

2021 Association Report - March

Topics	Comments	Status
Financial Metrics – Financials are based on February numbers.		
Revenue	February Revenue of \$515K was 21.9% below budget of \$659K. \$184K of variance in Public Support. Revenue is \$60K above Feb 2020 Revenue of \$450K mainly driven by Sponsorship. YTD Revenue \$1,176K was 29% below budget of \$1,661K- \$Variance driven by \$400K Public Support & \$100K of Sponsorship.	Red
Expense	February Expense of \$746K was 2.6% below budget of \$766K. YTD Expense of \$1,369K was 16.7% below budget of \$1,643K. Variance driven in Olympic Dept- reduction in Coaching, Travel, Boat Storage, Equip Maintenance & Supplies.	Green
Net	February deficit of \$231K vs budgeted deficit of \$107K and PY Feb deficit of \$546K YTD deficit of \$191K vs budgeted surplus of \$18.3K and PY surplus of \$59K.	Yellow
Membership & Retention '21 Year End Goals Active Members – 39,500 members Retention – 72% Recruiting – 28.6% Acquisition – 2,500 members (Skill Up focus) Revenue – \$2,079,946	Membership as of February <ul style="list-style-type: none"> • Active Members: 39,181 (2/21) vs 43,846 (2/20) • Retention: 58.4% • Recruiting: 36.4% • Acquisition: 35 Skill Up members Revenue <ul style="list-style-type: none"> • Month: 7.7% variance – Feb '21 - \$168,332 vs Feb '20 \$182,355 	Red Red Yellow Red Red
Key Priorities Update		
Membership:	<ul style="list-style-type: none"> • Membership advertisements were launched through Feathr in February. The initial two weeks of the membership campaign activity are described below in the Marketing update. <ul style="list-style-type: none"> ○ We converted 61 viewers to purchase a membership. ○ This is activity from a 2-week period and just the initial launch of ads. <ul style="list-style-type: none"> ▪ For context that is a lift of 2% in memberships purchased and helping to branch outside our database to recruit new members. • Youth Ambassador Campaign <ul style="list-style-type: none"> ○ Launched February 21 with John and the Youth Advisory Board and Ambassadors ○ Grand Prize to be announced before end of March ○ 15 memberships purchased on the way towards the goal of 150 • Created sell sheets to promote the value of membership at a glance <ul style="list-style-type: none"> ○ MVP membership <ul style="list-style-type: none"> ▪ One Design Sailors ▪ One Design Classes ▪ Organizations ○ Youth membership 	

- Redesigned the individual and organization webpages. Highlighted value statement, description of membership options with join/renew buttons and easy access to member benefits and resources.

Adult:

Adult Instructor Courses:

- Scheduled courses and requests to host courses as of mid-March are on track.
- Candidate registrations as of mid-March are very strong.
PB Instructor registrations already at 33% of YE projections
KB instructor registrations at 36% of YE projections
- Adaptive and PB exceed 2019 and 2020 figures
- Keelboat courses are already at 50% of 2018 and 2019 levels, and well ahead of 2020

<u>Instructor</u>	<u>Posted</u>	<u>Pending</u>	<u>2021</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>
Keelboat	9	5	14	7	28	25
Powerboat	7	6	13	3	8	13
Adaptive	4	0	4	0	2	2

Publication Sales:

- Publication sales are strong this month, very close to what would be expected in a normal year without COVID, and on par with prior YTD sales. We anticipate higher than budgeted sales going into the season based on market demand for student courses as seen through direct inquiries via US Sailing pages/links.

Safety at Sea:

- 7 Hands on Courses on the Calendar for the late spring. More will post as the summer progresses. Expect a surge of Hands-In courses in second half of 2021 and all of 2022 with an increased market demand due to lack of courses in 2020 and Q1/2 of 2021.
- Online SAS course sales though slower than projected in Feb have picked up in March and are on track with budget.

One Design:

- Fleet Finder sort feature was added to the One Design Central page. Allows for multi-faceted search for fleets by class, boat type, city, state and zip code.
- MVP membership program for Class Associations has been developed and rolled out via US Sailing channels. It will be rolled out to Class Association administrators to promote to Class Association sailors. A win/win for classes, sailors and for US Sailing. MVP links are on the OD Central page describing benefits and the “how-to’s”
- Ongoing work by OD Committee on resources, data collection and comms strategy

Championships:

It is looking to be a strong Championship season overall with high registration rates.

- Laser Nationals/US Singlehanded Championships (Men and Women) - June @ Old Dominion. Registration cap of 200 sailors – over 225 registered with wait list!
- US Multihull Championship - Corpus Christi in November has 47 registrants already
- US Women’s Match – San Diego in August - applications coming in.

School Acquisition:

- One new KB school acquired this week
- One new Cruising Powerboat application in final stages of approval.
- Many inquiries and leads coming in for Keelboat and Powerboat providers. On track with projections for 2021.

Youth:**Small Boat and Reach Courses:**

- Reach, Level 1, and Level 3 HI have successful course enrollment for the month of March, numbers for the April report will have us more on track for our goals.

	Courses	Students	YTD Students (3.1.2021)
Sailing Counselor	14	126	0
Reach	8	72	9
Level 1 Instructor Online Section	125	1250	102
Level 1 Instructor In-Person Section	156	1248	35
<i>Level 1 Instructor In-Person 2020 Backlog</i>	85	680	
Level 2 Instructor	16	160	12
Level 3 Head Instructor	6	48	17
Level 3 Coach	4	32	0

Small Boat Product Development:

- 2021 Projects: Level One Course updates, Skill Up content updates, ADM alignment, Coach Education program design.
- Level 1 Course Updates – Complete.
- Skill Up Beginner Skills Products – on track.
 - Scope and Sequence for Beginner skills.
 - Lesson Plans for Instructors and Instructor Course.

Community Sailing

- Updated application will be on website by 4/15.
- Working with Adult Dept. on streamlining accreditation processes.

Reach Initiative

- 2021 RFPs being released end of the month, general funding and Educator Courses/Books.

US Sailing Championships:

- US Youth Match Racing Championship – June 23-27, Rochester Yacht Club, NY
- Chubb US Junior Championship – August 10-13, Eastern Yacht Club, MA
- US Youth Championship – October 8-11, Camp SeaGull, NC
- US Junior Women’s Championships – the Clagett Trust has approved the JR Women's clinic series format. There will be 7 regional clinics this summer for singlehanded and doublehanded sailors. Format will be 3 days, two clinic days and one race day. Venues and dates are being confirmed.

USA Junior Olympic Sailing Festivals:

- Twenty regatta organizers attended the March 10th JO host meeting, there was great participation and dialog. All are looking forward to their upcoming events.

Siebel Sailors Program:

- While the Florida Region has been in program since late January, March is the month that the remaining four Regions launch their programming. Most are starting with extensive staff training on our culture & values system, Siebel Program tools and on-water drill best practices.

- Additionally, the team is hosting virtual trainings nation-wide this Spring on topics that they requested: COVID Guidelines, Diversity Equity & Inclusion, and Positive Discipline for Sailor Behavioral Issues.

Skill Up mobile app:

- Staff is onboarding Local Sailing Organizations to participate in the Skill Up program, which includes using the Skill Up app and dashboard and providing US Sailing Youth Memberships to their sailors. Onboarding for new organizations will continue through May 1, with the goal of 2500+ youth sailors participating.
 - As of March 18th, participation from 960 youth sailors is confirmed.

Offshore:

Offshore certificate processing is in full swing with ORC and ORR being the two most active rules.

- Total of 135 certificates issued to date, and 333 in the queue between the three rules we service.

Status	Rule			Total
	IRC	ORC	ORR	
Issued	5	93	37	135
Pending	0	154	44	198
Processing Time (bsn days)	0	11	11	

- Pending falls in 3 status categories: missing payment, missing data, not yet addressed
- Processing time is being rapidly addressed, due to initial influx of requests with the rules being late to open we are catching up through the spooled applications

Race Administration:

The addition of Judie McCann as Race Admin Coordinator has proven to be a huge benefit. She is handling or taking over work in these key areas of the department:

- Processing appeals
- Scheduling and providing customer support for race official course offerings
- Managing testing and uploading test results
- Processing certification requests
- Managing SafeSport and background check compliance for officials
- Providing friendly and knowledgeable customer support with quick response time.

Because so many courses were postponed in 2020 due to COVID, we are handling a large number of requests for courses, particularly the online Basic Race Management Seminar (BRMS). We have trained a corps of about 25 Race Management and Judge online instructors. For example, 12 BRMS sections have been completed or scheduled in 2021 with a total of 167 candidates enrolled. Requests continue to come in, and we are scheduling more seminars every week through June. We anticipate the fall will also be busy for training.

Advanced training for officials at the Regional and National level is another area of need. Judge Roundtables and Protest Days provide an alternative to the traditional Advanced Judge Seminar for those recertifying. Similarly, the Race Officer Training and Certification working group has developed a robust Race Officer Roundtable that is beta testing this week. This will become the primary vehicle for race officer recertification, and the ROTC is currently building a re-imagined Advanced Race Management Seminar for initial certification candidates.

Volunteer committees and staff have made good progress on strategic priorities, including:

- Diversifying the corps – five all-women BRMS since November; RMC is developing a mentoring program to encourage women officials
- Recognizing and celebrating race officials – developing public recognition “Spotlight” program and swag for officials
- Race official evaluation and plan of improvement program in development

<p>Education:</p>	<ul style="list-style-type: none"> • 77 media, the host for our Safety at Sea course modules 1-10 and Teaching and Coaching Fundamentals, will be ceasing operations in October. We are currently looking at other options, including Canvas, which is used for our Level 1, Level 3, Reach and Race Administration courses/seminars. • Updates were provided for all Race Administration Instructors (all disciplines), Smallboat Instructor Trainers, Powerboat Instructor Trainers, Basic Race Management Online Seminar Instructors and Smallboat Level 1 Online Instructor Trainers. • In early March we held a virtual awards ceremony recognizing contributors from the areas of Community Sailing, Training/Education, Organizational Support and Coaching. The following day we held a special edition of the Starboard Portal to interview some of the winners. • Conducted numerous interviews as part of our search for another Education Coordinator. • Held the second session of the Small Boat Level 1 Online session for Instructor Trainers to help them get better acclimated to the course. • Made upgrades to the Small Boat Level 1 Online course, launching a new version of the course on 2/26. • Current project focuses: <ul style="list-style-type: none"> ○ Learning Management System platform discussion/identification for journey-based courses ○ Aligning Safety at Sea online modules 1-10 and 11-15 so they match visually and stylistically (which requires reviewing/editing over 300 videos) ○ Finalizing Club Judge online seminar edits ○ Modification of Basic Keelboat Instructor course into hybrid model
<p>USST & ODP:</p>	<p>The highlight of March was the 470 Worlds. It was an incredible event for all the US Teams that competed, and the 470 Women's Trials came down to each leg of the final fleet race. The top 2 American teams finished strong, earning Tier 1 status on the US Sailing Team.</p> <ul style="list-style-type: none"> • Stu McNay & Dave Hughes in the Men's 470 finished 5th overall • Nikki Barnes & Lara Dallman-Weiss in Women's 470 finished 7th overall <p>These are drastic improvements from the last time the teams sailed in a World Championships (2019) where Stu & Dave finished 18th and Nikki & Lara finished 31st. These gains prove the work we've been doing throughout COVID is truly paying off. Nikki & Lara will be our team representing us in Tokyo, but we are truly impressed with the commitment, dedication, and gains that all 6 of the 470 Women showed in preparation for this event.</p> <p>Riley & Anna spent some time off the Nacra 17 on the 69F, a foiling boat that was originally intended to be in the Youth America's Cup. This cross-training opportunity in Gaeta, ITA allowed for a unique racing experience and time to refine their racing communication.</p> <p>Steph, Maggie, Luke, Pedro and the 49er sailors have all spent some of March on the island of Lanzarote, training with European fleets.</p> <p>Our Lasers and Radials have been stateside training and racing in the Laser Midwinters East at the end of February.</p> <p>Off the water, the Core4 had an additional 2 days of in person strategy meetings with Paul Cayard in Miami. This session, discussed Tokyo plans, and dove deeper into the Project Pinnacle details, bringing in experts James Lyne and Tom Burnham for their feedback and input.</p> <p>Future events: Although it's not until 2023, we are grateful that Sailing added an additional medal event at the Pan American Games with the Sunfish going from an Open discipline to a discipline with a male and female represented.</p>

Also announced mid-March was the confirmation of the 49er, FX and Nacra Worlds to be held in Long Beach in 2025. We will see more and more events added to the calendar as we go towards LA2028.

MarCom:

Communications for February 2021

- 17 Email campaigns of news and promotion: US Open Regatta news and coverage, Starboard Portal, Racing Rules of Sailing – App, Quarterdeck, Weekly Lift, Non-Member comms, Course and Product promotions.
- 1,261 New Social Media followers on US Sailing and US Sailing Team Facebook, Instagram, Twitter
- 12 videos created and distributed for: US Open content, Starboard Portal-Match Racing, Coach’s Corner social media, & Siebel Sailors
- Website Metrics:
 - 48% of all web traffic was through an organic search, 28% from Direct, 7% from Referral.
 - 3.5% of traffic came from Social Media, of that 84% came via Facebook, 8% via LinkedIn, 4% via Instagram Stories.
 - The top 5 search queries that resulted in clicks to the site - us sailing, us sailing level 1, sailing, phrf ratings
 - USSailing.org had 215,408 pageviews in Feb 2021.
 - Top 3 Most Page Views: Home Page –6.92%; SOARS – 3.05%; Level 1 Calendar – 3.02%
- Primary Comms implementation:
 - US Open Sailing Series: event comms, event coverage activation, West Marine report
 - US Sailing Team: event and athlete coverage – 470 Worlds planning
 - Match Racing Panel – The Starboard Portal
 - Membership campaigns comms and planning
 - RRS promotional comms and advertising
 - Rolex YofY planning for March – Starboard Portal
 - OLY and Association executive comms and planning for transitions, hirings, etc.
 - One Design Marcomms support and direction – Content for Classes

Sponsorship & Partnership

- Sponsorship dialogue for 2021 discussions ongoing within commercial and strategic opportunities.
 - Activation: West Marine US Open Sailing Series – Ft. Lauderdale, Miami, Clearwater (February); Rolex YOY 40 Year Celebration webcasts (March)
 - Agreements: SailFlow completed, Garmin - confirmed
 - Benefits Launched: Renewed, North U, West Marine
- Team Specific Sponsorship:
 - Confirmed renewals: Siemens, Nimbix, AutoDesk
 - Agreements - Kilroy – confirmed, Yeti - confirmed

Product, Program & Services Marketing

- Drafted new retention communications specifically for Youth Members.
- Drafted Plan for tracking Communications Success with metrics, will
- Drafted a targeted in-person Level 1 course promo to all people who have completed Level 1 online portion, deploying next week.
- Deployed promotions to host courses in Quarterdeck. Volume on the calendar on track to meet or exceed the volume of hosted courses in 201.
- Drafted sell sheets for Level 2 & 3 courses and Finalized Level 1 version - customer support – 2 versions.
 - V1 - Internal use: for standard promotion language & answering questions on phone
 - V2 - External use: LSOs to share and promote registration for courses they host
- Rules - Continued promotion of Racing Rules App and Dave Perry’s book

	<p><u>Brand Marketing</u></p> <ul style="list-style-type: none"> • Continued development of brand campaign – plan to launch mid-late April • Feathr direct marketing (2 week launch report) <ul style="list-style-type: none"> ○ Custom lookalike campaign reached 10,698 with 152 new users reaching the US Sailing website. This campaign type is dedicated to increasing our brand awareness and expanding our audience. <ul style="list-style-type: none"> ▪ Click through rate (CTR) of .58%. For perspective display advertising sees a CTR of .2-.3% on average. ○ Keyword list campaign is also performing with a very strong CTR of .63% and has increased our reach by an additional 3,947 people. ○ We converted a total of 61 people to buy a membership ○ Upcoming lapse member campaign is being developed and will launch in late March.
<p>Foundation:</p>	<p><u>Engagement and Stewardship:</u> all donors Delivered: Valentine message, Olympic Insider message, and appreciation message Working on: comprehensive engagement and stewardship plan <u>Major Giving:</u> gifts of \$25,000 and up Delivered: Leadership volunteers engaging with supporters in their areas of interest Working on: Developing the Women in Sailing Leadership Collaborative <u>Mid-Level Giving:</u> gifts between \$1,000 and \$24,999 Delivered: Renewal communications Working on: Expanding recurring giving program <u>Annual Giving:</u> gifts less than \$1,000 Delivered: Renewal communications Working on: Spring appeal <u>Planned Giving:</u> legacy gifts, estate gifts, and endowment gifts Delivered: Confirmed another planned gift Working on: Potential named endowment gift</p>
<p>IT:</p>	<ul style="list-style-type: none"> • Partnered with EnVision, an IT Consulting group out of Rhode Island, who will conduct an IT audit starting the week of 3/29. EnVision will help us identify ways to improve our IT infrastructure and identify any GAPS that might need to be addressed from a security, data, or support standpoint. • On 4/7, we will transition to a new platform that will host our SafeSport online training. This will provide a more robust training experience, as well as greater administrative functionality. Andrew is rebuilding the backend integration and managing data migration, while Justin is coordinating the transition with our member-facing support teams.