


2024 Association Report – January

Topics	Comments	Status																																
<i>Financial Metrics – Financials are based on December numbers.</i>																																		
Revenue/Cash	<p>Overall Revenue/Cash \$9.9MM vs budget of \$11.4MM – (13.2%) miss</p> <ul style="list-style-type: none"> Membership Revenue \$2.1MM vs budget of \$2.5MM – (17.4%) miss Donation Revenue \$1.4MM vs budget of \$1.5MM – (9.0%) miss Sponsorship Revenue \$2.4MM vs budget of \$3.8MM – (38.3%) miss Program Revenue \$2.1MM vs budget of \$2.1MM – 2.5% higher than budget driven by Registration Revenue Investment Income \$347K vs budget of \$125K budget- 178% higher than budget, stronger fund performance than previous 2 years. Market growth for our funds was 14.7% vs a loss of 16.9% in 2022. Retail Revenue \$467K vs budget of \$456K- 2.3% higher than budget driven by publication sales 																																	
Expense	<p>Expenses \$12.3MM vs budget of \$15.3MM- (19.4%) below original spend projections. Intentional reduction in operating expenses focused mainly in the Olympic department where donor commitments were rescinded. Main contributing categories outlined below:</p> <table border="1" style="margin-left: auto; margin-right: auto; border-collapse: collapse; text-align: right;"> <thead> <tr> <th style="width: 30%;"></th> <th style="width: 15%;">Act</th> <th style="width: 15%;">Budget</th> <th style="width: 10%;">\$V</th> </tr> </thead> <tbody> <tr> <td>Salaries & Benefits</td> <td>5,517,869</td> <td>6,594,996</td> <td>(1,077,127)</td> </tr> <tr> <td>Travel (Staff/Non)</td> <td>930,416</td> <td>1,473,759</td> <td>(543,343)</td> </tr> <tr> <td>Consulting Fee</td> <td>471,057</td> <td>851,762</td> <td>(380,705)</td> </tr> <tr> <td>Coaching Fees</td> <td>761,485</td> <td>1,063,500</td> <td>(302,015)</td> </tr> <tr> <td>Meetings & Events</td> <td>252,925</td> <td>509,958</td> <td>(257,033)</td> </tr> <tr> <td>Logistics & Supplies</td> <td>158,876</td> <td>500,633</td> <td>(341,757)</td> </tr> <tr> <td>Total</td> <td>8,092,628</td> <td>10,994,608</td> <td>(2,901,980)</td> </tr> </tbody> </table>		Act	Budget	\$V	Salaries & Benefits	5,517,869	6,594,996	(1,077,127)	Travel (Staff/Non)	930,416	1,473,759	(543,343)	Consulting Fee	471,057	851,762	(380,705)	Coaching Fees	761,485	1,063,500	(302,015)	Meetings & Events	252,925	509,958	(257,033)	Logistics & Supplies	158,876	500,633	(341,757)	Total	8,092,628	10,994,608	(2,901,980)	
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<p>Membership:</p>	<ul style="list-style-type: none"> • The Holiday Pack program sold out (200 sales, \$33,754 revenue) in three weeks (11/21 – 12/7). <ul style="list-style-type: none"> • 72% of purchasers upgraded from a 1-yr membership term to multi-year. • 9% of purchasers are new members. This is significant as the program was not promoted outside of membership channels. • Launched Org member renewal campaign in November. <ul style="list-style-type: none"> • 628 orgs (41% to budget) have renewed as of 1/15 for \$190,000 in revenue (43% to budget). Our goal is to reach 100% of the budget by May. • Updated MVP benefits are set to launch in February. • Org members are currently signing up for Skill Up. Our updated Skill Up platform allows each org to customize the app to their brand and program format using US Sailing learning resources. • Developing new member benefit for 65+ members with Grouper, an activity benefits manager, where members with Medicare+ and select other supplemental insurance can be reimbursed for their membership fee (up to \$100/year). • Launched a new printed member card product on 1/3 and have sold 70 (\$1,500+) since the launch. • New Keelboat Member Lifecycle communications are averaging 70% open rates, for reference the Weekly Lift has an 51% average open rate. • Telltales member engagement program continues to gain steam.  <p style="text-align: center;">US Sailing Member TellTales</p> <p style="font-size: small;">With the holiday season and New Year behind us, we want to highlight US Sailing member Chris Childers' time spent assuming the role of skipper for a particularly memorable family Christmas cruise.</p>
<p>Fundraising:</p>	<ul style="list-style-type: none"> • EOY finished strong with considerable closures and pledge payments in the past 3 weeks of the year. Unfortunately, some donors did not honor their commitments in 2023 which impacted our year-end numbers. We are still working on those lapsed pledges. • 2024 started off on a strong note with several 5-figure gifts around the Olympic Trials. • Broad-based appeals were strong this year vs. 2022, driven in large part by a diversity of messages and some innovative approaches. Nancy Isabel is analyzing our results there and allocating 2024 time and energy towards the highest ROI. • We are working to establish new systems for collecting recurring payments, which build consistency in revenue and tend to multiply donor gifts. • We will be on the road in Q1 hoping to leverage Marcus' start with the USST and meeting in-person with as many donors as possible to share our story and plans for this year and the coming Quad. Finding new donors and re-engaging with past donors is key!
<p>Adult:</p>	<ul style="list-style-type: none"> • The Adult Dept. says farewell and a hearty thank you to Nancy Mazzulli for 11 years of dedicated service to US Sailing and we are happy to welcome Diana Emmanuelli on board as the new Competition Manager. Diana currently works in the Education Department as an Education Coordinator. • In 2023, 64 Safety at Sea in-person course were held. As of January 16, 46 Safety at Sea courses are on the calendar for 2024. More are expected to hit the calendar in upcoming weeks with this year being a Newport/Bermuda Race year and the 100th Anniversary of the Bayview Mac Race.

<p>Youth:</p>	<p>Youth Competition</p> <ul style="list-style-type: none"> • Planning is well underway for 2024 events, including Championships, Junior Olympic Sailing Festivals, Youth Worlds qualifier regattas, and other clinics. US Sailing organized Learn-to-Skiff and Girls-Skiff clinics in 29ers are taking place in Miami, San Francisco, and Annapolis this spring, in partnership with coach Caroline Atwood. • US Sailing staff have attended the last two USODA Opti National Team practices to interact with sailors, coaches and parents with the goal of connecting sailors to their next boat class after the Optimist. • The US Youth Team competed at the Youth World Championship in Brazil in December 2023, winning a Silver Medal in the Nacra15 class and finishing in the top 10 in five out of ten classes. Phil Muller, Youth Performance Manager, served as team leader and head coach. Preparations for the 2024 Youth Worlds in July 2024 are underway. <p>Reach Initiative (STEM)</p> <ul style="list-style-type: none"> • The Reach Initiative (STEM) distributed 10 grants to 501(c)(3) youth sailing programs around the country. 2023 Reach Impact Report will be available January 2024. • The updated 2024 Reach Initiative Grant online application and timeline will be available January 2024 with application due April 1,2024. • The Reach Advisory Group (John O’Flaherty RI and Stephanie Webb FL) meet monthly to review current Reach resources and create a Strategic Plan for 2024-2026. <p>SEL Advisory Group</p> <ul style="list-style-type: none"> • The Social Emotional Learning (SEL) Advisory Group (Chris Childers CA, Whitney Kent WI, Melissa Gorchynsky CO) meet monthly to review past SEL resources from the Siebel Sailors Program 2019-2022 and create a Strategic Plan 2024-2026. • There are two NSPS presentations dedicated to SEL, both facilitated by Staff Liaison Janel Zarkowsky Martin. <p>Community Sailing</p> <ul style="list-style-type: none"> • 2023 Community Sailing Awards recipients will be awarded in GA at NSPS 2024, with scheduled press release Feb 2024. • 2024 Community Sailing Awards application and Selection Committee rubric have been updated with help from Community Sailing Committee Members Matthew Thompson MN and Stephanie Webb FL, • One program is pending Community Sailing Accreditation and 11 have inquired about becoming Accredited.
<p>Events:</p>	<p>NSPS</p> <p>NSPS is shaping up to be a record-breaking event in both attendance and sponsorship! We look forward to welcoming over 400 attendees and guests to Savannah, GA. We are grateful for the 31 sponsors and 65 presenters without whom this event would not have been possible. Thank you to Savannah Yacht Club, our host local sailing organization for NSPS this year, they have rolled out the red carpet for us.</p>

	<p>Over our three days in Savannah, we look forward to recognizing 23 individuals and organizations for contributions to the sport in various award ceremonies including the 2023 Rolex Yachtsman & Yachtswoman of the Year. We look forward to seeing everyone in Savannah!</p>
<p>Offshore:</p>	<p>All 3 measurement rules, IRC, ORC and ORR are up and running for 2024. We are busy processing certificates for winter races.</p> <p>The Offshore Office has organized a series of roadshow events where the staff will travel and give presentations to sailors and event organizers to provide information that explains the measurement rules we manage and the best options for scoring races. And this is an opportunity for us to listen to our constituents and get feedback to potentially improve our services. Locales include Annapolis, St Francis, Bayview and Chicago Yacht Clubs with more to follow closer to home.</p> <ul style="list-style-type: none"> • Annapolis Yacht Club, Annapolis, MD – February 10th • St. Francis Yacht Club, San Francisco, CA – February 21st • Bayview Yacht Club, Detroit, MI – February 22nd • Chicago Yacht Club, Chicago, IL – February 24th <p>The Offshore Office is hosted a US Sailing Measurer’s Training Seminar at San Diego Yacht Club. This seminar is an effort by the office to train more measurers in the Universal Measurement System (UMS), for the three measurement rating rules in the US, IRC, ORC, and ORR. The event is designed for current and prospective measures in North America.</p> <ul style="list-style-type: none"> • US Sailing Measurer’s Training Seminar – San Diego, CA – February 16-19th <p>Our work on revitalizing our services to PHRF continues. We are collaborating with PHRF volunteers on updating the online handicap database and designing a second service that will provide dimensional data for boats in their base configurations.</p>
<p>Race Administration:</p>	<p>2023 Seminar participants wrap up:</p> <ul style="list-style-type: none"> • Participation in race official training has continued to grow. In 2023 1103 individuals took part in 80 educational offerings. This is significant growth over the past two years (890 people/67 trainings in 2022 and 760 people/51 trainings in 2021). • 260 race officials took part in 18 no-charge continuing education events. <p>The 25% membership dues discount for officials was well received, with more than 125 officials taking advantage of the offer in 2023.</p> <p>As of January 19, the 2024 race official training calendar includes:</p> <ul style="list-style-type: none"> • 5 Advanced Race Management Seminars for 33 people (all in person) • 18 Basic Race Management Seminars for 130 people (1 online) • 5 Club Judge Seminars for 33 people (2 online) • 1 Advanced Judge Seminar for 15 people (1 online)

- 18 Judge Roundtables, Clinics and Protest Days for 195 people (13 online)
Planning for a Race Administration National Faculty meeting in March in Bristol is under way.

Education:

2023 Course Metrics

- 145 new Keelboat Instructors were trained in 2023 – this is nearly 150% of our annual goal. Standards for our instructors and programs continue to remain the best in the business.
- The Smallboat Level 1 course, which is our largest instructor course, saw a 21% increase in overall attendance in 2023 vs. 2022.
- Online education is still a hot commodity for sailors. Nearly 2500 people took either an online Basic Keelboat or Safety at Sea course last year. This online education supplements the invaluable in-person training received by students.

Youth Programs

	2023 Totals	2022 Totals
SMALLBOAT		
Sailing Counselor		
Courses held	13	10
Registrants	122	106
Level 1 Instructor		
Online Course Certifications Issued	1626	1405
Online Course Registrations	2032	1616
3 Day In-Person Courses	169	151
Course attendees	1760	1387
Level 2 Instructor		
Courses held	14	14
Course attendees	140	139
Level 3 Head Instructor		
Courses held	3	5
Course attendees	26	47
Level 3 Coach		
Courses held	0	3
Course attendees	0	23
REACH		
Instructor Courses		
Courses held	3	6
Certificates issued	26	56

Adult Programs

	2023 Totals	2022 Totals
KEELBOAT		
<i>Instructor Courses (all levels)*</i>		
Courses held	47	34
Course attendees	167	153
Basic Keelboat courses		
Certifications issued	1784	2394
Basic Cruising courses		
Certifications Issued	922	1063
Bareboat Cruising courses		
Certifications Issued	715	899
Basic Power Cruising		
Certifications Issued	261	
Inshore Power Cruising		
Certifications Issued	161	
Night Ops Certificates		
Certifications Issued	114	
POWERBOAT		
<i>SPBH Instructor Courses</i>		
Courses held	7	11
Course attendees	41	69
Safety and Rescue Boat instructor		
Courses held	0	1
Course attendees	0	7
Safe Powerboat Handling Student		
Certifications Issued	802	943
ADAPTIVE		
<i>Instructor Courses</i>		
Courses held	1	3
Certificates issued	9	26

2024 Course Scheduling

- Eighty-Five (85) Smallboat Level 1 Instructor and thirteen Basic Keelboat Instructor courses have already been scheduled in 2024, with many currently hidden from the calendar to allow host clubs to register their own candidates. We continue to receive, and fill, courses daily.
- We intend to hold four separate Instructor Trainer (IT) courses in 2024, with the next one (a Level 1 IT course) occurring just prior to NSPS. Other IT courses will include a Small Boat Level 2 IT course, Basic Keelboat IT course, Reach Educator Trainer Course and potentially a Safe Powerboat Handling Instructor Trainer Course. In the last six months we have also on-boarded three new Cruising Powerboat ITs via a “co-teach.”

2024 Project Queue

Below is the list of approved projects for 2024 and their target completion dates. A large number of projects are either directly or indirectly related to the *Racing Rules of Sailing* (as 2025 kicks off the new rulebook), while others reflect the projects requested by the Adult, Youth and Race

Administration Departments.

Department	Project	Project start date	Target Completion date
EDU	Learning Management System (LMS) cost and build (New)	Jan-24	Aug-24
Race Admin	<i>Racing Rules of Sailing 2025-2028</i> (New)	Mar-24	Nov-24
Race Admin	<i>Racing Rules of Sailing 2025-2028</i> Index (New)	Mar-24	Nov-24
Adult	Safety at Sea Online Course (Update)	Feb-24	Aug-24
Adult	Safety at Sea Guide (Update)	Feb-24	Aug-24
Adult	Navigation National Faculty working group	Mar-24	2025
Youth	Siebel/SEL Strategic Planning	Mar-24	Dec-24
Youth	Reach Strategic Planning	Mar-24	Dec-24
Race Admin	Race Admin Strategic Planning	Mar-24	Dec-24
Youth	Smallboat Strategic Planning	Mar-24	Dec-24
Adult	Keelboat Strategic Planning	Mar-24	Dec-24
Adult	Powerboat Strategic Planning	Mar-24	Dec-24
Youth	<i>Smallboat Level 2 Instructor Trainer Manual</i> (New)	Jan-24	Apr-24
Adult	<i>Basic Keelboat Tests</i> (Update)	Jan-24	Feb-24
Youth	Smallboat Level 3 Rules Tests (Update)	Sep-24	Oct-24
Adult	<i>Start Powerboating Right!</i> (Update)	2023	Jan-24
Adult	<i>New Basic Keelboat Instructor Manual</i> (New)	Feb-24	2025
Race Admin	Race Administration Course materials (Update)	Jul-24	Dec-24
Race Admin	Around the Race Course (update)	Jul-24	Dec-24
Race Admin	<i>Appeals Book</i> (update)	Aug-24	Dec-24
Race Admin	<i>Cases and Appeals Book</i> (merged layout)	Aug-24	Dec-24
Race Admin	Dave Perry RRS Videos (New)	Sep-24	Dec-24
Race Admin	RRS App tutorial improvements (Update)	Feb-24	Aug-24
Race Admin	<i>100 Best Racing Rules Quizzes</i> (New)	Mar-24	Nov-24
Race Admin	<i>Understanding the Racing Rules of Sailing</i> (New)	Mar-24	Nov-24
Race Admin	Rules in Brief Card (Update)	Mar-24	Nov-24
Race Admin	Protest Card (Update)	Mar-24	Nov-24
Race Admin	<i>Sailor Guide to the Racing Rules</i> (Update)	Mar-24	Nov-24
Race Admin	<i>Join the Race Committee Team</i> (Update)	Mar-24	Nov-24
Race Admin	<i>Race Management Handbook</i> (Update to two volumes)	Feb-24	Aug-24
Youth	<i>Reach Instructor Trainer Manual</i> (Update)	Feb-24	Apr-24
Youth	<i>Organizational Guidebook</i> (New)	Feb-24	Nov-24
Adult	<i>Winning in One Design</i> (Update)	Jan-24	Mar-24

NATIONAL FACULTY

Department	Project	Date
Adult	Navigation National Faculty	Jan-24
Youth	Siebel/SEL National Faculty	March/April 24
Youth	Reach National Faculty	March/April 24
Race Admin	Race Admin National Faculty	March/April 24
Youth	Smallboat National Faculty	March/April 24
Adult	Keelboat National Faculty	March/April 24
Adult	Powerboat National Faculty	March/April 24
	Safety at Sea	Oct-24

Staff changes

As noted in the Adult Department recap, Diana Emmanuelli is transitioning from her current role as Education Coordinator to Competition Manager. We would like to thank her for her contributions to our team and we wish her the best in the new role. The Education Department is currently recruiting her replacement.

USST & ODP:	<p>Marcus Lynch started in the role of High-Performance Director, Jan. 2, 2024</p> <ul style="list-style-type: none"> • In attendance at U.S. Olympic Team Trials (Sailing) Late Selection Regatta, Jan 2024 • Travelled to USSA offices in Bristol, RI to liaise with staff and make connections • Started the process of connecting with Athletes, Coaches, Support Staff, and Donors • Completion of 2024 U.S. Olympic Team trials (Sailing) Late Selection Regatta for: Men’s Skiff, Mixed Dinghy, Men’s Windsurf, Women’s Windsurf, Men’s Kite • Regatta completed with a variety of conditions across all disciplines
Marketing & Communication	<ul style="list-style-type: none"> • The MarComm team produced daily recaps and scores on the website, in emails, on social media, and a press release on the results of the first set of Trials. View all the coverage, here: https://www.ussailing.org/news/january-us-olympic-team-trials-2024/ • Our team is handling the communications plan, and managing the relationship with an outside PR firm, on the complaint filed on 1/16. • We’re currently working on a few media asset projects for partners including videos for 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, including NBC Sports and NBC nightly news • 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 this spring. • 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. • Prepared and presented marketing and advertising plan to Keelboat school group that included paid and owned assets • Developing Streaming platform to increase from one to three events in ‘24
Business Development:	<ul style="list-style-type: none"> • Wrapped up record NSPS sponsor participation; 31 partners & \$113,500 in revenue • Closed Polar Beverages- three-year partnership • Active six figure discussions with potential partners • Other discussions with top prospects • Budgeted and vetting data, insights and valuation companies to provide crucial intel to sales efforts • Agreement in principle with the ICSA that includes commercial, marketing and membership opportunities with Collegiate Sailing • Development and go to market packages prepared for Sailing “365” opps post NSPS
Partnership Marketing:	<p>-Miami Trials hospitality with current partners Siemens, NE Ropes, Goslings and hosted aspiring partner. Time very well spent. Thank you to Henry, Sarah and Rich for spending time with partners during the Trials.</p> <p>-NSPS sponsor management and execution of 33 sponsors</p> <p>-Rolex Yachtsman & Yachtswomen of the Year process, final voting stage. The award ceremony will be held with NSPS on Feb 1 at Savannah Yacht Club. Winner will be announced Live at the ceremony.</p> <p>-2024 Partner Overview implementation: introduced deliverable trackers, calendars and asset definitions to partners</p> <p>-Onboarding Polar Beverages</p>

	<p>-Prepared and presented partner promotional offerings to Keelboat school group that included a Moorings trip and Gill retail opportunities</p> <p>-Working with Finance to develop invoicing best practices</p>
IT	<ul style="list-style-type: none"> • Configured, staged, packed, and shipped equipment for NSPS (laptops, presentation technology, etc.). • The IT team will be onsite at NSPS to support the event delivery. • Extensive enhancements are being implemented to Sailorbase to support the MVP membership program's expansion. • Researched and prototyped enhancing course registration to accept promo codes, committed to building this after NSPS and MVP projects mentioned above. • Enhanced integration with Yudu to deliver digital materials to registrants of Cruising Powerboat courses. • Supporting our Sailor Athlete compliance documentation with variety of reporting, data feedback, and access to admin functions.
HR/DEI	<ul style="list-style-type: none"> • Promotion of Diana Emmanuelli from Education Coordinator to Competition Manager (Adult dept) • Backfilling Education Coordinator role • Beginning Annual Performance Review season for Q1 • Planning for the year for annual training requirements • Preparing for the Annual USOPC required Demographic Survey that will go out to staff, board, committees, and members this week or next

2023 Dashboard & Financial Reporting

P&L as of 12/31/2023

	Total Year 2023				
	Actual	Budget	\$V to Budget	Estimate	\$V to Est.
Revenue					
Membership	2,104,803	2,548,145	(443,342)	2,119,458	(14,655)
Donations	1,364,572	1,499,450	(134,878)	542,715	821,857
Sponsorship	2,350,629	3,811,470	(1,460,841)	2,319,870	30,759
Program Revenue	2,121,649	2,068,980	52,669	1,806,643	315,006
USOPC Funding	848,500	816,000	32,500	841,000	7,500
Investment Income	347,475	125,008	222,467	250,000	97,475
Grants	130,026	10,000	120,026	124,026	6,000
Retail Sales	466,768	456,348	10,420	481,064	(14,296)
Other Income	144,969	49,000	95,969	112,010	32,959
Total Revenue	9,879,391	11,384,401	(1,505,010)	8,596,786	1,282,605
Expenses					
Salaries & Benefits	5,517,869	6,594,996	(1,077,127)	5,596,369	(78,500)
Operating Expenses	6,807,094	8,700,376	(1,893,282)	6,234,330	572,764
Total Expenses	12,324,963	15,295,372	(2,970,409)	11,830,699	494,264
Total Surplus/Deficit	(2,445,572)	(3,910,971)	1,465,399	(3,233,913)	788,341
+Prior Year Pledge Payment	943,650	3,989,361	(3,045,711)	1,911,025	967,375
Net Surplus/(Deficit)	(1,501,922)	78,390	(1,580,312)	(1,322,888)	179,034

Summary Balance Sheet

	Total Year		
	12/31/2023	12/31/2022	\$Variance
Assets			
Current Assets			
Cash and Cash Equivalents	2,085,752	2,446,895	(361,144)
Accounts Receivable, Net	121,401	189,045	(67,644)
Pledges Receivable	6,098,560	7,487,081	(1,388,520)
Other Current Assets	9,330,702	9,353,485	(22,783)
Total Current Assets	17,636,416	19,476,506	(1,840,090)
Long-term Assets	2,480,647	2,521,186	(40,539)
Investments	2,565,000	3,260,094	(695,094)
Interfund Due from	(970)	(970)	-
Total Assets	22,681,093	25,256,816	(2,575,723)
Liabilities and Net Assets			
Liabilities			
Short-term Liabilities			
Accounts Payable	135,766	9,534	126,232
Accrued Liabilities	558,482	972,157	(413,675)
Deferred Revenue	1,703,671	1,704,961	(1,289)
Notes Payable - Current Portion	(0)	(0)	-
Other Short-term Liabilities	9,295,359	9,295,359	-
Total Short-term Liabilities	11,693,279	11,982,011	(288,732)
Long Term Liabilities	1,093,042	1,093,042	-
Other Liabilities	100,000	-	100,000
Total Liabilities	12,886,321	13,075,053	(188,732)
Net Assets	9,794,772	12,181,763	(2,386,991)
Total Liabilities and Net Assets	22,681,093	25,256,816	(2,575,723)

Expense Analysis