

2021 Association Report - April

| Topics | Comments | Status |
|---|---|-----------------------------------|
| Financial Metrics – Financials are based on March numbers. | | |
| Revenue | <p>March Revenue of \$528K was 20.3% below budget of \$663K. \$183K of variance in Public Support.</p> <p>YTD Revenue \$1,706K was 26.6% below budget of \$2,324K-\$Variance driven by \$629K Public Support & \$54K of Sponsorship.</p> <p>**With one \$2MM pledge & one \$1MM pledge raised in the last two weeks, we will close the GAP in public support deficit in the next 60 days.**</p> | Yellow |
| Expense | <p>March Expense of \$836K was 8.9% below budget of \$918K. \$81K variance driven by \$30K in travel expenses, \$22K in Accounting fees (timing) \$16K in consulting fees (timing) & 13K in Meeting Expenses (avoidance) & 11K in S&B.</p> <p>YTD Expense of \$2,204K was 13.9% below budget of \$2,560K. Variance driven by \$120K in travel variance, \$44K in S&B, \$35K in SW and SW Maintenance, \$24K in Photography & \$24K in IRD expenses.</p> | Green |
| Net | <p>March deficit of \$307K vs budgeted deficit of \$254K</p> <p>YTD deficit of \$498K vs budgeted deficit of \$236K</p> | 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 | <p>Membership as of March</p> <ul style="list-style-type: none"> • Active Members: 39,670 (3/21) vs 43,570 (3/20) • Retention: 59.0% • Recruiting: 35.6% • Acquisition: 71 Skill Up memberships processed <p>Revenue</p> <ul style="list-style-type: none"> • Month: 2.5% variance – Mar '21 - \$176,421.51 vs Mar '20 \$181,033.67 | Red Red Green Red Red |

Key Priorities Update

Membership:

Renewal letter

- There are 3 versions of our mailed renewal letter. All were updated to reflect our member value proposition, resources and opportunities to stay engaged with our community.
- In April, the back of the renewal letter will be updated to reflect our mission, strategic plan and impact of membership. This content will launch in May.

Advertising

- The member advertising campaigns continued through Feathr.
- After 4 weeks, we're up to 152 conversions. This is a 60% increase from our first two weeks activity where we had 61 conversions.

Skill Up

- Lucy started to onboard organizations in Stage 2 of the Skill Up process. Sending a zip file with materials developed by the Skill Up staff group that included how to use the dashboard, welcome email template and the request to send in their sailors names for membership processing.
- Deb and Stephanie processed memberships for 4 organizations in Stage 2.

Customer service

- Launched "Learn with Lauren" customer service training. Held 4 sessions during the staff meetings
- Hired a temporary staff member, Stephanie Hurn, to help answer phone calls, email and process memberships. She'll be working through our busy spring season.

Adult:

US Sailing Championships:

NORs for all 2021 adult championships but Para (pending final approval) are posted.
 2021 Singlehanded Championship, June at ODU is oversubscribed (current cap of 200 boats)
 2021 Multihull Championships, November in Corpus Christi has 47 registrants already.
 2021 USMR qualifications ongoing.
 2021 USWMR invitations are being issued – 8 invitations for 10 spots already issued
 2021 Offshore, Adult Champs and C of C have application periods open now.
 2021 USTR Championship application period opens on May 11.

Adult Instructor Course Progress on 2021 Goals

| | New Instructor Goal | Instructors trained YTD (March 31, 2021) | Registrations for Courses yet to run in 2021 as of 4/23/21 |
|-----------------------------------|---------------------|--|--|
| Keelboat Instructors (all Levels) | 100 | 5 | 52 |
| Powerboat Instructors | 75 | 8 | 28 |
| Adaptive Instructors/Auditors | 32 | 0 | 33 |

Note: 11 courses requests still pending that need an Instructor Trainer to post to calendar.

Department Program Bullets

- One Design working on bi-monthly Starboard Portal sessions for One Design sailors and classes.

- Process to submit requests for Board approval of World and Continental Class Championships is being clarified, streamlined, and communicated to Class Assns. An email this week resulted in 20 requests being filed for events in 2021, 2022, and 2025. This will be an ongoing process to comply with World Sailing Regulations regarding World and Continental Championships.
- A process has been created for Adult Championships to allow sailors competing in one or more US Sailing Championships to sign all required waivers, Code of Conduct and Depiction Release once via ONE annual online form. This can be replicated across other departments.
- 4 Adaptive courses on the calendar for 2021, with west coast course oversubscribed. This is encouraging news for expansion of and interest in adaptive/inclusive sailing.
- Monthly meetings are ongoing with the Keelboat Stakeholders. To date, very good engagement by schools and providers.
- Safety at Sea Online training is slightly behind on revenue for Q1 but does not reflect income for Q1 from a LMS provider which will be received in Q2. Activity is up as sailors anticipate participating in races this summer season. With no in-person courses running in Q1, in-person course certificate issuance stands at 0 for Q1 and well behind 2020 YTD figures. As COVID restrictions ease, we expect to see Hands-On training to resume in Qs 3 & 4.

Youth:

Small Boat and Reach Course Progress on 2021 Goals

| | Student Goal | Students YTD (March 31, 2021) | Registrations 1/2021 - 10/22/ 2021 (includes March YTD) |
|--|---------------------|--------------------------------------|--|
| Sailing Counselor | 126 | 0 | 16 |
| Reach | 72 | 9 | 17 |
| Level 1 Instructor Online Section | 1250 | 262 | 719 |
| Level 1 Instructor In Person Section (includes 2020 Backlog) | 1928 | 60 | 1,056 |
| Level 2 Instructor | 160 | 12 | 91 |
| Level 3 Head Instructor | 48 | 29 | 29 |
| Level 3 Coach | 32 | 0 | 7 |

This table includes all the completed course registrations through March 2021. The last column is the total number of registrations for 2021 which paints a clear picture of where we are really at with the course goals.

Reach

RFPs for 2021 grant program will be posted by May 15, 2021.

Siebel Program KPI progress on 2021 Goals:

- **Program hours:** 2,000-hour goal | 769.5 hours for Spring season
- **Sailors served:** 500 sailor goal | 238 sailors for Spring season

- **Scholarships:** 50% goal | Most sailors on a 100% scholarship for Spring season
- **Retention rate:** 25% goal | 23% of sailors returning from 2020 programming for Spring season
- **Staff training:** 40 staff goal | 21 staff currently in training to execute on Spring or Summer seasons

US Sailing Championships:

• **US Junior Women’s Championships** – The 2021 U.S. Junior Women’s Clinics have been confirmed and are organized by the US Sailing Junior Women’s Championships Committee and made possible by the generous support of the C. Thomas Claggett Jr. Trust. The clinics are open to all female sailors between the ages of 13-18. Each clinic will offer the ILCA 4 (4.7), ILCA 6 (Radial), Club 420 (with trapeze and spinnaker) and 29er classes.

Clinic dates and venues:

- West- June 16-18- Alamitos Bay Yacht Club- Long Beach, CA
 - Open to sailors from: CA, AZ, NV, UT, HI
- Northwest- June 25-27- Olympia Yacht Club- Olympia, WA
 - Open to sailors from: WA, OR, ID, MT, AK
- Southeast- June 25-27- Florida Yacht Club- Jacksonville, FL
 - Open to sailors from: FL, GA, SC, AL
- Mid-Atlantic- June 29-July 1- Old Dominion University- Norfolk, VA
 - Open to sailors from: PA, MD, DE, DC, VA, NC, NJ
- North East- July 13-15- Roger Williams University- Bristol, RI
 - Open to sailors from: NY, CT, RI, MA, NH, VT, ME
- Midwest- July 13-15- Macatawa Bay Yacht Club- Macatawa, MI
 - Open to sailors from: MN, IA, MO, WI, IL, IN, TN, KY, OH, MI, WV
- Central- July 15-17- Oklahoma City Boat Club – Oklahoma City, OK
 - Open to sailors from: MS, LA, AR, TX, OK, NM, KS, CO, NE, WY, SD, ND

• **US Youth Match Racing Championship** – June 23-27, Rochester Yacht Club, NY- 8 very talented teams have been invited to the championship for 2021. The event is smaller this year due to COVID, normally 10 teams.

• **Chubb US Junior Championship** – August 10-13, Eastern Yacht Club, MA

• **US Youth Championship** – October 8-11, Camp SeaGull, NC

USA Junior Olympic Sailing Festivals:

• The Sarasota Sailfest kicked off our 2021 JO season with over 240 sailors in attendance. Unfortunately, some inclement weather limited the racing but overall, the event was a success. Thank you to Sarasota Sailing Squadron for hosting and all of the event organizers.

| Offshore: | <p>Certificate processing status:</p> <table border="1" data-bbox="441 247 1442 541"> <thead> <tr> <th></th> <th>IRC</th> <th>ORC</th> <th>ORR</th> <th>Totals</th> </tr> </thead> <tbody> <tr> <td>Issued</td> <td>6</td> <td>244</td> <td>69</td> <td>319</td> </tr> <tr> <td>Pending/missing information</td> <td>0</td> <td>37</td> <td>54</td> <td>91</td> </tr> <tr> <td>not yet addressed</td> <td>0</td> <td>73</td> <td>5</td> <td>78</td> </tr> <tr> <td>Processing Time (business days)</td> <td>0</td> <td>9</td> <td>5</td> <td></td> </tr> </tbody> </table> <p style="text-align: right;">Total Certificates in Queue = 488</p> <p>We are working hard to stay on top of the certificate requests and are at about 75% of the total certificates expected for the year. The next 50 days are the busiest time of the season for certificate processing, requiring nearly full attention.</p> <p>PHRF Update Working with US Sailing IT department on the following:</p> <ul style="list-style-type: none"> • Setting up PHRF Forums for handicappers to use as a space to exchange problem boats, best practices and other information. • Working to publish the Red White and Blue book as an active report, so it is up to date when opened with the reporting fleets. <p>We have over 40 valid PHRF Organizational US Sailing members. We continue to work to add value to these memberships and have targeted the following areas:</p> <ul style="list-style-type: none"> • Official licensing of the PHRF Trademark <ul style="list-style-type: none"> o Not to restrict the use of PHRF, but to officially license PHRF to member fleets to prove the use of the trademark is enforced so it does not become a Kleenex type case. • MVP Memberships for fleet members (discounted US Sailing memberships for individuals who register through the fleet) the fleet may then use a percentage of the total membership revenues to purchase US Sailing products. • Member benefits (discounts) on products and services. <ul style="list-style-type: none"> o We are exploring the possibility of partnering with a Crew manager service to target PHRF boat owners and start to capture contact details for crew members to convert to US Sailing memberships. | | IRC | ORC | ORR | Totals | Issued | 6 | 244 | 69 | 319 | Pending/missing information | 0 | 37 | 54 | 91 | not yet addressed | 0 | 73 | 5 | 78 | Processing Time (business days) | 0 | 9 | 5 | |
|---------------------------------|---|-----|-----|--------|-----|--------|--------|---|-----|----|-----|-----------------------------|---|----|----|----|-------------------|---|----|---|----|---------------------------------|---|---|---|--|
| | IRC | ORC | ORR | Totals | | | | | | | | | | | | | | | | | | | | | | |
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| not yet addressed | 0 | 73 | 5 | 78 | | | | | | | | | | | | | | | | | | | | | | |
| Processing Time (business days) | 0 | 9 | 5 | | | | | | | | | | | | | | | | | | | | | | | |
| Race Administration: | <p>Course registrations:</p> <ul style="list-style-type: none"> • Basic Race Management Seminar: 9 seminars/132 students (additional 10/107 scheduled) - 66% progress to goal • Club Judge Seminar: 5 seminars/64 students (additional 1/7 scheduled) - 40% to goal • Advanced Race Management Seminar: 3 seminars/27 students – 33% to goal • Advanced Judge Seminar: 3 seminars/55 students – 50% to goal • Race Officer Roundtable: 1 RT/11 participants – new offering • Judge Roundtable and Protest Days – 8 offerings/134 students – 114% to goal <p>Notes on course offerings:</p> <ul style="list-style-type: none"> • Basic Race Management Seminar has been very popular and is steadily resolving postponed 2020 courses. Training more instructors to handle demand. • Club Judge Seminar is now complete and will be offered as needed – demand is less than expected. | | | | | | | | | | | | | | | | | | | | | | | | | |

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| | <ul style="list-style-type: none"> • Full re-envisioning/rebuilding of the Advanced Race Management Seminar is underway. Goal is a more engaging, interactive experience for participants. Anticipate beta version for testing end of July. • Transitioning from advanced RM & J seminars to continuing ed offering for the purpose of recertifying higher-level officials. Traditional seminars continue to be required for initial certification. <p>Diversifying the corps:</p> <ul style="list-style-type: none"> • Four BRMS have been women-only, an offering that has proven to be very popular. • RMC has created a women’s mentoring and networking group, led by Mary Ellen DeFrias, that will support Regional and National Race Officers (for now). |
| Education: | <ul style="list-style-type: none"> • Staff addition. We are pleased to announce that Laurieanne Sarro joined the Education Department as an Educational Coordinator. She will be managing courses in areas A, B, C and D (except for Florida). • Course volume. The Educational Coordinators have been incredibly busy scheduling courses. To date, Peri Burns and Andi Barton (along with Laurieanne) have put 323 courses on the calendar for the youth and adult department. The highest volume is in Level 1, where they’ve posted 151 in-person sections and 107 online ones. • App Updates. Updates to both the Skill Up and Racing Rules of Sailing Apps were launched in mid-April. • Basic Keelboat Instructor Online. Presentations are being developed and module recording will begin shortly. A big thank you to Jessica Servis and Bradley Schoch from our team for helping drive this process and to Betsy Alison, Chuck Nevel, Kim Hapgood and Margaret Pommert for contributing considerable time to this project. • Race Administration projects. Multiple projects being worked on (or nearing completion). These include updates to the Club Judge Seminar, Advanced Race Management Seminar and the Around the Race Course PowerPoint. • Learning Management System review and selection. All departments have shared feedback on programmatic and administrative needs, and we will now use that feedback to begin reviewing platforms. The focus of this project is to ensure we have a platform that can successfully handle our journey-based courses (Safety at Sea, Teaching and Coaching Fundamentals, etc.) • Safety at Sea Online editing and migration. Review of Safety at Sea Unit 2 begins this week. • Winning in One Design. Work on an updated version of the book is underway with a summer 2021 launch expected. |
| USST & ODP: | <p>86 days until the Opening Ceremony of the Olympic Games</p> <ul style="list-style-type: none"> - We still do not know when we will be permitted to enter into Japan for pre-training <p>Majority of athletes are in Europe training and doing final regattas before Japan:</p> <ul style="list-style-type: none"> • Finn Europeans - Luke Muller 23/49 - Issues with downwinds. Lots of takeaways to prepare for Worlds in Porto, POR starting May 5 • ILCA 6 & 7 Vilamoura – With one day to go Paige was 9/89 and Charlie 7/139. Racing concludes 24th. • RSX Worlds – Pedro & Farrah will be competing through Thursday April 29 • Upcoming = 470 Europeans - April 30-May 7 <p>Athlete TownHall hosted week of April with an extensive athlete only session. SAC consolidated feedback and presented it to Core4 and Paul. Lots of questions about transition, funding, and Project Pinnacle.</p> |

MarCom:**Communications**

- 14 Email campaigns comprised of announcements, newsletters, organization member comms, weekly member comms, and promotions.
- 1,301 New Social Media followers on US Sailing and US Sailing Team Facebook, Instagram, Twitter.
- 11 videos created for social media, Starboard Portal, and Education/Programs.
- Primary Comms implementation:
 - New OLY Leadership comms campaign – Own media, pitched media
 - Rolex YofY Awards activation
 - Starboard Portal: 2 Rolex YofY panel interview programs; US Sailing Awards (2 programs)
 - US Sailing Team: event and athlete coverage; OLY media kit development and web development
 - Siebel regional news and program expansion
 - Championship season promotion
 - US Sailing Awards promotions and news
 - Membership campaigns comms
 - RRS promotional comms and advertising
 - SafeSport updates and notifications to members and organizations

Product, Program & Services Marketing

- Developed Earth Week social media plan
- Drafted sell sheets for adult courses - KB, PB, SAS, Adaptive
- Developed regular metrics report on social media performance. Next steps will be uncovering correlations to website performance.
- Sent Targeted e-mail promotions for 2021 Adaptive Workshops

Brand Marketing

- Continued development of brand campaign – plan to launch early-mid May
- Feathr direct marketing (4-week report)
 - Custom lookalike campaign reached 75,332 new faces with 289 new users reaching the US Sailing website. This campaign type is dedicated to increasing our brand awareness and expanding our audience.
 - Click through rate (CTR) of .39%. For perspective display advertising sees a CTR of .2-.3% on average.
 - The highest converting campaign is our General Messaging campaign, which brought 78 conversions.
 - The Education Feature campaign reached more than 4,519 and continues to grow, resulting in 46 conversions to date.
 - Total conversions are 152, bringing in ROI of \$9,880.00.
 - Upcoming strategy meeting to build on ROI for next month.

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| Foundation: | Raised more than \$5,650,000 One \$2,000,000 pledge to be paid over four years One \$1,000,000 pledge to be paid over two years Four \$500,000 pledges to be paid over five years One \$300,000 pledge to be paid over three years One \$250,000 pledge to be paid in full this year One \$100,000 pledge to be paid over four years Many gifts and pledges less than \$100,000 Of the pledges above, anticipate receiving \$750,000 in payments in next 60 days. |
| IT: | Partnered with EnVision, an IT Consulting group out of Rhode Island, who conducted an IT audit in March & April. EnVision is completing their data analysis/proposal for US Sailing for Early May. The intent is to discuss our IT infrastructure and identify any GAPS that might need to be addressed from a security, data, or support standpoint. |