

2023 Association Report – November

Topics	Comments	Status																		
<i>Financial Metrics – Financials are based on Sept numbers.</i>																				
Revenue/Cash	<p>YTD Cash Revenue \$7.4MM vs budget of \$8.5MM -12% below or \$1MM below budget:</p> <ul style="list-style-type: none"> • Donation Revenue \$412K vs budget of \$850K- 52% below budget Olympic related • Membership revenue \$1.6MM vs budget of \$1.8MM - 13% below budget, projected to land 17% below plan by year-end (\$2.1MM vs \$2.5MM) • Sponsorship Cash \$1.1MM vs budget of \$2.2MM -43% below budget driven by Kilroy. • Course & Event Registration \$2.1MM vs budget of \$1.8MM- 6% ahead of budget • Publication/Retail Sales \$412K vs budget of \$363K: 13% ahead of budget • Investment Income \$204K vs budget of \$94K favorable to budget • Misc Income of \$112K and Grant Income of \$124K vs budget of 0 has helped bridge some of the revenue gap. <p>Overall pledge collections- new and old significantly below plan, mainly driven by \$1.7MM in Olympic commitments not fulfilled by donors</p>	RED																		
Expense	<p>YTD Expenses \$9.4MM vs budget of \$11.5MM is \$2.1MM or 18% below budget: Main contributing cost categories are below and stem from Olympic adjusted spending:</p> <table border="1" style="margin-left: auto; margin-right: auto; border-collapse: collapse; width: 80%;"> <thead> <tr style="background-color: #003366; color: white;"> <th style="text-align: center;">\$V to Budget</th> <th style="text-align: center;">Category</th> </tr> </thead> <tbody> <tr><td style="text-align: center;">626,861</td><td>Salaries & Benefits</td></tr> <tr><td style="text-align: center;">452,523</td><td>Travel</td></tr> <tr><td style="text-align: center;">260,409</td><td>Coaching & Charter Fees</td></tr> <tr><td style="text-align: center;">302,758</td><td>Consulting</td></tr> <tr><td style="text-align: center;">256,539</td><td>Meetings & Events</td></tr> <tr><td style="text-align: center;">142,208</td><td>Supplies</td></tr> <tr><td style="text-align: center;">140,309</td><td>Sponsorship Fulfillment</td></tr> <tr style="border-top: 1px solid black; border-bottom: 1px solid black;"> <td style="text-align: center;">2,181,608</td> <td>Major Variances</td> </tr> </tbody> </table>	\$V to Budget	Category	626,861	Salaries & Benefits	452,523	Travel	260,409	Coaching & Charter Fees	302,758	Consulting	256,539	Meetings & Events	142,208	Supplies	140,309	Sponsorship Fulfillment	2,181,608	Major Variances	GREEN
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Net	YTD Loss of \$1.4MM YTD vs break even, driven by \$1.5MM+ loss in Olympic operations	RED
Membership:	<ul style="list-style-type: none"> • Member Engagement: • Launched Tell Tales, a member engagement program. It will feature monthly calls for user generated content and feature a member submission at the end of each month. The selected member will receive a \$25 gift card to the US Sailing online store. • Executed final member and organization member surveys in October. • Membership Cards: Completing logistics with JetMail on being able to offer a printed membership card as an added item members can buy at registration or renewal. Cards will include membership date, membership expiration date, and all certifications with expiration date along with additional info (Name, member number, etc.). • Keelboat member specific lifecycle emails launched on 10/17. We will be able to share initial metrics in November. • Membership Revenue: • Organizational member invoices will begin being distributed via email and USPS in late November. • Testing bringing back mailing final membership renewal notices to individual, youth, family and collegiate members to see if there is a lift in renewals. They began shipping on October 23rd. • Gift with purchase of membership program will launch in late November. Members can get a free 5L GILL US Sailing dry bag with purchase or renewal of a multi-year individual or family membership. • Exploring ways to partner with ICSA to increase Collegiate Sailor acquisition and engagement. • Continue to explore Powerboat membership market including logistical needs analysis. • Member Benefits • Executed two member's only GILL Flash sales. 17 total redemptions with \$2.5K driven to GILL. 	
Fundraising:	<ul style="list-style-type: none"> • Year-end appeals prepared for distribution in Oct-December– Gift Catalog, Giving Tuesday, and segmented Year-end Appeal. • Briefings with numerous donors around Olympic fundraising. • Pledge confirmations from several 6+-figure USST donors for processing before CYE. • MGO portfolio created, with outreach focused on Midwest and other under-represented locations in USSA fundraising. • Held strategic planning retreat with Fundraising/Philanthropy staff to determine key strategies for 2024 and associated goals. 	

<p>Adult:</p>	<ul style="list-style-type: none"> • The Adult Championship season ended with the 48TH Championship of Champions. The event was held, for the first time, in DragonFlight 95s, the fastest growing one design radio-controlled class. Racing was fierce with sailors from across the country applying their mastery of strategy, tactics and rules in a hotly contested battle that was ultimately won by Ribert Feldman from Detroit. • A new Keelboat school onboarded with US Sailing, Charisma Sailing, which has three locations in the Florida Keys. • NextGen survey results are being compiled by the One Design Committee and will be presented in a breakout session at NSPS. Over 900 sailors 30 and under completed the survey. • We added two newly approved Safety at Sea Moderators to the list: Cheryl Lowry and Brian Pinkston. With two Moderator Training courses completed in the past 12 months, the most recent in mid-October, there are now nearly a dozen Moderators in Training in the pipeline that will be co-teaching with experienced moderators and honing their speaker skills at upcoming Safety at Sea courses.
<p>Youth:</p>	<p>Youth Competition</p> <ul style="list-style-type: none"> • The 2023 USA Junior Olympic Sailing Festivals continue: <ul style="list-style-type: none"> ○ 132 sailors competed in the Santa Cruz, CA JO Regatta in September, and 162 sailors competed in the Fort Myers, FL JO Regatta in October. ○ The last JO Regatta of the year will take place at the US Sailing Center Martin County in Jensen Beach, Florida in early December. This event is sold out with a large waitlist. ○ The next JO “Try it Out” Clinic is being held at Rush Creek Yacht Club in Heath, TX on November 11-12 and will feature Wingfoil, 29er, VX One, and Melges 15 sessions for all participants. • The US Youth Team will compete at the 2023 Youth World Sailing Championship in early December in Buzios, Brazil. The team and coaches will use the annual US Sailing Thanksgiving Racing Camp in Miami, Florida in late November as a final training session, which will also include over 100 other sailors and coaches from around the country. <p>Phill Miller has accepted his new role as Youth Performance Manager.</p> <p>Reach (STEM)</p> <ul style="list-style-type: none"> • The Reach Initiative (STEM) has distributed 10 grants to Community Sailing Centers across the US this May. Grantee reports are due Nov 1 and the Impact Report will be available at the end of Q4. • The Reach Advisory Group (John O’Flaherty and Stephanie Webb) visited the Bristol Office in Oct 2023 to revisit the 2021-2024 Reach Strategic Plan with staff changes and current resources. <p>Siebel Sailors Program</p> <ul style="list-style-type: none"> • The Siebel Sailors Program paused to regroup and establish a small Working Group representing Community Sailing Centers across the country that have experience using SEL (Social Emotional Learning) methods. • Current members include Chris Childers (Treasure Island Sailing Center, San Francisco CA) and Whitney Kent (Sheboygan Youth Sailing Center, Sheboygan WI) with the intention to ask 3 more members from PNW, NE, and SE.

	<p>Community Sailing</p> <ul style="list-style-type: none"> • 2023 Community Sailing Awards recipients will be awarded in GA at NSPS, and press release will go out after the event Feb 2023. • Two programs are pending Accreditation. • Two new programs have inquired about becoming Accredited. <p>Janel Zarkowsky has accepted her new role as the Youth Programs and Outreach Manager. She started with USSA as a Regional Coach for the Siebel Sailors Program in DC and Baltimore. She will remain remote in Annapolis, Maryland. The Youth Education Department is looking to hire one more team member in 2024.</p>
<p>Events:</p>	<p>NSPS Update and How You Can Help</p> <ul style="list-style-type: none"> • Update: NSPS planning is well underway and registration strong with 121 registered attendees thus far. This is on track with NSPS 2019 which was a record-breaking year. The schedule is nearly complete with most breakout sessions accounted for as a result of strong presentation proposal submissions. Thank you to the team of staff and volunteers helping to build the schedule. • How You Can Help: NSPS Keynote Speakers! Keynote presentations are a signature and critical element of our marquee events. Keynote topics can range from lessons in leadership to inspirational storytelling and everything in between. Keynote speakers can be a professional speaker, a sailing celebrity, or an influential person with, or without, ties to the sailing community. I ask that you scroll your rolodex for that famous sailor you beat a few years back, that professional mentor who made an impact on your life/career or that professional speaker you saw at a conference a few years back who has stuck with you. Please send suggestions to Katie O (events@ussailing.org). Thank you!
<p>Offshore:</p>	<ul style="list-style-type: none"> • Certificate total year to date is 1396 (ORC Club 766, ORCi 380, ORR 295, IRC 86) • With the ORCi Worlds in Newport in 2024, the Newport to Bermuda race, the 100th running of the Bayview Mac Race and continued growth in ORC Club we expect over 1800 certificates in 2024. • The office is reviewing our processes for collecting applications and the way we monitor race events and permit them to track certificates. • The office will provide measurer training seminars in 2024 in anticipation of the increase in boats using our rules. • The office is also working on renewing PHRF and Portsmouth Yardstick services. • Last, we are planning an Offshore Roadshow where we travel to various racing locales and provide seminars to explain the rating rules we manage and how to best score races with the various options those rules provide.
<p>Race Administration:</p>	<ul style="list-style-type: none"> • There is a handful of Judge, Race Officer and Umpire seminars and continuing education events on the calendar for 2023 for officials who need to complete training requirements this year, as well as a growing number of courses for 2024. • The Race Officials/Organizing Authority Connection Board, which allows member officials to offer their services and member clubs to find officials for their events, was recently featured in Scuttlebutt. Please visit https://www.ussailing.org/ROOACconnection for more information and to add an official's or OA's listing.

<p>Education:</p>	<ul style="list-style-type: none"> • Continuing work that was started in December 2022, the National Faculty Navigation working group met at Club Nautique in Alameda, CA in late October. More information will be forthcoming shortly, but we expect that the first of three Navigation courses will be rolled out early in Q1 2024. • As noted in the Adult report, a Safety at Sea Moderator course was completed in mid-October, providing an influx of new Moderators to help us meet course demand. Additionally, the Education department added a Safety at Sea specific section on "The Bridge" to supply quick access to materials for Moderators. The Bridge is the password-protected section of US Sailing's website that houses course materials for our Instructor courses. We are also introducing a new SAS presentation template to help create consistency. • US Sailing staff members and volunteers from various areas of the organization took part in three demos as a last step before we can select a new Learning Management System that will host all of US Sailing's online courses. The expectation is that a selection will be made in 2023, with a shift to a new platform (and launch with courses) occurring in Q3/Q4 2024. • The Education Department is excited to welcome Bonnie Braddock, our new Learning and Development Specialist. Bonnie will be working closely with Bradley Schoch, our Sr. Instructional Designer, and will be focused heavily on helping us grow in the online course space.
<p>USST & ODP:</p>	<ul style="list-style-type: none"> • Olympic High-Performance Director in final stages of interview- expect offer to go out early Nov • USST competed at Pan Am Games in Chile; results to be shared post event • USOPC Report published and being communicated to the sailing community as appropriate
<p>Marketing & Communications</p>	<ul style="list-style-type: none"> • The Pan American Games have begun in Santiago, Chile. The MarComm team will produce daily recaps and scores on the website, in emails, on social media, and a press release on the final results. View all the coverage, here: https://www.ussailing.org/news/pan-american-games-2023-sailing/ • Our team is handling the communications plan for the USOPC report to the public • Now that the Adult Championship season has ended, we are working on recaps for social media and a press release to congratulate participants and winners and thank partners, host clubs, and ROs. • We're currently working on a few media asset projects for partners including videos for Yeti, Siemens, Rolex, and The Moorings and partner promo emails for Gill and Risk Strategies. • We're responding and actively engaging with NBC Olympic related media requests. Action items for athletes and the team to provide USST promotion. • Promotion for events and courses continue, including email and social media plans for NSPS, the Rolex Yachtsman and Yachtswoman of the Year Awards, and courses scheduled from now through the end of the year. • Assisting with Executive/Board level requests as needed. • Development of an Olympic Communication Plan, sharing all the good things going on and leading up to the Games.

Business Development:	<ul style="list-style-type: none"> • Activity and engagement level continues to build especially across non-endemics with an “Ideas win the Day” approach • NSPS @ \$100k (>2x previous event) • Trials sales efforts continue in earnest. Little positive response from existing or USOPP Partners • Reviewing proposals regarding USSA asset valuation • Receiving/Evaluating proposal(s) regarding consumer insights- “Data Driven Selling” • AeroVanti termination agreed to and moving on... • Exploring commercial, marketing and membership opportunities with Collegiate Sailing (ICSA)
Partnership Marketing:	<ul style="list-style-type: none"> • Nominations are open for the Rolex Yachtsman and Yachtswoman of the Year Award. Nominations will remain open through December 15. Preliminary planning stage for the award ceremony date and location, in collaboration with Rolex. • Active conversations to renew YETI and SailFlow partnerships • Creating 2023 Partner recaps for all 18 partners • Creating 2024 partner packets personalized based on contractual assets • Debriefing Championship activations and planning for 2024 • Gill discussion about restructuring/extending • Hospitality for Trials and Olympic invites
IT	<ul style="list-style-type: none"> • Found and fixed bug with course registration Thinkific integration, triggered only when registrant did not meet minimum age requirement. • Updated coding for export reports for Development to indicate Lifetime members. • In preparation for Fonteva, Andrew Ewing passed the exam to become a Salesforce Certified Administrator, the product of over 200 hours and 5 months of effort • Investigating potential issues with third-party DevExpress user controls on our web site due to their age, establishing scope and possible alternatives • Rolling out changes to multi-factor authentication using Microsoft Authenticator, and testing new zero-trust changes for a sample group of volunteers
HR/DEI	<p>Store</p> <ul style="list-style-type: none"> • By continuously identifying and fixing system/processes, the Q3 inventory total asset shrinkage was (\$204.63). Compared to the previous two quarters at (\$6,375.11) and (\$6,510.65) respectively. • Audited and rearranged the online store to make about 50 items visible to customers that were previously not easily visible. Sold 31 items, about \$115 in profit excluding shipping, in the first week since making the change. • Working with Development team to offer gifting catalogue through the store for increased donation accessibility <p>DEI</p>

	<ul style="list-style-type: none">• Interview Team Member Mac Agnese for spotlight article for Hispanic and Latin American Heritage Month• Final learning opportunity for the year from our partnership with Inclusion Playbook via the Sports Inclusion Discussion Series. "All Bodies in Sports" discussion on Zoom on November 9th, 4pm ET.• Completed A Long Talk training with incredible turn out and amazing responses of positive take aways and feedback <p>HR</p> <ul style="list-style-type: none">• Completed benefit research and benchmarking - leading to open enrollment completion for all staff at negotiated cost rates 13% below original offering• Onboarded Phil Muller, Jessica Haverstock, and Mary Allen in September.• High Performance Director search is narrowed down and working to wrap this by early November
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