

## 2021 Association Report - February

Topics	Comments	Status
<b>Financial Metrics – Financials are based on 2021 January numbers.</b>		
<b>Revenue</b>	January Revenue of \$663K was 32.5% below budget of \$1,002K. \$213K of variance in Public Support and \$127K in Sponsorship. Revenue is \$741K below January 2020 of \$1,470 mainly driven by Grants and Sponsorship.	Yellow
<b>Expense</b>	January Expense of \$623K was 29% below budget of \$878K. \$143K of variance driven in Olympic Dept- reduction in Coaching, Travel, Boat Storage, Equip Maintenance & Supplies budgeted in Jan.	Green
<b>Net</b>	January surplus of \$40K vs budgeted Surplus of 125K for the month of January. Several ORG renewals pulled into year-end as well as some new pledges booked in 2020 driving shortfall	Green
<b>Membership &amp; Retention</b> <b>'21 Year End Goals</b> <b>Active Members – 39,500</b> <b>members</b> <b>Retention – 72%</b> <b>Recruiting – 28.6%</b> <b>Acquisition – 2,500</b> <b>members (Skill Up focus)</b> <b>Revenue – \$2,079,946</b>	Membership as of January <ul style="list-style-type: none"> <li>• Active Members: 38,933 (1/21) vs 43,662 (1/20)</li> <li>• Retention: 59.3%</li> <li>• Recruiting Rate: 22%</li> <li>• Acquisition: 0 Skill Up sailors processed (toward 2,500 new member goal)</li> </ul> Revenue <ul style="list-style-type: none"> <li>• Month: 6.6% variance - Jan '21 - \$165,366 vs Jan '20 - \$177,003</li> </ul>	Red Red Yellow Red  Red
<b>Key Priorities Update</b>		
<b>Membership:</b>	Retain <ul style="list-style-type: none"> <li>• Ended January '21 ahead of last year for organizational membership renewals. In February past due invoices were mailed to outstanding organizations.</li> <li>• New organization retention communications launched in this year:               <ul style="list-style-type: none"> <li>○ Onboarding email themes:                   <ul style="list-style-type: none"> <li>▪ Week 1 – Thank you for your membership. Three emails customized to be sent based on if they're: a new member, renewing member or upgraded their membership level</li> <li>▪ Week 2 – My US Sailing, exclusive organizational benefits</li> <li>▪ Week 3 – Where to Sail map/organization profile</li> <li>▪ Week 4 – Collect 5 key contacts for their organization (US Sailing liaison, Youth, Adult, Race/Regatta, and Communication leads)</li> <li>▪ Wee 10 – Upgraded organizations - communicate the complimentary memberships that are included and collect member information</li> </ul> </li> <li>○ Targeted monthly emails:                   <ul style="list-style-type: none"> <li>▪ January promoted our newsletters including: Quarterdeck, Youth Sailing News &amp; One Design Line with a call to action subscribe button</li> <li>▪ February was focused on Skill Up and engaging local sailing organization interest in the program and to sign up for the 2021 season</li> </ul> </li> </ul> </li> </ul> Recruit <ul style="list-style-type: none"> <li>• Reinvigorating the MVP program with One Design Class Associations. Looking to build on the value that was created with the classes through One Design Central. Encouraging the classes to</li> </ul>	

	<p>promote US Sailing membership creates a partnership with the class and US Sailing providing benefits to the classes and their sailors.</p> <ul style="list-style-type: none"> <li>• Launching youth member acquisition with the Youth Advisory Board and Ambassadors. The campaign is titled Rep Our Region. The ambassadors will be encouraging youth sailors from their region to join US Sailing.</li> <li>• We anticipate Skill Up memberships to be processed from February through May (with the majority happening closer to the start of the summer sailing season).</li> </ul>
<p><b>Adult:</b></p>	<p>Net Program Revenue for Adult programs is 30% above budget mainly due to increased sales of publications, online course training, and income from course registrations. We are slightly behind in collection of AR for keelboat program fees.</p> <p>Host a Course requests for KB, PB and Adaptive all coming in. Lots of interest.</p> <p>Department expenses are on target with budgeted figures.</p> <p>One Design Central</p> <ul style="list-style-type: none"> <li>• Fleet lookup feature is more efficient with a filter system that enables locating fleets by boat type, city, state or class.</li> <li>• New feature added on ODC class profile pages that links to class membership.</li> <li>• MVP promotion for membership via OD class associations is underway.</li> <li>• News feature is under development.</li> </ul> <p>Adult Programs Coordinator filled. Karen Davidson hired and starting on Feb.22</p>
<p><b>Youth:</b></p>	<p>Small Boat and Reach Courses:</p> <ul style="list-style-type: none"> <li>• Course requests are coming in quickly for spring and summer Small Boat and Reach Courses. The Level One Hybrid Course has very large volume as usual. 2021 demand plus the backlog of 2020 in-person section candidates will add up to a very busy season ahead.</li> <li>• The fully online courses, Level 3 Head Instructor and Reach Educator Course, continue to be popular offseason training opportunities for sailing program staff and volunteers, and the accessible online format is reaching participants from new geographic areas.</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> </ul> <p>Skill Up:</p> <ul style="list-style-type: none"> <li>• Weekly webinars for interested organizations are taking place throughout the spring. Organizations are signing on to use Skill Up for skill tracking and teaching tools, and include youth membership in their camp registrations.</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 8-11, Camp SeaGull, NC (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>• Sailors are on the water in Florida, and all other regions are preparing for spring season programming, developing new program resources, and giving support to the Siebel Centers.</li> </ul> <p>Community Sailing Accreditation</p> <ul style="list-style-type: none"> <li>• 1 new application is currently in process</li> </ul> <p>Reach Initiative</p> <ul style="list-style-type: none"> <li>• 2021 Reach initiative grant information will be release in late March</li> <li>• Southern California will complete its final year in the Hub Program in 2021</li> </ul>

<p><b>Offshore:</b></p>	<p>IRC, ORC, and ORR are now all running 2021 certificates. For ORC and ORR this is about a month behind schedule. This delay has caused a bit of a backlog as we spooled applications waiting for the rules to come online. We have approximately 85 certificate action requests, with the largest percentage of these centered around the fleet in the Great Lakes.</p> <p>We have revised the process for ORC certificate processing, now utilizing an invoicing system with our current credit card processor that has smoothed and sped up the process.</p> <p>The US Offshore committee is very active with concentrated effort on reestablishing the subcommittees, particularly for PHRF and the Portsmouth numbers. The focus is specifically on these committees as they represent the grass roots, entry level into handicap and big boat racing with the potential for the most member growth.</p>
<p><b>Race Administration:</b></p>	<p>Certification and Continuing Education courses held &amp; scheduled in 2021 (% of 2021 participation goals):</p> <ul style="list-style-type: none"> <li>• Basic Race Management Seminar – 10 seminars; 152 students (26%)</li> <li>• Advanced Race Management Seminar – 1 seminar; 18 students (12%)</li> <li>• Club Judge Seminar – 4 seminars; 50 students (41%)</li> <li>• Advanced Judge Seminar – 3 seminars; 43 students (77%)</li> <li>• Continuing Education Events – 6 events; 53 students (57%)</li> </ul> <p>Note: Advanced Race Management Seminar for Recertification to be replaced by Race Officer Roundtable for Recertification – nearing completion and expected online by mid-March. Volunteer education committees are doing exceptional work getting courses up and running, as well as teaching them.</p> <p>Compliance Manager/Staff Attorney Justin Sterk is leading a working group charged with developing clear, enforceable certification standards related to personal conduct such as integrity, judicial temperament, and mature judgement. The group intends to complete its work in April.</p> <p>Judie McCann joined the department on February 16 as Race Administration Coordinator and is currently onboarding and taking over a variety of functions. We are delighted to have her aboard!</p>
<p><b>Education:</b></p>	<ul style="list-style-type: none"> <li>• Holding updates for ITs in multiple disciplines to update them on new resources and changes policies.</li> <li>• Modified online Safety at Sea courses to reflect course name changes to “Part 1” and “Part 2”.</li> <li>• Added new beginner skills videos to Skill Up App.</li> <li>• Continuing work on Basic Keelboat Instructor hybrid (online-in person) development.</li> <li>• Continuing NASBLA re-approval process with various states.</li> </ul> <p>General note: As of April 1, 2021, a new law goes into effect that requires operators of boats 26 feet and under to attach their engine cut-off switch (i.e. lanyard kill switch) or use their wireless lanyard if either is available on their vessel on Federal waters. The full passage from the code of Federal regulations is available here if you’re interested: <a href="https://www.law.cornell.edu/uscode/text/46/4312">https://www.law.cornell.edu/uscode/text/46/4312</a></p>
<p><b>USST &amp; ODP:</b></p>	<ul style="list-style-type: none"> <li>• Racing at US Open Sailing Series Miami and Clearwater events were a success. Notable USST results: <ul style="list-style-type: none"> <li>○ Miami – 1st – 49er – Nevin Snow/Dane Wilson</li> <li>○ Miami – 2nd – 49er – Ian Barrows/Hans Henken</li> <li>○ Miami – 1st – 470 Mixed – Stu McNay/Dave Hughes</li> <li>○ Clearwater – 2nd – Radial – Paige Railey</li> </ul> </li> <li>• The Games are still moving forward as scheduled. Tokyo 2020 organizers released multiple Playbooks for athletes and officials detailing COVID safety protocols. More details about Games operations, safety protocols, etc to come in March and April.</li> <li>• There have been lots of changes to the spring regatta calendar: Palma’s annual Princesa Sofia Regatta has been postponed to October and the Hyeres Olympic Week has changed from all classes held Apr 17-24 to now spread across the month of April with 2-3 classes racing each week.</li> <li>• 2021 470 World Championships will be held as originally scheduled in Vilamoura, POR from March 5-13. This is the final event of the Women’s 470 Olympic Trials. All three women’s 470 teams have been training from Vilamoura since the beginning of February, joined late last week by Stu/Dave.</li> <li>• Athletes have mostly wrapped up their Florida training and have started to travel to Europe for the spring season, but travel is severely restricted due to COVID regulations. Each traveler requires a</li> </ul>

	<p>letter declaring essential travel, and we are working closely with the USOPC's Govt Relations office to obtain these necessary permissions.</p> <ul style="list-style-type: none"> <li>• Steph and Maggie have been training in Lanzarote, Spain since late January. Luke Muller and Eric Anderson recently traveled to Lanzarote as well, and are currently training there under coach Mark Andrews. The 49er Squad plans to head to Europe soon, as does Charlie Buckingham. Paige will finish up with a bit more training in Florida before heading to Hyeres.</li> <li>• ODP had an active January, with 29 training camp days and 16 regatta days for just over 70 athletes. The Skiff group kicked off the month on Biscayne Bay with a four-day training camp leading up to the Skiff Generation regatta. Also training on Biscayne Bay, the 470 and iQFoil held camps prior to the US Open Sailing Series Miami. The Laser men had two camps in Ft. Lauderdale for a total of 8 days of training. In the end of the month the two newer Olympic disciplines, iQFoil and Formula Kite, had training camps in Clearwater, FL leading up to the US Open Sailing Series Clearwater.</li> <li>• Meredith is currently on maternity leave! Charlize "Charley" Victoria Brody arrived on January 30th. Both Mom and baby are doing well!</li> </ul>
<p><b>MarCom:</b></p>	<p><b><u>Communications</u></b></p> <ul style="list-style-type: none"> <li>• 20 Email campaigns of news and promotion: US Open, Starboard Portal - American Magic, Regatta news and coverage, Racing Rules of Sailing – App, Quarterdeck, Weekly Lift, Non-Member comms, Product promotions.</li> <li>• 1,611 New Social Media followers on US Sailing and US Sailing Team Facebook, Instagram</li> <li>• 21 videos created and distributed for: US Open content, Starboard Portal-American Magic, Coach's Corner social media, &amp; Siebel Sailors</li> <li>• Website Statistics: January <ul style="list-style-type: none"> <li>○ USSailing.org: 191,106 pageviews</li> <li>○ Top 3 Most Page Views: Home Page, New Racing Rules, SOARS</li> <li>○ USOpen.ussailing.org: 65,367 pageviews (New website)</li> </ul> </li> <li>• Primary Comms implementation: <ul style="list-style-type: none"> <li>○ US Open Sailing Series: event comms, series launch, event coverage activation</li> <li>○ US Sailing Team: event and athlete coverage</li> <li>○ Exclusive American Magic Interview – The Starboard Portal</li> <li>○ Membership campaigns comms</li> <li>○ RRS promotional comms and advertising</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. <ul style="list-style-type: none"> <li>○ Activation: West Marine US Open Sailing Series – Ft. Lauderdale, Miami, Clearwater; Rolex YOY 40 Year Celebration webcasts planned – March</li> </ul> </li> </ul> <p><b><u>Product, Program &amp; Services Marketing</u></b></p> <ul style="list-style-type: none"> <li>• Implemented 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>• Host a Level 1 Course Promo (Targeted email to previous hosts developed) <ul style="list-style-type: none"> <li>○ 67% Open Rate, 15% conversion rate – 33 form submissions (significantly above average)</li> </ul> </li> <li>• Drafted sell sheets for youth and adult courses - customer support – 2 versions <ul style="list-style-type: none"> <li>○ V1 - Internal use: for standard promotion language &amp; answering questions on phone</li> <li>○ V2 - External use: LSOs to share and promote registration for courses they host</li> </ul> </li> <li>• Establishing metrics report for tracking course/department promotions and analyze effectiveness</li> <li>• Rules - Continued promotion of Racing Rules App and Dave Perry's book</li> </ul> <p><b><u>Brand Marketing</u></b></p> <ul style="list-style-type: none"> <li>• Comprehensive communications and marketing execution of West Marine US Open Sailing Series in Ft. Lauderdale, Miami, Clearwater <ul style="list-style-type: none"> <li>○ Event previews, daily reports and final event recaps</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ Content – Social (Insta, FB, Tw), daily videos and reports, LIVE Coaches Corner and pre-event weather briefings, photo galleries, etc.</li> <li>○ On-site branding – Banners, Feather Banners, Mark Banners, Competitor Pinnies</li> <li>● Continued development of brand campaign – plan to launch March 2021</li> <li>● Launching direct marketing campaign with Feathr - targeting membership growth and renewal, education programs, and digital product sales.</li> </ul>
<p><b>Foundation:</b></p>	<p><b><u>Major Giving:</u></b></p> <ul style="list-style-type: none"> <li>● Raised \$1,000,000+ in pledges.</li> <li>● Fell short on cash-in-the door.</li> <li>● Delivered Strategic Plan.</li> <li>● Crafted Case for Support.</li> <li>● Drafted Naming Opportunities.</li> <li>● Finalizing suite of materials that articulate the vision for USST preeminence and all the associated benefits to American sailors as per the Project Pinnacle study.</li> </ul> <p><b><u>Mid-Level Giving:</u></b></p> <ul style="list-style-type: none"> <li>● Inviting President’s Club donors to renew their support.</li> <li>● Inviting soon-to-lapse donors to renew their support.</li> </ul> <p><b><u>Annual Giving:</u></b></p> <ul style="list-style-type: none"> <li>● Mailed gift acknowledgements.</li> <li>● Sent handwritten notes of appreciation.</li> <li>● Made thank you phone calls.</li> </ul> <p><b><u>Planned Giving:</u></b></p> <ul style="list-style-type: none"> <li>● Integrating planned giving opportunities into the majors, mids, and annual giving plans.</li> <li>● Creating endowment opportunities.</li> </ul>
<p><b>Technology:</b></p>	<p>Information technology continues to work to support all the initiatives of all the departments. Every project has some connection back to the small team running technology.</p> <p>This past month we have taking on another project to remove certain information from our public websites that were brought up as concerns by our volunteer community. We will continue to monitor what effect this may have with communication with the committees and will correct course as appropriate.</p> <p>Efforts continue to use the database as the single point of truth for the entire organization.</p> <p>We continue to work in support of our work from home staff and onboarding new people whose only experience will be work from home, until we can all start coming back to Bristol.</p>