

## 2022 Association Report - January

Topics	Comments	Status
<b>Financial Metrics – Financials are based on Preliminary Dec numbers.</b>		
<b>Revenue</b>	Revenue \$21.7MM vs 11.1MM budget <ul style="list-style-type: none"> <li>• Public support 13.5MM vs budget of \$3.5MM- Variance of <b>\$10MM</b> driven by \$5MM of Siebel pledge as well as \$5MM of incremental pledges committed in 2021 (vs cash in hand)</li> <li>• PPP Revenue forgiveness of <b>\$810K</b> recognized in August</li> <li>• General Soft good sales by over budget by 44.7% or <b>\$250K</b></li> </ul>	Green
<b>Expense</b>	Expense of \$11,263K was \$797K or 6.6% below budget of \$12,060K <ul style="list-style-type: none"> <li>• Total favorable variance driven by \$306K Travel, \$202K Meetings, \$173K Coach &amp; Instructor expense &amp; \$166K in Logistics expense</li> </ul>	Green
<b>Net</b>	2021 Net Cashflow of ~\$100K (ex PPP loan) vs budget to lose \$100K (final figures and analysis still in process)	Green
<b>Membership &amp; Retention</b>	Revenue <ul style="list-style-type: none"> <li>• Month: Dec '21 - \$187,285 vs budget of 171,254</li> <li>• YTD: '21 \$2,159,861 vs budget \$2,079,946 (3.8%)</li> </ul> Membership #'s <p style="margin-left: 40px;">Active Members: 45,001 12/21 vs 39,090 in 12/20</p>	Green  Green

<b>Key Priorities Update</b>	
<b>Membership:</b>	<ul style="list-style-type: none"> <li>• Continuing to search for a Membership Director</li> <li>• Departments collating initiatives and opportunities to grow new memberships and increase retention. Including specific initiative to target:                             <ul style="list-style-type: none"> <li>○ College sailors transitioning out of College Sailing</li> <li>○ Keelboat school sailors</li> <li>○ Offshore, PHRF and One design fleet sailors</li> <li>○ Leveraging the US Sailing / American Magic partnership</li> </ul> </li> <li>• Initiatives will be worked into an organization wide Membership plan, owned by the Membership department and incoming Membership Director.</li> </ul>

<p><b>Adult:</b></p>	<ul style="list-style-type: none"> <li>• 51 Safety at Sea Hands-On courses on the calendar so far for 2022. This is on track for the most robust season in the history of SAS courses. These numbers do not include two cancelled and one postponed course due to COVID. Almost 300 attendees will complete in-person courses by the end of the month.</li> <li>• 12 Keelboat Instructor Courses including a Coastal Passage Making Instructor course are already on the calendar for 2022 – this is more than one third of the instructor courses run in an average year.</li> <li>• 5 Powerboat Instructor Courses are on the 2022 calendar. A private Safe Powerboat Handling Instructor Course was run for Royal Caribbean Cruise Lines for 6 staff who became certified instructors under Master Trainer Steve Maddox. This is a new opportunity for US Sailing.</li> <li>• The One Design Committee is working to survey OD sailors and Class Associations to collect participation data on two levels that can be revisited and compared every two years so that what we do for and how we engage with OD sailors is relevant.</li> <li>• The Adult Dept is fully engaged with the committees and hosts for the eight 2022 Adult Championships. Championship Chairs are working to secure hosts for the 2023 and 2024 championships with Match Racing already secured through 2026.</li> </ul>
<p><b>Youth:</b></p>	<p><b>Siebel</b></p> <ul style="list-style-type: none"> <li>• Press release for Siebel Sailors program \$5m fundraising matching opportunity released 12/16</li> <li>• Program coach Chris Childers has joined the US Sailing Foundation team, currently recruiting for a new Head Coach in California</li> <li>• Currently recruiting for a Program Coach in the MidWest region</li> <li>• Programming commencing in Florida in February</li> <li>• Preparation for Siebel 2.0 underway <ul style="list-style-type: none"> <li>○ RFP document for RIB's and Sailboats being finalized</li> <li>○ Center Application document being finalized</li> </ul> </li> </ul> <p><b>Youth Competition:</b></p> <ul style="list-style-type: none"> <li>• Implementation of the Youth Racing Task Force recommendations, submitted to the Board of Directors at the November 2021 meeting, is being planned for 2022 and 2023. This includes aligning the US Sailing youth events and presenting a clearer racing pathway for sailors, parents, coaches, and clubs.</li> <li>• Looking ahead to this summer, it's notable that three out of four US Sailing Youth and Junior Championships are taking place on the West Coast this summer. This will encourage youth sailors to compete in the US Open Sailing Series as well:</li> <li>• US Youth Match Racing Championship will be held at Long Beach Yacht Club on June 15-19</li> <li>• US Youth Championship will be held at Mission Bay Yacht Club on June 24-27.</li> <li>• US Junior Women's Doublehanded Championships will be held at California Yacht Club on July 20-24. The Singlehanded and Doublehanded Championships will be held as one event for the first time, bringing together top female sailors and coaches across disciplines.</li> </ul> <p><b>Small Boat</b></p> <ul style="list-style-type: none"> <li>• Level 1 Online – 75 courses on the calendar through 7/1.</li> <li>• Level 1 In-person – 65 on the calendar through 6/29.</li> <li>• Level 2 – 10 on the calendar through 6/20.</li> <li>• Level 3 Coach – 3 on the calendar.</li> <li>• More of all the above courses will be on the calendar through December.</li> </ul> <p><b>Reach</b></p> <ul style="list-style-type: none"> <li>• Featured in the 2021 Annual report that is online through the Foundation.</li> <li>• Grant application window tentatively scheduled to open March 1.</li> <li>• Two spring online courses filling currently.</li> </ul>

	<p><b>Community Sailing</b></p> <ul style="list-style-type: none"> <li>• Awards have been mailed to all recipients, run of show circulated to relevant departments, and a virtual ceremony is being recorded.</li> <li>• Accreditation requirements and application have been revised, pending approval they will be circulated to all current centers and to new applicants. Current centers have 1 year to upgrade their materials to meet the new standards.</li> <li>• 3 applicants in 2021, two did not meet criteria and one is still pending accreditation this year.</li> </ul>
<p><b>Offshore:</b></p>	<ul style="list-style-type: none"> <li>• ORR 2022 Certificate processing is up and running, first boats certified this week. First racing is this weekend in Acapulco, certs are required for the Islands Race in California.</li> <li>• ORC 2022 has been delayed until mid-February, we can expect a crush of boats looking for certificates at that time.</li> <li>• The new Regatta Management Solutions system is coming on-line for capturing all offshore certificate requests, accepting and archiving measurement data, delivery of data packets to appropriate rules, and tracking all transactions including certificate deliveries and owner payments.</li> <li>• Looking forward to a new hire as the backlog of service requests continues to grow.</li> <li>• Currently developing a strategic plan for Offshore</li> </ul>
<p><b>Race Administration:</b></p>	<ul style="list-style-type: none"> <li>• Race officer, judge and umpire training seminars, as well as continuing education offerings, are being added to the calendar as LSOs begin preparing for the coming season.</li> <li>• We are preparing for a World Sailing International Judge Seminar in Atlanta February 11-13 and have asked World Sailing to approve an International Measurers Seminar in St. Petersburg in April.</li> <li>• Background check renewals for 600+ certified officials are due in early February. We have begun implementing a communication plan and workflow to complete this as efficiently as possible.</li> </ul>
<p><b>Education:</b></p>	<ul style="list-style-type: none"> <li>• As of Jan 21, 2022, 75 online Level 1 courses have been scheduled for 2022. Comparatively, in 2021, we held 133 online sections total.</li> <li>• We are preparing to launch the updated Safety at Sea Online course. For the first time, all parts of the course will be on one platform (the new <a href="#">First Tack</a> platform).</li> <li>• COVID guidelines are being updated to reflect current CDC Guidelines. Currently in final review stages with expected launch in late January 2022.</li> <li>• We are working on updates to several Race Admin projects for the Umpire training programs.</li> <li>• We have completed updates to the US Sailing Instructor Trainer Bridge and Powerboating Instructor and Instructor Trainer pages. Also developed a secure area on US Sailing's website for Accredited Keelboat and Powerboat Schools. These updates should make for a better user interface for people using our materials.</li> <li>• We regret to report the passing of Don Glassell, a former Training Committee member and champion of our Jr. Big Boat Program (<a href="#">Announcement here</a>).</li> </ul>
<p><b>Marketing &amp; Communications</b></p>	<ul style="list-style-type: none"> <li>• Finalized and executed Gill technical apparel sponsorship agreement</li> <li>• Successfully integrated Gill technical engineering into USST High Performance Camp resulting in direct technical feedback by USST athletes to Gill for development of USST specific apparel needs.</li> <li>• Delivered USST commercial presentation to USST staff and athletes and continued work on new USST Athlete Commercial Agreement</li> <li>• Produced and coordinated development of USST Kilroy content capture with all USST on 5-day 18-hour long production in Miami following USST High Performance Camp</li> </ul>

	<ul style="list-style-type: none"> <li>• Renegotiated Gowrie insurance marketing program for an additional revenue with goal to re-assess entire insurance category over 2022</li> <li>• Successfully re-negotiated West Marine to return as title sponsor for the US Open Series in Florida and California respectfully.</li> <li>• Delivered first 2 legs of US Open Series in Ft. Lauderdale and Miami respectively with all daily sponsor activation, comms and content recap associated with contractual delivery.</li> <li>• Delivered complete marketing content collateral to US Sailing Foundation and Siebel Sailing Program for Siebel Match initiatives.</li> <li>• Began development and production on US Sailing 125<sup>th</sup> Anniversary multi-part content series to be produced and aired through USSA O&amp;O channels over 2022.</li> <li>• Participated in initial conversations with World Sailing re: Strategic Partnership initiatives for US Open Series and additional WS World Championships to be held in US.</li> <li>• Developed firm partnership team with initial 165 company/brand endemic target list and additional 20 non-endemic category list (Finance, Auto, Lifestyle, Liquor, Travel, etc.).</li> <li>• Continue search for Communications Director.</li> </ul>
<b>Foundation:</b>	<ul style="list-style-type: none"> <li>• Raising funds to meet the dollar-for-dollar match offered by Tom and Stacey Siebel for the Siebel Sailors Program. We have until 12/31/22 to raise \$5 million and turn it into \$10 million, all restricted to the Siebel Sailors Program. We have raised about \$75,000 so far.</li> <li>• Raising funds for Project Pinnacle. Aiming for \$4 million in revenue, with \$1 million of that to be collected in cash this year.</li> <li>• Raising funds for Where Needed Most to help sustain the myriad of programs and services offered by US Sailing.</li> <li>• Introducing Nancy Isabel, Stewardship Manager, who will lead our efforts to provide engaging and compelling donor-centered programs and communications designed to collect pledges and retain donors.</li> <li>• Welcoming Coach Chris Childers from the Siebel Sailors Program to the fundraising program. Chris's deep knowledge of and passion for the Siebel Sailors Program combined with his sales skills have him uniquely positioned for success in raising match funds.</li> </ul>
<b>HR:</b>	<ul style="list-style-type: none"> <li>• Recruiting for Membership Director, Communications Director, Executive Assistant, Finance Manager, CA Siebel Coach, IL Siebel coach assistant, Ratings Officer, Olympic Coordinator</li> <li>• Rolling out updated Employee handbook</li> <li>• Implementing HRIS/Payroll system – payroll &amp; Employee data step 1 &amp; 2 was completed and successful!, working on the additional applications (recruiting, onboarding, performance, benefits, workers comp, etc.) of the platform over the next month</li> </ul>
<b>Events:</b>	<ul style="list-style-type: none"> <li>• Postponement negotiations are ongoing with the NSPS Savannah hotel. Dates are on hold for 2024 with an addendum being drafted.</li> <li>• The Community, Adaptive, Coaching and Training Awards will be presented virtually on The Starboard Portal February 10.</li> <li>• Planning is underway for the US Sailing Association and Rolex Yachtsman &amp; Yachtswoman of the Year award celebrations. Details will be announced shortly.</li> </ul>
<b>SafeSport/Audit Compliance</b>	<ul style="list-style-type: none"> <li>• SafeSport Administrative Audit: The US Center for SafeSport (the "Center") conducts two types of audits: Event Audits and Administrative Audits. The Center alternates the type of audit it conducts on an NGB each year. US Sailing's 2021 audit was an Event Audit at the 2021 US Youth Championships at Camp Seagull, NC. US Sailing's 2022 audit will be an Administrative Audit, set for March 15<sup>th</sup>. This audit will be conducted remotely with an auditor from the Center reviewing various documents and policies to ensure US Sailing is fully compliant with all policies and procedures. All document requests are due by February 15<sup>th</sup>.</li> <li>• 2022 USOPC Compliance Audit</li> </ul>

	<p>The USOPC recently implemented a new audit structure. Starting in 2021, each NGB will be audited once every four years (as opposed to every year). While audits will occur less frequently than under the old structure, they will be much more comprehensive than any USOPC audit that US Sailing has undergone before. This all comes as the USOPC has made the organizational commitment to implement greater oversight over NGB operations; the USOPC’s audit and compliance staff has undergone much growth and restructuring since 2019 to meet its new oversight obligations.</p> <p>US Sailing’s first audit under this new structure will be in Q4 2022, beginning October 1. Prior to October 1, there will be a 60 day “pre-audit” period in which US Sailing will receive and submit document requests from the USOPC. Once all documents and materials have been submitted to the USOPC, it will have 60-90 days to perform its review. Once the USOPC has finished its review phase it will issue a final report of its findings that will be posted on the USOPC website. US Sailing will then have 90-120 days to take any necessary corrective actions to address any deficiencies found in the USOPC final report. Once all relevant corrective actions have been implemented the USOPC will update its final report to reflect such corrective actions.</p> <p>Each NGB will be assessed under the following standards:</p> <ul style="list-style-type: none"> <li>• Governance and Compliance</li> <li>• Financial Standards and Reporting Practices</li> <li>• Athlete Protection and Rights</li> <li>• Sport Performance</li> <li>• Operational Performance</li> </ul> <p>Justin Sterk is currently working with all necessary staff members to prepare for this audit.</p>
<p><b>USST/ODP:</b></p>	<p>2022 is off to a good start. We conducted the first “All Team” camp in Miami with Covid restrictions. No in person meetings were held. Vaccinations were required. Sailing, coaching, training and racing, took place every day for 8 days. We had some 0730 dock outs-good for the sole. We had 5 expert presenters speaking on topics from Hydro dynamics of foiling to Controlling the mind, Meteorology, nutrition, fitness, media and communications. Through it all, we built some blocks to form the foundation of the Squad 2024 culture.</p> <p>Three days following the camp, we rolled into our first West Marine US Open Series with Ft. Lauderdale hosting 165 ILCA’s athletes. Our ILCA6 &amp; 7 squads performed very well. The Open at Miami concluded yesterday and again, it was a great success. The numbers in some classes are lower than we would like but like many things, we are in the building phase. While much of the racing was dominated by the seasoned teams, some of our young teams showed well and this is the productive and efficient part of having a domestic platform. The prize money we are offering is very well received and there is a great spirit amongst the USST and ODP athletes in general. The third WM US Open will be February 4-6 in Clearwater.</p> <p>On the financial side, we are very lucky to have West Marine renewed for another year at a significantly increased level of support. This is significant as the company has undergone major leadership changes in the past 5 months. Gill is in full swing with our technical clothing. Their team was on the ground in Miami during the camp with lots of samples for athletes to wear as well as gathering feedback on what to make for their first USST generation of product. Harken continues to be very engaged and is working on projects. John Kilroy was on site and spent a day on the water with the athletes. He loved what he saw and loved what he heard about the renewed spirit of the team. The filming of the Kilroy videos in the days following the camp were a professional undertaking and our athletes cooperated in a way that we can all be proud of and Kilroy was very happy.</p> <p>With the fundraising team, we are back at it with intensity as this part of the race will never be finished. Lists, calls, meetings, and commitments are all back in full swing for the US Olympic Team and Project Pinnacle. Paul’s quarterly donor letter went out January 15.</p>