deficit of \$389K so Year over Year performance has a 1MM positive variance.	Green
<b>Membership &amp; Retention</b>  <b>Goal (2020 EOY):</b>  <b>Revenue – \$2,099,956 (flat from 2019)</b>  <b>Retention – 60%</b>	Membership as of December <ul style="list-style-type: none"> <li>Active Members: 39,090 (12/20) vs. 43,812 (12/19)</li> <li>Retention: 60.9%</li> </ul> Revenue as of November: <ul style="list-style-type: none"> <li>Month: 4.5% decline - \$172,069 (11'20) vs \$180,099 (11'19)</li> <li>YTD: -0.7% decline - \$1,929,870 ('20 YTD) vs \$1,944,165 ('19 YTD)</li> </ul>	<div style="display: flex; flex-direction: column; align-items: center; gap: 10px;"> <span style="color: red;">Red</span> <span style="color: green;">Green</span> <span style="color: orange;">Yellow</span> </div>
<b>Key Priorities Update</b>		
<b>Membership:</b>	2021 Goals – updates to be provided in February Association Report <ul style="list-style-type: none"> <li>Retention - 72% by year end</li> <li>Recruiting Rate - 28.6% by year end               <ul style="list-style-type: none"> <li>New member acquisition of 2,500 sailors primarily driven through Skill Up</li> </ul> </li> <li>Survey, engage and convert the racing sailor with the intention of building a relationship and in turn become members of US Sailing.</li> </ul> Department Update <ul style="list-style-type: none"> <li>Surveys – at year end we launched member, lapsed member and organization member surveys. This is in alignment with our 2021 objective of listening to the marketplace to gain feedback, develop value propositions and create member campaigns. Through the end of January, we'll be expanding the survey collection to capture data from PHRF Fleet sailors, high school, college, one design and the general sailing public. This will help prepare us for the next step of drafting the value proposition by segment.</li> <li>Campaigns – working through the youth advisory board and youth ambassadors to launch a membership campaign. Engagement will be driven by the ambassadors to recruit members to join and renew their US Sailing membership. A landing page and incentive will be run to create a streamlined marketing experience and hopefully engagement with the ambassadors and members on social channels.</li> <li>We're looking to build out our organizational member resources. One aspect of this is to re-engage and recruit new MVP organizations. Betsy has already started this in connecting with the ILYA and E Scow class to promote membership.</li> </ul>	

<p><b>Adult:</b></p>	<p>One Design: Work continues to onboard Classes and Fleets to the look up features on the website. Several working parties are underway on data collection; communication; and resource archiving. We are coordinating with Membership to do outreach and test promotions with some identified class associations.</p> <p>Powerboat Programs: Education will be doing updates for Instructors of USPB courses noting changes to the Start Powerboating Right! Book that was updated last year. We are currently soliciting hosts for powerboat instructor courses.</p> <p>Keelboat Programs: Host clubs for all levels of instructor courses are being sought for upcoming season and looking to implement both traditional in-person and a new hybrid Online/In person Basic Keelboat Instructor course which will beta test in late April/May for summer roll out.</p> <p>Adaptive: Two Adaptive Instructor courses on schedule for the first time since 2019 with at least one more on tap.</p> <p>2021 Adult Championships:</p> <ul style="list-style-type: none"> <li>• US Singlehanded Championship – June 18-20, Big Blue Sailing Academy at ODU &amp; Norfolk Yacht and Country Club</li> <li>• US Womens Match Racing Championship – August 19-23, San Diego YC</li> <li>• US Para Championships/Clagett Regatta – August 24-29, Sail Newport</li> <li>• 2020 US Multihull Championship/F-18 Americas – Sept. 7-12 Alamos Bay YC</li> <li>• US Offshore Championship – Sept. 24-26, Naval Academy Sailing Squadron</li> <li>• US Team Racing Championship – Sept. 24-26, Bristol, YC</li> <li>• US Match Racing Championship- October 1-3, Long Beach YC</li> <li>• US Adult Championship – October 22-24, Texas Corinthian Yacht Club</li> <li>• US Multihull Championship – Nov. 1- 5, Formula Wave Class and Corpus Christi YC</li> <li>• Championship of Champions – Dates TBD, Pontiac Yacht Club</li> </ul>
<p><b>Youth:</b></p>	<p>Small Boat and Reach Courses:</p> <ul style="list-style-type: none"> <li>• Important updates to the Level One Instructor Certification Course are being completed and the course is ready for the 2021 season. In January, 3 Level One online sections and 4 Level One in-person sections will take place.</li> <li>• A staff working group is meeting monthly to review COVID-19-related course modifications and make adjustments as needed throughout the spring.</li> <li>• Level 3 Head Instructor and Reach Educator online courses are being held regularly this winter and spring. These are great online professional development opportunities for staff and volunteers at LSO sailing programs.</li> </ul> <p>Skill Up:</p> <ul style="list-style-type: none"> <li>• In preparation for summer 2021, internal workflows are being adjusted for youth memberships and Skill Up platform onboarding. LSOs signing on to include 100% membership in their youth sailing program registration requires modified administrative and customer service support.</li> <li>• Educational/promotional webinars for LSOs and regional associations are being held regularly.</li> </ul> <p>US Sailing Championships:</p> <ul style="list-style-type: none"> <li>• US Youth Match Racing Championship – June 23-27, Rochester Yacht Club, NY</li> <li>• Chubb US Junior Championship – August 10-13, Eastern Yacht Club, MA</li> <li>• US Youth Championship – October TBA, Camp SeaGull, NC (Not finalized)</li> <li>• US Junior Women’s Championships – intention is to run a regional Jr Women’s clinic series, pending Trust approval.</li> </ul> <p>USA Junior Olympic Sailing Festivals:</p> <ul style="list-style-type: none"> <li>• Planning for a full season of JO’s. Monitoring COVID restrictions or modifications.</li> </ul> <p>Siebel Sailors Program:</p> <ul style="list-style-type: none"> <li>• The Siebel Program Manager and Coaches conducted the annual Siebel Select Coaching Camp on January 20-21, with over 50 coaches and leaders from the Siebel Centers participating. Each day included 5 hours of presentations and workshops, with topics such as Creating a Welcoming Environment, Curriculum Scope and Sequence, Culture and Values, and Communications/Social Media.</li> </ul>

<p><b>Offshore:</b></p>	<p>Certificate Production:</p> <ul style="list-style-type: none"> <li>• ORC and ORR rating rules are in final phases of development and have not yet been released by the rating rule administrations.</li> <li>• Anticipate both ORC and ORR to be active during the first week of February.</li> <li>• Spooling applications with 40 pending applications waiting for the release of the rules</li> <li>• Continue to work with organizer authorities in the Great Lakes to inform racers of the changes in rating rules and the certificate implications.</li> </ul>
<p><b>Race Administration:</b></p>	<p><b>Rulebook projects</b></p> <ul style="list-style-type: none"> <li>• The waterproof and paper versions of the rulebook both delivered.</li> <li>• The Racing Rules of Sailing App was launched on Christmas Eve. One update to navigation already completed on January 15.</li> <li>• <i>The Appeals Book</i> was completed and is available, for free, in the app.</li> <li>• The <i>Cases and Appeals Book</i> cover has been completed and is awaiting the text before it goes to the printer.</li> <li>• The <i>Sailors Guide to the Racing Rules</i> is at the printer and should be available any day.</li> </ul> <p>Note: As part of our commitment to DEI we worked very diligently to showcase diversity on the covers of our books (see below). While this is only the first step, it's step in the right direction.</p> <div style="display: flex; justify-content: space-around; align-items: center;">   </div> <p><b>Course updates</b></p> <ul style="list-style-type: none"> <li>• The Online version of the Basic Race Management Seminar is being updated and a new Participant Handbook was added.</li> <li>• Final edits are being made to the updated Club Judge Seminar test questions.</li> <li>• A big thank you goes to all the volunteers that are contributing their time to help us improve our products and migrate many of them online.</li> </ul>

<p><b>Education:</b></p>	<p><b>Project updates</b></p> <ul style="list-style-type: none"> <li>The Education Team of Jessica Servis and Brad Schoch, along with Jen Guimaraes and several of the Siebel Coaches, completed massive updates to the online portion of the <b>Level 1 Instructor course</b> in advance of an online session for Instructor Trainers. Changes included updated videos, new lesson plans (see below) and a correlation to the Skill Up.</li> </ul>  <ul style="list-style-type: none"> <li>In February, we will hold update meetings for Race Admin Seminar Leaders and our Instructor Trainers on changes made to our programs and products.</li> <li>Work on converting the Basic Keelboat Instructor course to a hybrid format is underway.</li> <li>Work done by Education to support Race Administration projects is noted in the report above.</li> </ul> <p><b>Strategic Planning/Other projects</b></p> <ul style="list-style-type: none"> <li>The development of a coaching education program and cohesion across all our technology platforms (i.e. apps, Learning Management Systems, etc.) remain priorities that will become a bigger focus starting in February.</li> <li>A key priority is to work with the other departments to identify a “go/no go” process and priority list.</li> <li>The Youth, Olympic and Education departments are collaborating on a virtual awards session with pre-recorded speeches for late February.</li> <li>The DEI Task Force has continued to look at potential educational partners. We are just in the research phase and have been communicating regularly with Karen Harris from the DEI Committee.</li> </ul>
<p><b>USST &amp; ODP:</b></p>	<ul style="list-style-type: none"> <li>The Games are still scheduled as planned. “Some news...claiming that the Government of Japan has privately concluded that the Tokyo Olympics will have to be cancelled because of the coronavirus. This is categorically untrue.” - International Olympic Committee statement 1.22.21</li> <li>Fort Lauderdale’s West Marine US Open Sailing Series Miami was a success, and the Miami event is underway</li> <li>Early January brought lots of ODP training to South Florida. In addition to the events, we are especially pleased with the USST &amp; ODP mixing of talent and passing of knowledge</li> <li>IQFoil racing has started in Florida, with 18 foiling windsurfers on the line during the Skiff Generation Event</li> <li>2021 US Sailing Team will be announced early February after the completion of Athlete Agreements</li> </ul>
<p><b>MarCom:</b></p>	<p><b>Communications</b></p> <ul style="list-style-type: none"> <li>28 Email campaigns of news (Association &amp; Team), Coaching Symposium, Starboard Portal, Holiday comms, Regatta news and coverage, Community Sailing comms, End of Year message, Racing Rules of Sailing – App, Quarterdeck Org comms, Weekly Lift member comms, Non-Member comms, core product promotions.</li> <li>891 New Social Media followers on US Sailing and US Sailing Team Facebook, Instagram and Twitter</li> <li>2 videos created and distributed for Siebel Sailors Program and Starboard Portal</li> <li>Website Statistics: <ul style="list-style-type: none"> <li>USSailing.org had a 10% increase in visits compared to December 2019: 52% of visitors were via Desktop, 44% via Mobile, 4% via Tablet</li> <li>68.6% of all web traffic was through an organic search or direct traffic: 77.7% of social traffic came from Facebook, 9.85% from Instagram Stories and 4.97% from Instagram</li> <li>Top 4 Most Page Views: Home Page –7.30%; 21-24 New Racing Rules – 5.89%; SOARS – 5.26%; Membership – 2.6%</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• Primary Comms implementation: <ul style="list-style-type: none"> <li>○ Racing Rules of Sailing and new App promotions and comms</li> <li>○ US Open Sailing Series comms event planning, series launch, build media team</li> <li>○ US Sailing Team: event and athlete coverage</li> <li>○ Membership campaigns comms with partners</li> </ul> </li> </ul> <p><b><u>Sponsorship &amp; Partnership</u></b></p> <ul style="list-style-type: none"> <li>• Sponsorship dialogue for 2021 discussions ongoing within commercial and strategic opportunities.</li> </ul> <p><b><u>Product, Program &amp; Services Marketing</u></b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Supporting other department promotions: <ul style="list-style-type: none"> <li>○ Store sales</li> <li>○ General Comms/Announcements</li> </ul> </li> <li>• Establishing metrics report for tracking course/department promotions and analyze effectiveness</li> <li>• Formalizing the Skill Up onboarding process and identifying points where communication/marketing support is necessary to outline deliverables</li> <li>• Racing Rules app – Launched RRS App product <ul style="list-style-type: none"> <li>○ 10-part video series of Dave Perry explaining changes, available in Media Library</li> <li>○ Promotions of Dave Perry book - limited edition signed copies</li> </ul> </li> <li>• Released 2 Siebel Videos – “Diversity &amp; Mentorship” and “Making an Impact”</li> </ul> <p><b><u>Brand Marketing</u></b></p> <ul style="list-style-type: none"> <li>• Comprehensive communications and marketing launch of West Marine US Open Sailing Series</li> <li>• Continued development of brand campaign – plan to launch end of February/ Early March 2021</li> <li>• Working with Membership and MarCom to align Feather campaign with website customer experience.</li> <li>• Released exclusive American Magic Interview video</li> <li>• Announced and Launched West Marine US Open Sailing Series in Ft. Lauderdale, Miami, Clearwater <ul style="list-style-type: none"> <li>○ Announced with Media Partner Sailing World and feature in Sports Business Journal</li> <li>○ On-site branding – Banners, Feather Banners, Mark Banners, Competitor Pinnies</li> <li>○ Content – Social (Insta, FB, Tw), daily videos and reports, photo galleries, etc.</li> </ul> </li> </ul>
<p><b>Foundation:</b></p>	<p><b>Major Giving:</b></p> <ul style="list-style-type: none"> <li>• We formed a Fundraising Team to include members of the USSF Board, the USSA Board, other Leadership Volunteers, and staff. This team has drafted a plan and timeline for gifts of \$25,000 and above.</li> <li>• Immediate next steps include creating a suite of materials that articulate the vision for USST preeminence and all the associated benefits to American sailors as per the completed Project Pinnacle study.</li> </ul> <p><b>Mid-Level Giving:</b></p> <ul style="list-style-type: none"> <li>• We are analyzing the data on renewals of gifts in the \$1,000 to \$24,999 range to best align donor aspirations with USSA priorities.</li> <li>• Next steps include inviting donors to renew their support.</li> </ul> <p><b>Annual Giving:</b></p> <ul style="list-style-type: none"> <li>• With the year-end appeal almost wrapped up, next steps are to: <ul style="list-style-type: none"> <li>○ analyze the data to understand the USSA priorities that best matched donors’ interest and the communication channels preferred by donors;</li> <li>○ report back to donors on the impact they made with their generosity; and</li> <li>○ formulate the spring appeal.</li> </ul> </li> </ul> <p><b>Planned Giving:</b></p> <ul style="list-style-type: none"> <li>• We mailed planned giving materials to a select list of potential donors in mid-December. To date we have received one acknowledgement from a donor who is including US Sailing in their estate plans.</li> <li>• Next steps include integrating planned giving into the majors, mids, and annual giving plans.</li> </ul>

<b>Technology:</b>	<p>Successful completion of the new phone system. This is completely cloud-based and we will not have the constraints of power and connectivity running through a single point in Bristol. The system has applications that work on phones desktop and provides necessary features to adapt to changing work situations. Nice job to Tim.</p> <p>Thanks to Andrew and the extended teams from finance and education who assisted in registering the backlog of on the water portions of level 1. This work is not isolated to level one and provides a nice base for other 'no charge' or 'to be billed' events. This is a great example of us looking at a project and then looking to steps down the road and see where it makes sense for the entire association, not just a point project.</p> <p>For the US open Sailing Series, Rachel took the urgent requirements of marketing, based on a recently signed sponsorship, and built a <a href="#">website</a> (end to end) that is showcasing our regatta partners, sponsors and athletes. This effort included acquisition of a domain, back end tweaks to our current systems and proper linking to the partner sites. A very nice job of meeting a deadline and jumping over almost every hurdle to get something like this live.</p> <p>Work continues on keeping the information that we have safe and clean along with working with the volunteer communities on requirements and suggestions of how to get more out of our information. In future reports I will list some of the smaller, but important, changes to either web, customer facing, or back end systems.</p>
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