

2024 Association Report – December

Topics	Comments	Status																																								
Financial Metrics – Financials are based on November numbers.																																										
Revenue/Cash	<p>Overall YTD Revenue/Cash \$10.10MM vs budget of \$11.39MM – \$1.29MM/11.0% miss</p> <ul style="list-style-type: none">• Membership Revenue \$1.95MM vs budget of \$2.08MM – (6.20%) miss• Donation Revenue \$1.07MM vs budget of \$325K – exceeding budget• Sponsorship Revenue \$2.50MM vs budget of \$2.80MM – (10.80%) miss<ul style="list-style-type: none">◦ Driven by billed/outstanding YTD invoices.• Program Revenue \$2.38MM vs budget of \$2.18MM – exceeding budget• Investment Income \$468K vs budget of \$160K budget-191% higher than budget, stronger fund performance than previous 2 years.• Retail Revenue \$502K vs budget of \$494K – 1.5%	Yellow																																								
Expense	<p>Expenses \$12.06MM vs budget of \$13.54MM- (10.9%) below original spend projections. Main contributing categories outlined below:</p> <table><thead><tr><th></th><th>Actual</th><th>Budget</th><th>\$ Variance</th></tr></thead><tbody><tr><td>Total Salaries & Benefits</td><td>5,240,359</td><td>5,942,628</td><td>(702,269)</td></tr><tr><td>Non Staff Travel</td><td>817,646</td><td>1,137,916</td><td>(320,269)</td></tr><tr><td>Staff Travel and Entertainment</td><td>289,767</td><td>427,648</td><td>(137,880)</td></tr><tr><td>Coaching Fees</td><td>658,506</td><td>776,144</td><td>(117,638)</td></tr><tr><td>Boat Storage</td><td>6,162</td><td>119,800</td><td>(113,638)</td></tr><tr><td>Software Support</td><td>36,486</td><td>128,958</td><td>(92,471)</td></tr><tr><td>Supplies</td><td>82,630</td><td>175,088</td><td>(92,457)</td></tr><tr><td>All other</td><td>4,928,047</td><td>4,831,562</td><td>96,481</td></tr><tr><td>Total</td><td>12,059,603</td><td>13,539,744</td><td>(1,480,141)</td></tr></tbody></table>		Actual	Budget	\$ Variance	Total Salaries & Benefits	5,240,359	5,942,628	(702,269)	Non Staff Travel	817,646	1,137,916	(320,269)	Staff Travel and Entertainment	289,767	427,648	(137,880)	Coaching Fees	658,506	776,144	(117,638)	Boat Storage	6,162	119,800	(113,638)	Software Support	36,486	128,958	(92,471)	Supplies	82,630	175,088	(92,457)	All other	4,928,047	4,831,562	96,481	Total	12,059,603	13,539,744	(1,480,141)	Green
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Net	<p>Total net P&L cashflow (\$1.96MM) vs budget of (\$2.15MM) driven mainly by lower-than-expected salaries & benefits costs across many departments, as well as lower-than-anticipated staff T&E and non-staff travel. Some savings are timing-related, including Insurance, Meetings & Events, Boat Storage, etc.</p>	Yellow																																								
Membership	<p>Revenue</p> <ul style="list-style-type: none">• Jan- revenue trending above budget current estimate \$179k in cash v. proposed budget (\$164k). Success is largely due to positive org member response to physical/mailed invoices.																																									

	<p><u>Projects</u></p> <ul style="list-style-type: none"> • 2025 Org invoicing continues to unpaid organizations. We currently have 1,043 paid organizations bringing in a total of \$314,450. Best January on record according to Prism (data management company). • Auto renewal efforts are underway. The membership team is currently working with Andrew E. to work on Sailor Base/Point of Purchase updates. We project that auto renewal for all members will begin in March. • Mitchell is developing a deck that would create Individualized email lifecycles to different membership groups. The plan to be presented would outline how different membership constituencies (<i>Race Admin, Offshore, Youth, etc.</i>) would benefit from specific email lifecycles that would house content and resources that are explicit to each individual group. • Banner development for premium members is underway. All Premium members are to receive a physical banner to hang in their clubhouse. This is a benefit that we advertise but is rarely requested. We received a request from a club and instead of making a 'one-off' banner, we wanted to give every Premium tier club a banner as a membership thank you/touchpoint. <p><u>Futures</u></p> <ul style="list-style-type: none"> • Members only content. (<i>Goal is engagement/retention & possibly acquisition</i>) • Working on implementing the LEARN (<i>Education</i>) RACE (<i>Regattas</i>) ENJOY (<i>Recreation/Benefits</i>) BELONG (<i>Membership/Community</i>) marketing plan into future Membership communications.
<p>Fundraising</p>	<p>CYE Appeals</p> <ul style="list-style-type: none"> • 52k collected as part of broad-based CYE24 Appeal • Where Most Needed (\$41k) continues to be the strongest area of giving in these appeals, reinforcing staff's focus on the entire organization and demonstrating trust across smaller-dollar donors. <p>President's Club Initiative</p> <ul style="list-style-type: none"> • We executed two pieces of outreach to donors around the announcement of the new President – one introducing Henry and his background and focus areas, the other outlining the IT Database project as his area of focus. • The IT Database Appeal around the President's Club at CYE produced \$40k of gifts to the fund around the appeal; we now have \$255k committed/received from 20 donors, growing every month. <p>Giving Tuesday</p> <ul style="list-style-type: none"> • Giving Tuesday continues to deliver a modest return. The broader perception in the philanthropy space is that it's a bit stale at this stage, so we are thinking of a way to activate differently around this opportunity in 2025. • GT25 raised \$13,250 and was able to leverage the \$5000 challenge match. <p>Larger Pending Gift Conversations</p> <ul style="list-style-type: none"> • We have significant (6-figure+) gift conversations in process around support for <ul style="list-style-type: none"> ○ Women's Coaching at USST, ODP, Youth Performance ○ Race Administration "Youth" Initiative ○ Adaptive Sailing ○ USST Technology ○ USST coaching and class support ○ Support for Los Angeles/Long Beach training base ○ Safety at Sea <p>We expect CYE numbers to be finalized shortly, but can share what the current break down of giving areas looks like:</p>

	<p>Gifts by Fund</p> <p>Legend:</p> <ul style="list-style-type: none"> US Sailing Team Where Most Needed 51-IT Database Development Fund 66 Women's Coaching Initiative - Mary Lattimore Fund Youth Sailing 78 Storrs Match Racing Fund 86 Glenn Lattimore Fund Kevin Burnham Memorial Fund Training and Education Access to Sailing US Sailing Team - Project Pinnacle Women's Initiatives the Offshore Department Safety at Sea Adult Program Race Administration Reach Program Siebel Sailors Program Adaptive Sailing US Sailing Scholarship Fund
<p>Adult</p>	<p>Championships:</p> <ul style="list-style-type: none"> 9 adult championships were successfully delivered in 2024 including the new Wingfoil championship that was held in San Francisco. Host organizations and dates for all 10 adult championships have been secured for 2025 with the intent to post NORs by end of January. A "Save The Date" communication will be sent to all orgs in January and made available at SLF Outreach continues for 2026 (5/9 secured and 2 pending) and 2027 for Hosts for Championships <p>Safety at Sea:</p> <ul style="list-style-type: none"> 59 SAS in-person courses were held in 2024 with 41 already scheduled for 2025. We are still waiting for Host Agreements to come in from some course hosts that regularly schedule courses annually. 4207 SAS certificates were generated in 2024: 1909 for in-person courses and 2298 for online courses. <p>New Providers:</p> <ul style="list-style-type: none"> 3 new Keelboat Schools in 2024 3 new Powerboat providers added in 2024 131 new Keelboat Instructors joined the ranks of our instructor corps and 31 powerboat instructors. <p>Adult Program facts:</p> <ul style="list-style-type: none"> \$0 AR for adult programs as of 12/31/24 369 International Proficiency Certificates generated for members for international cruising purposes 4 athletes served by David Storrs Grant Over 300 volunteers and staff served our Championships in 2024 3 Adaptive Instructor Workshops were held: Boston; Pistakee, IL; Newport Beach, CA
<p>Youth</p>	<p>Youth Programs and Outreach:</p> <ul style="list-style-type: none"> Prioritizing learn-to-sail/community sailing Education projects to include creation of long-term roadmap and funding opportunities that align with the strategic plan for Small Boat programs, Reach Initiative, and Skill Up App. 7 of 10 chapters content has been submitted by the Community Sailing Committee volunteers for the update Organizational Handbook.

	<ul style="list-style-type: none"> The Reach Initiative (STEM) distributed 10 grants to youth sailing programs around the country; all grantees submitted their reports and met 1x1 with staff in Q4; and the 2025 Reach Impact Report will be available Q1 2025. A youth/learn-to-sail/community sailing specific track is confirmed for 2025 SLF with topics including – best practices for directors, increasing diversity, implementing STEM, including learning differences, women specific events, and time to meet directly with the Community Sailing Committee. Community Sailing Committee, led by Chair Matthew Thompson (Wayzata, MN), has met 7 times in 2024, has over 30 nominations for 8 Community Sailing Awards, and 3 Accreditation applications in review. <p>Youth Racing:</p> <ul style="list-style-type: none"> 2025 US Sailing Championships: <ul style="list-style-type: none"> Schedule online & “save the date” shared via instagram. Increased participation at Junior Women’s Championships due to the addition of ILCA 4 to the singlehanded event (in addition to ILCA 6), and Club 420 to the doublehanded event (in addition to 29er). 10th Anniversary Rose Cup US Youth Mach Racing Championship will be held at Balboa Yacht Club. US Youth Championship in October will be the qualifier for the US Sailing Youth Worlds Team. The 2025 Youth Worlds are in December in Portugal. 2025 US Youth Team activity kicks off in January with Nacra15 US Youth National Team qualifier at Lauderdale OCR and iQFOiL/Formula Kite indicator event at Mayan Windfest. Qualifying events for other classes continue in February/March. Wingfoil Coaches Camp will take place in February in Ft Pierce, FL on February 10-14. Led by Phil Muller with support from Armstrong Foils, this pilot program will allow sailing educators to learn to foil and learn to coach foiling. Phil Muller will be on-site to support the Foiling Week Pensacola event in late February.
Events	<ul style="list-style-type: none"> Finalized keynote speaker line up for the event: Dr. Greg Wells, Francesca Clapcich, Anje Marijcke van Bortel, and closing keynote: Reed Maltbie. Overarching theme of leadership strategies and tactics which will set the tone nicely each day of the event and offer attendees tangible take aways they can use in their own leadership practices. As of Jan 1, registrations are tracking towards a lower attendance year for SLF. We did not see the jump in ticket purchases we saw in previous years at the end of December due to a ticket price increase (our last ticket price increase happened at the end of Oct this year). Event budget has been updated to reflect an estimated attendance of 450 people. Final event prep underway in January: event app launch, shipping coordination & execution, final agenda released, final push for registration, attendee comms, final awards ceremony coordination
Offshore	<p>The end of a year is a very busy time getting ready for the next one:</p> <ul style="list-style-type: none"> Our online certificate application Jotforms are being updated Software tools are being updated for 2025 requirements The office is providing contract services to update the ORR VPP for 2025 We are participating in a review of US specific ratings on 2025 ORC certificates
Race Admin.	<ul style="list-style-type: none"> 2024 Race Administration Seminars Wrap up: <ul style="list-style-type: none"> Basic Race Management Seminar: 39 seminars/588 students Advanced Race Management Seminar: 11 seminars/128 students

	<ul style="list-style-type: none"> ○ Club Judge Seminar: 17 seminars/146 students ○ Advanced Judge Seminar: 2 seminars/39 students ○ Umpire Seminar: 4 seminars/31 students ○ Continuing Education Events: 25 offerings/364 students • New Certifications and Upgrades: 106 members were newly certified or upgraded, of whom 24 were women. This compares with 83 initial or upgraded certifications in 2024, of whom 19 were women. • <i>The Racing Rules of Sailing for 2025-2028 Update:</i> <ul style="list-style-type: none"> ○ The mobile Racing Rules App for iOS and Android was released in mid-December and is available at no cost to all US Sailing members. We continue to update and add resources as they become available. ○ Due to World Sailing's delay in releasing the final RRS, we are moving the production of the printed rulebook forward as quickly as possible. About 25 members recently volunteered to help with proofreading, and we are now processing their comments in preparation for delivering the book file to the printer.
Education	<p>Education Production and Development</p> <ul style="list-style-type: none"> • The New Safety at Sea Guide has been completed and sent out for first review. This new book has 15 chapters and over 200 pages. Two Chapters were completely rewritten, Emergency Communications and Crew Overboard. Many thanks to Bradley for working extra time to rush this out. • The Racing Rules app has been launched, and all software was updated. <ul style="list-style-type: none"> ○ Resources are being updated but a few are still waiting on World Sailing for new documents before final edits • Print-copy Rulebook 25-28 is out for first review by Subject Matter Experts • Upcoming Projects <ul style="list-style-type: none"> ○ Nav 1 : Essential Marine Navigation Student and Instructor Manuals ○ Digital versions of all Dave Perry Books ○ Sailors guide to the Racing Rules ○ Join the Rece Committee ○ Skill Up app will be migrated to a new platform which includes some rebuilding and will follow with development of a business plan. • Improvements to the overall user experience and better workflow were applied to the Small Boat Level 1 online course which included moving the tests from another external testing platform to within the course to solve a continuity issue. All of this in return reduces staff support and customer frustrations. <p>Instructor Course Scheduling Recap for 2024:</p> <ul style="list-style-type: none"> • 304 Instructor Certification courses were scheduled and opened for registration which exceeds the 230-course goal by 32%. • Small Boat Level 1 Online course registration was up 14% over goal of 1700 to land at 1944 for the year. 1660 certifications were issued, just shy of the 1700 goal, leaving that at 98% • These numbers are quite impressive as the team that manages courses was down a staff member for the first 5 months of 2024. Huge thanks to Andi Barton for leading the charge and to Zeth Morgan for joining and jumping right into the fire in June. <p>YOUTH COURSE METRICS:</p>

	YTD	# to meet goal	2024 goals	% complete
SMALLBOAT				
<i>Sailing Counselor</i>				
SCHEDULED TO DATE	13	2	15	87%
Courses held	9	6	15	60%
Registrants	88	62	150	59%
<i>Level 1 Instructor</i>				
Online Course Certifications Issued	1660	40	1700	98%
Online Course Registrations	1944	-244	1700	114%
SCHEDULED TO DATE	204	-49	155	132%
3 Day In-Person Courses	180	-25	155	116%
Course attendees	1725	-175	1550	111%
<i>Level 2 Instructor</i>				
SCHEDULED TO DATE	19	-5	14	136%
Courses held	13	1	14	93%
Course attendees	138	2	140	99%
<i>Level 3 Head Instructor</i>				
SCHEDULED TO DATE	6	-2	4	150%
Courses held	3	1	4	75%
Course attendees	27	21	48	56%
<i>Level 3 Coach</i>				
SCHEDULED TO DATE	2	-1	1	200%
Courses held	0	1	1	0%
Course attendees	0	10	10	0%
REACH				
<i>Instructor Courses</i>				
SCHEDULED TO DATE	6	-1	5	120%
Courses held	3	2	5	60%
Course attendees	29	21	50	58%

ADULT COURSE METRICS:

	YTD	# to meet goal	2024 goals	% complete
KEELBOAT				
<i>Basic Keelboat Instructor courses</i>				
SCHEDULED TO DATE	28	-3	25	112%
Courses held	23	2	25	92%
Course attendees	105	10	115	91%
<i>Cruising/CoNav Instructor courses</i>				
SCHEDULED TO DATE	5	-3	2	250%
Courses held	5	-3	2	250%
Course attendees	16	-9	7	229%
<i>Cruising Powerboat Instructor courses</i>				
SCHEDULED TO DATE	7	-5	2	350%
Courses held	5	-3	2	250%
Course attendees	23	-15	8	288%
<i>ALL OTHER KB Instructor Courses (all levels)*</i>				
SCHEDULED TO DATE	4	-3	1	400%
Courses held	4	-3	1	400%
Course attendees	15	-9	6	250%
POWERBOAT				
<i>SPBH Instructor Courses</i>				
SCHEDULED TO DATE	11	-3	8	138%
Courses held	6	2	8	75%
Course attendees	40	8	48	83%
<i>Safety and Rescue Boat instructor</i>				
Courses held	0	1	1	0%
Course attendees	0	6	6	0%
ADAPTIVE				
<i>Instructor Courses</i>				
SCHEDULED TO DATE	5	-3	2	250%
Courses held	3	-1	2	150%
Course attendees	30	-18	12	250%

USST & ODP	<ul style="list-style-type: none"> • ODP Camps well attended and well executed in Miami • Continued development of the Discipline strategies based on the roster of athletes that have qualified for the Performance Pathway Tiers 1-5 • Ongoing discussions with coaches in relation to retention and recruitment • Budget review and season planning ongoing • LA28 – Venue confirmation to be made by end of March, this is delaying some logistical plans for 2025
Marketing & Comms.	<ul style="list-style-type: none"> ○ Conducted analysis of 2024 KPIs for US Sailing website and social media channels. <ul style="list-style-type: none"> ○ Website Traffic: 23% year-over-year increase, with 464,000 active users. ○ Social Media: 5.8% increase in followers across all USSA and USST channels, reaching 207,776 followers. ○ Earned Media Highlights 2024: ○ Total of 239 earned media pieces, garnering 2,607,020,761 unique monthly visitors (UVM). ○ Coverage in national outlets: NBC Nightly News, USA Today, ESPN, Sailing World. ○ Strong local and regional media engagement amplifying event-specific stories and athlete profiles. • Website Updates: <ul style="list-style-type: none"> ○ Ongoing updates and cleaning of site content. <ul style="list-style-type: none"> ▪ Collaborated with each department to go through their sections of the site to remove and update outdated content ▪ Added Trending section to help users find Level 1 and SaS pages faster ▪ Updated and created a uniform contact us page ▪ Coded a new partner scroll at the bottom of the homepage ▪ Created 2025 Championship pages ○ Working on a new Level 1 workflow for website navigation. ○ Created and updated pages including the New Racing Rules of Sailing (RRS) 2025-2028 pages, the Olympic Teams page and visitor workflow, Year-end appeal pages, and Board of Directors page to reflect new leadership. • Highlights: <ul style="list-style-type: none"> ○ Attended youth camps and ODP camps in Miami and Long Beach, capturing content for partners and social media. ○ Published US Sailing by the Numbers post (2024 wrap-up). ○ Develop Learn. Race. Enjoy. Belong logos for campaign announcement. ○ Published stories related to top keyword searches on US Sailing website. ○ Podcast in development • Key Announcements: <ul style="list-style-type: none"> ○ Press release, event preview, and photo coverage of ODP Training Camp and Youth Camp East & West. ○ Announced Rolex Year of the Year nominees and finalists via press releases, social media. We are celebrating finalists with short social videos for Instagram & Facebook. ○ Roll-out of new tiers/pathway for Youth/ODP/USST with refreshed website navigation, press release, social media resulting in a wide array of external coverage. ○ Publicized the Updated Racing Rules of Sailing via website, Weekly Lift, banner ads, newsroom, and external ads. ○ Announced SLF keynotes and sessions with newsroom spotlights and social media graphics

Business Development	<p><u>SLF</u></p> <ul style="list-style-type: none"> • \$107.5k sponsorship revenue booked • Reached out to past sponsors with supporting sponsorship opportunity <p><u>Pending business</u></p> <ul style="list-style-type: none"> • Active conversations are being held with companies in the auto, retail, luxury apparel, financial, and CPG categories: <p><u>Assets (for new & renewals)</u></p> <ul style="list-style-type: none"> • Working in conjunction with various departments to continue to grow and create valuable assets for prospective partners and renewals. Assets include: <ul style="list-style-type: none"> ○ Live streaming of US Sailing Championships ○ Creating podcasts ○ Team Presenting Partnership ○ Future Long Beach Training Center ○ Working with ICSA to provide partners access to marketing opportunities and student athletes ○ Continue to create authentic narratives that hit partner objectives distributed across our social media channels <p><u>Misc</u></p> <ul style="list-style-type: none"> • Continue to utilize Wasserman's demographic research study and SRS Partner's valuation of US Sailing and US Sailing Team assets in outreach and conversations with prospective partners.
Partnership Marketing	<ul style="list-style-type: none"> • Renewals – Risk Strategies & NER renewed. SouthCoast Wind is not renewing. Goslings (cash), Harken (vik), McLube (vik), Revo (vik) are in discussions to renew. • Gill VIK utilized in Q4 focused on items for the Youth Racing Camps, Membership survey fulfillment, Offshore survey incentives, Community Sailing leadership gifts, Employee holiday gifts and Education National Faculty shirts. • Jensen Beach JO, final JO of the year was a success. Lindsey attended, over 350 sailors competed, including parents, over 450 members onsite. Partners Harken Derm, AEON and Polar activated onsite. Risk Strategies and Goslings PM contacts children participated. • Rolex YoY finalists are confirmed: Ian Barrows & Hans Henken, Travis Odenbach, Jeremy Wilmot, Cole Brauer, Monica Morgan and Hannah Swett. • SLF Partners: Vessi, Risk Strategies, Sextant, FD Yachts, NER, Goslings
IT	<ul style="list-style-type: none"> • Successfully tested a prototyped process to convert Contributing memberships enrolled in auto-renewal as part of our phasing out contributing memberships. I documented the process, trained staff, and coordinated associated steps for finalizing this effort, targeting mid-January. • Rebuilt and deployed outbound notifications, including Waitlists, POI's, SafeSport expiring, certification expiring, etc. Several of these are revenue driving, so their reinstatement should provide a much-needed boost. • Fixed issues with online PHRF functions related to hard-coded database references which broke with our recent database move. • Provided a specific set of data for Race Administration to be used to 1) reach out to Race Officials whose engagement has faded, and 2) extend appreciation for long-serving RO's. • Provided the Youth department with detailed information on possibilities for enhancing our data integrations with ClubSpot so they can engage in informed conversations. • Investigated and fixed issues for Finance caused by Authorize.net making undocumented changes to their nightly batch formatting, causing our daily reconciliation systems to malfunction.

	<ul style="list-style-type: none"> IT preparations made for Sailing Leadership Forum
HR/DEI/Store	<p>HR:</p> <ul style="list-style-type: none"> Celebrated the hard work of staff and end of year holidays with the annual winter holiday party at Bristol Yacht Club with special guest new Board President, Henry Created end of year engagement opportunities for staff - office decorating, door decorating contest, wearing holiday sweaters Collected and donated holidays gifts for a family in need through Children's Friend organization Preparing for 2024 annual performance reviews, 2025 goal setting, and job description audit Offboarding two staff members - Eric Krasnoo, SVP, Partnerships, Memberships & Marketing; Mary Allen, Events & Special Projects Associate <p>DEI:</p> <ul style="list-style-type: none"> Aligning 2025 priorities to new 2025-2028 DEI Strategic Plan Preparing for annual USOPC Demographic Survey data collection <p>Store:</p> <ul style="list-style-type: none"> Completed successful Q4 Inventory Audit Series of new efficiencies in Shopify platform that decreases need for labor input and better customer experience: <ul style="list-style-type: none"> More domestic shipping options available with better pricing for each option Automated international shipping options - led to 35 international orders to 16 different countries within first two months of operation, 6% of all orders Created dual inventory system for better tracking of office and warehouse inventory Created accounts specific to Certified Schools and Race Officials with corresponding site permissions to eliminate manual verification process on each order