

## 2024 Association Report – August

Topics	Comments	Status																																																												
Financial Metrics – Financials are based on July numbers.																																																														
Revenue/Cash	<ul style="list-style-type: none"><li>Overall YTD Revenue/Cash \$7.25MM vs budget of \$8.03MM – \$782K/ (10%) miss</li><li>Membership Revenue \$1.21MM vs budget of \$1.30MM – (6.97%) miss</li><li>Donation Revenue \$737K vs budget of \$205K – exceeding budget</li><li>Sponsorship Revenue \$1.46MM vs budget of \$1.81MM – (19.1%) miss</li><li>Program Revenue \$2.13MM vs budget of \$1.89MM – exceeding budget</li><li>Investment Income \$285K vs budget of \$102K budget- 179% higher than budget, stronger fund performance than previous 2 years. Includes unrealized gains/losses.</li><li>Retail Revenue \$393K vs budget of \$388K- exceeding budget</li></ul>	Yellow																																																												
Expense	<p>Expenses \$8.05MM vs budget of \$9.19MM – (12.3%) below original spend projections. Main contributing categories outlined below:</p> <table><tr><td></td><td>Actual</td><td>Budget</td><td>\$Variance</td></tr><tr><td>Total Salaries &amp; Benefits</td><td>3,298,747</td><td>3,776,527</td><td>(477,780)</td></tr><tr><td>Non Staff Travel</td><td>650,788</td><td>849,569</td><td>(198,781)</td></tr><tr><td>Staff Travel and Entertainment</td><td>205,898</td><td>312,620</td><td>(106,723)</td></tr><tr><td>Supplies</td><td>43,826</td><td>130,915</td><td>(87,089)</td></tr><tr><td>Individual Grant</td><td>329,908</td><td>416,429</td><td>(86,521)</td></tr><tr><td>Software Support</td><td>25,221</td><td>83,929</td><td>(58,709)</td></tr><tr><td>Consulting Fees</td><td>335,851</td><td>391,843</td><td>(55,993)</td></tr><tr><td>Insurance</td><td>156,371</td><td>196,344</td><td>(39,974)</td></tr><tr><td>Boat Storage</td><td>4,007</td><td>43,450</td><td>(39,443)</td></tr><tr><td>Web Hosting</td><td>16,525</td><td>52,238</td><td>(35,714)</td></tr><tr><td>Charter Fees</td><td>220,326</td><td>251,226</td><td>(30,899)</td></tr><tr><td>Merchandise &amp; Goods</td><td>8,569</td><td>24,109</td><td>(15,540)</td></tr><tr><td>All Other</td><td>2,754,969</td><td>2,655,832</td><td>99,141</td></tr><tr><td>Total</td><td>8,051,006</td><td>9,185,031</td><td>(1,134,025)</td></tr></table>		Actual	Budget	\$Variance	Total Salaries & Benefits	3,298,747	3,776,527	(477,780)	Non Staff Travel	650,788	849,569	(198,781)	Staff Travel and Entertainment	205,898	312,620	(106,723)	Supplies	43,826	130,915	(87,089)	Individual Grant	329,908	416,429	(86,521)	Software Support	25,221	83,929	(58,709)	Consulting Fees	335,851	391,843	(55,993)	Insurance	156,371	196,344	(39,974)	Boat Storage	4,007	43,450	(39,443)	Web Hosting	16,525	52,238	(35,714)	Charter Fees	220,326	251,226	(30,899)	Merchandise & Goods	8,569	24,109	(15,540)	All Other	2,754,969	2,655,832	99,141	Total	8,051,006	9,185,031	(1,134,025)	Green
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Net	Total net P&L cashflow (\$682K) vs budget of (\$1.15MM) driven mainly by lower-than-expected salaries & benefits costs across many departments, as well as staff T&E and non-staff travel. Some savings are timing-related, including Consulting Fees and Insurance, which are on payment schedules. Additionally, some Olympic related expenses that were budgeted and unused have been reallocated to be used for Games-related expenses—expecting to see the savings related to those items used and completed in the coming weeks.	Yellow																																																												
Membership	<ul style="list-style-type: none"><li>•Director-structure<ul style="list-style-type: none"><li>•Leadership (Strategy-Tactics &amp; Execution)</li><li>•Focus on<ul style="list-style-type: none"><li>Acquisition (Sales), Retention (Engagement), Communications (w/ mkt)</li></ul></li></ul></li><li>•Pacing<ul style="list-style-type: none"><li>•Revenue: 93% to budget (thru July)</li></ul></li></ul>																																																													

	<ul style="list-style-type: none"> <li>•Cash* August +31% v. '23, +24% v. 3-yr avg.</li> <li>•Cash year to date: +12% v. '23, +8% v, 3-yr avg</li> <li>•*cash in the door—what is actually paid. Note: we defer some of the revenue over the duration of the membership</li> <li>•Action Plan- Orgs</li> <li>•Marketing</li> <li>•Learn–Race-Enjoy-Belong</li> </ul>
<b>Fundraising</b>	<ul style="list-style-type: none"> <li>• We're getting ready to publish our Annual Report for 2023 with some remarkable stories and statistics from last year. Watch for it in your Inboxes in early October. It will be in a new, interactive format this year.</li> <li>• Plans are underway for our year-end fundraising push. This is the busiest and most critical time of year for the Philanthropy Team and for our donors. Multi-channel outreach will include a Gift Catalog, Giving Tuesday, and our Year-end Appeal. We will also be pursuing Major Gifts to close the year on a high note.</li> <li>• Development has established a scholarship fund to support education &amp; certifications, classes, and regattas to support our members and key strategic initiatives to drive participation in certain US Sailing programs.</li> <li>• We are connecting with donors in Chicago prior to the NSHOF inductions around offshore sailing, safety at sea and expansion of high-performance sailing.</li> <li>• SLF donor conversations are underway to lay the groundwork prior to the conference this winter in San Diego</li> <li>• Blaine is speaking to the ICOYC (International Council of Yacht Clubs) on September 17th to build consensus for US Sailing's efforts across our program areas, including the Olympics, Youth Pathway, Offshore and other key areas of focus that rely on Yacht Club participation in the US.</li> </ul>
<b>Adult</b>	<p>As of the writing of this report, we have now completed 6 of the 9 adult championships for 2024, including the inaugural U.S. WingFoil Championship hosted by St. Francis YC.</p> <ul style="list-style-type: none"> <li>• U.S. WingFoil: This new event had 51 competitors that competed for the Championship Title. The top three overall were: Johnny Heineken, JP Lattanzi, and Jacob Rosenberg. Division honors went to: U-19: Makani Andrews; Masters (35+): Johnny Heineken; Grand Masters (50+): Chip Wasson; and Women: Fiona Wylde. Plans are to host this championship again in 2025, building on the success of this event and the growing interest in this sector of the sport.</li> <li>• U.S. Team Racing Championship: This event was hosted by Severn Sailing Association on Aug. 15-18 in FJs. 24 teams competed for the Hinman Trophy which was livestreamed on Saturday/Sunday. Los Huevos came out on top for the second year in a row.</li> <li>• U.S. Singlehanded Championship was held at Richmond YC in the RS Aero 5 and 7. This event was embedded in the RS Aero NAs. Dan Falk won the O'Day trophy with American Melissa Hale taking home the Helen Hanley Trophy. Hale finished second in the Women's Division to Robyn Ratcliffe of Australia.</li> <li>• The three remaining Championships left for 2024 are U.S. Adult Championship for the Mallory Trophy at Detroit YC in Flying Scots; the U.S. Match Racing Championships at St. Francis YC (tb livestreamed); and the Championship of Champions Regatta at Grande Maumelle Sailing Club in Little Rock, Arkansas in Y-Flyers.</li> </ul> <p>Safety at Sea has exceeded our targets for 2024 so far with 4 months to go in the year. We have surpassed 2023 numbers for certificates generated both for Online Courses and for In-Person course attendance. There are still some Hands-On courses to be held before the EOY.</p>

	<p>A third Adaptive Workshop is being hosted by Orange County College in Newport Beach, California this week. This will raise the number of candidates completing this hands-on interactive course for either an endorsement to a certification or as an audit for continuing education to 30 in 2024. With inclusiveness in sports participation being a focus for the IOC (International Olympic Committee) and IPC, increasing awareness of how we can include more people from varying backgrounds and abilities is important. Look for a continued focus in 2025.</p> <p>Keelboat and Powerboat publications are on track for the year and exceeding prior year 2023 data.</p>
<b>Youth</b>	<p><b>Youth Programs and Outreach:</b></p> <ul style="list-style-type: none"> <li>• We have hired the part-time, remote Youth Programs Associate. Whitney Kent joined us May 1<sup>st</sup>, hails from Sheboygan, WI, and is now based in Annapolis, MD.</li> <li>• An Organizational Handbook (an update to the current Community Sailing Handbook - <a href="https://www.ussailing.org/wp-content/uploads/2018/01/Community-Sailing-HandbookComplete.doc.pdf">https://www.ussailing.org/wp-content/uploads/2018/01/Community-Sailing-HandbookComplete.doc.pdf</a>) is in progress with a sneak peek Q1.</li> <li>• The Reach Initiative (STEM (Science, Technology, Engineering, and Math) distributed 10 grants June 15th to 501(c)(3) youth sailing programs around the country and press release was posted July 2 - <a href="https://www.ussailing.org/news/us-sailing-announces-2024-reach-youth-engagement-grant-recipients">https://www.ussailing.org/news/us-sailing-announces-2024-reach-youth-engagement-grant-recipients</a>. The 2024 Grantee Reports are due November 1.</li> <li>• We are developing a learn-to-sail/community sailing specific track for 2025 SLF (Sailing Leadership Forum) San Diego to highlight the Community Sailing Committee, Community Sailing Awards, US Sailing's Reach Initiative, and more.</li> <li>• Community Sailing Committee, led by Chair Matthew Thompson (Wayzata, MN), will resume monthly meetings this Fall with focus on Accreditation, Awards, and SLF San Diego.</li> <li>• The Community Sailing Accreditation Program has been updated to include an Annual Attestation of the Guidelines, clarity around Member Benefits, and simplified online application. Other Q4 updates are in progress, including Re-Accreditation process and timeline, and development of application guidelines and scoring rubric.</li> </ul> <p><b>Youth Racing:</b></p> <ul style="list-style-type: none"> <li>• The US Youth Team performed well at the 2024 Youth World Sailing Championships, with 3 bronze medals and 7 teams in the top 6 overall, placing the US the 5<sup>th</sup> nation overall. US Sailing Coaches supported each class, and 3 of the 5 coaches were female, in line with our goal of at least 50% female coaching representation and the Lattimore Women's Coaching Program.</li> <li>• US Sailing Championships have wrapped up, with the Sears Cup in San Diego Yacht Club anchoring the 2024 season. The new Sears Cup format of 2 teams per Area sailing a rotation format has proven to be competitive, fun, and social.</li> <li>• USA Junior Olympic Sailing Festivals have been busy in July and August, with 8 events around the country. 4 events are coming up this fall, in Houston, Texas, Santa Cruz, CA, Fort Myers, FL, and Jensen Beach, FL.</li> <li>• The team are preparing for the Thanksgiving Camp, one of the key Youth training opportunities on the calendar. In 2024, this will be held hosted at Alamitos Bay Yacht Club, in Southern California.</li> </ul>
<b>Events</b>	<ul style="list-style-type: none"> <li>• The Welcome Back party for the Olympic team was held in Marblehead at Eastern Yacht Club, most of the team attended along with business development partners, stakeholders, and supporters.</li> <li>• Meredith Carrol rejoined US Sailing on September 9<sup>th</sup> as Events Manager. She is managing SLF 2025 throughout completion.</li> <li>• Agenda Development is well underway for Sailing Leadership Forum 2025, with a plan to release some teaser topics in October and a full agenda in November.</li> </ul>

	<ul style="list-style-type: none"> <li>Meeting preparations for the in-person BoD meetings in Bristol, October 23 &amp; 24, are underway. Board elections, the AGM and the new board meeting will take place now.</li> </ul>
<b>Offshore</b>	<ul style="list-style-type: none"> <li>Preparation has started for the ORC World Championship being held at NYYC, the office is actively helping sailors complete and update their certificates. Chris Tutmark is coordinating with ORC and NYYC on measurement protocols and building the measurement support team for the event.</li> <li>Certificates have been processed for Rolex Big Boat Series (9/11-9/15).</li> <li>System and tool development has started for the 2025 season. The office is looking to implement tools for owners to use when reviewing their rating certificates.</li> <li>Collaboration with the Development team has started to gain funding for the Offshore Database and System project.</li> <li>US Sailing put in 9 submissions from the US for consideration at the ORC AGM meetings in November.</li> </ul>
<b>Race Administration</b>	<ul style="list-style-type: none"> <li>Race Admin seminars and students are running well ahead of 2023 counts, with an active fall season just getting started. We have held or scheduled 88 seminars this year (67 in 2023) for a YTD total of 1151 students (1103 in '23).</li> <li>Similarly, we are looking to grow the number of women newly certified or upgraded this year over last year. We have certified 16 YTD, compared with 19 last year.</li> <li>St. Petersburg Yacht Club Trophy applications are currently running about double the number we received in 2023 - 12 are completed or in process this year.</li> <li>Work continues on <i>The Racing Rules of Sailing for 2025-2028</i>. The Board is scheduled to approve the US prescriptions at its meeting on Sept. 16, and work on supporting and related publications and educational materials is well under way.</li> <li>Chicago Yacht Club will host a World Sailing International Judge Seminar November 15-17, 2024. Completing this course and passing the test is one of the requirements for applying for certification as an international Judge. We have received interest from applicants from the US, Canada, Brazil, Paraguay and Antigua.</li> </ul>

Education

- We have completed the transition of our Learning Management System from Thinkific to New Start Mobile’s Mobile Coach Platform. Courses on that platform include Safety at Sea, Teaching and Coaching Fundamentals and Small Boat Instructor Level 1 Online. Race Administration courses are still on Canvas for the time being.
- The new quad for the Racing Rules of Sailing beings on 1 January 2025, the Education team continues to work on publications and products related to the racing rules which will be published before year-end. These publications include the Rule Book itself, Dave Perry’s Understanding the RRS, 100 Rules Quizzes and Winning in One Design.
- The Navigation National Faculty continue to work on the new Navigation curriculum. Nav1 has been thoroughly beta tested with over 200 students taking the course and test. In October, the National Faculty group will meet again in California to write the material for Nav2 and time allowing, some material for the use of radar. This work has been prioritized due to the phasing out of paper charts and the need to teach people how to use electronic tools. US Sailing is ahead of the curve in relation to any other education providers in this space.
- Stu Gilfillen finished as Education Director in August. We are currently reviewing an updated role description and will repost the role in late September/early October. In the interim, duties are being shared by Andrew Clouston, Peri Burns and Bradley Schoch.

Youth Course Metrics (Through 8.31.24)

A	B+	AA	AB	AC	AD
		YTD	# to meet goal	2024 goals	% complete
SMALLBOAT					
Sailing Counselor					
SCHEDULED TO DATE		13	2	15	87%
Courses held		9	6	15	60%
Registrants		88	62	150	59%
Level 1 Instructor					
Online Course Certifications Issued		1486	214	1700	87%
Online Course Registrations		1756	-66	1700	103%
SCHEDULED TO DATE		201	-46	155	130%
3 Day In-Person Courses		170	-15	155	110%
Course attendees		1651	-101	1550	107%
Level 2 Instructor					
SCHEDULED TO DATE		18	-4	14	129%
Courses held		12	2	14	86%
Course attendees		129	11	140	92%
Level 3 Head Instructor					
SCHEDULED TO DATE		5	-1	4	125%
Courses held		2	2	4	50%
Course attendees		19	29	48	40%
Level 3 Coach					
SCHEDULED TO DATE		2	-1	1	200%
Courses held		0	1	1	0%
Course attendees		0	10	10	0%
REACH					
Instructor Courses					
SCHEDULED TO DATE		6	-1	5	120%
Courses held		3	2	5	60%
Course attendees		29	21	50	58%

ADULT COURSE METRICS (Through 8.31.24)

	A	B	AA	AB	AC	AD
			YTD	# to meet goal	2024 goals	% complete
	<b>KEELBOAT</b>					
	<i>Basic Keelboat Instructor courses</i>					
	SCHEDULED TO DATE	26	-1	25	104%	
	Courses held	20	5	25	80%	
	Course attendees	92	23	115	80%	
	<i>Cruising/CoNav Instructor courses</i>					
	SCHEDULED TO DATE	6	-4	2	300%	
	Courses held	4	-2	2	200%	
	Course attendees	12	-5	7	171%	
	<i>Cruising Powerboat Instructor courses</i>					
	SCHEDULED TO DATE	7	-5	2	350%	
	Courses held	5	-3	2	250%	
	Course attendees	19	-11	8	238%	
	<i>ALL OTHER KB Instructor Courses (all I</i>					
	SCHEDULED TO DATE	5	-4	1	500%	
	Courses held	4	-3	1	400%	
	Course attendees	15	-9	6	250%	
	<i>Basic Keelboat courses</i>					
	Certifications issued	830	1670	2500	33%	
	<i>Basic Cruising courses</i>					
	Certifications Issued	363	787	1150	32%	
	<i>Bareboat Cruising courses</i>					
	Certifications Issued	317	583	900	35%	
	<i>Basic Power Cruising</i>					
	Certifications Issued	124	276	400	31%	
	<i>Inshore Power Cruising</i>					
	Certifications Issued	91	84	175	52%	
	<i>Night Ops Certificates</i>					
	Certifications Issued	56	44	100	56%	
	<b>POWERBOAT</b>					
	<i>SPBH Instructor Courses</i>					
	SCHEDULED TO DATE	10	-2	8	125%	
	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%		
<i>Safe Powerboat Handling Student</i>						
Certifications Issued	285	965	1250	23%		
<b>ADAPTIVE</b>						
<i>Instructor Courses</i>						
SCHEDULED TO DATE	5	-3	2	250%		
Courses held	2	0	2	100%		
<b>USST &amp; ODP</b>	Supported Team USA through the Paris 2024 Olympic Games in Marseille:					
	<ul style="list-style-type: none"><li>6 top 10 finishers including 1 Olympic Bronze Medal in the Men's Skiff</li><li>Operationally smooth at the Olympic Games</li><li>Delivered a World Class Environment at the Container Team Base inside the Olympic Marina</li></ul>					
	Olympic Games Review process is underway:					
	<ul style="list-style-type: none"><li>Athlete and Support staff feedback survey delivered</li><li>Individual Athlete Meetings completed</li></ul>					

	<ul style="list-style-type: none"> <li>• Group feedback in person meeting scheduled.</li> <li>• Initial indications are that the Athletes had a fantastic Olympic Games experience and are appreciative of the support, approach and delivery of the Team at the Olympic Games.</li> </ul> <p>Rosie Chapman employed as Olympic Development Director:</p> <ul style="list-style-type: none"> <li>• Continuing to cement the effort of Rosie in the last months in the creation of the Olympic Development Pathway</li> <li>• Training Camps scheduled for ODP Athletes November 2024 through February 2025</li> </ul> <p>Long Beach:</p> <ul style="list-style-type: none"> <li>• Team base opportunities have been progressing and we are close to being able to confirm the plan for the next 4 years up to LA 28 shortly</li> <li>• We have been working on a legacy project to ensure that we are investing in the future and benefit from a Home Olympic Games</li> </ul> <p>Structural strategic planning:</p> <ul style="list-style-type: none"> <li>• Cohesive conversations have taken place to show and define a Racing Pathway from grassroots to the Olympic Podium</li> <li>• Definitions of route to entry at each level of the pathway are being created and benefits of association at each level defined</li> </ul>
<b>Marketing &amp; Communication</b>	<ul style="list-style-type: none"> <li>• Comprehensive Coverage of the Paris 2024 Olympics: During the Games, USST experienced a 400% increase in reach on Instagram and a 230% increase on Facebook. <ul style="list-style-type: none"> <li>• Key activities included organizing a media tour following the Barrows/Henken Bronze Medal win, often updating the Instagram broadcast channel with competition details, including scores and conditions, and featuring expert commentary from past Olympians.</li> <li>• Daily press releases were distributed to The Medalist (a USST newsletter with 15K+ subscribers), multiple daily social media posts, and 13 edited videos highlighted athlete performances and event summaries.</li> </ul> </li> <li>• Produced a two-day livestream of the U.S. Team Racing Championship at Severn Sailing Association in Annapolis, MD, which has accumulated 12.5K views and 2.5K hours watched to date.</li> <li>• Created marketing and communications plans and social content to promote the Sailing Leadership Forum 2025, and Rolex Y of Y awards.</li> <li>• Launched and updated USSailing.org newsroom design which now features a top main image with two supporting images below and a sidebar of recent headlines. The purpose was to enhance reader experience and improve focus and navigation while maximizing space efficiency.</li> <li>• Plans are in progress to create an online version of the Annual Report. It will be interactive and much easier to view and distribute.</li> <li>• With school sailing season upon us, we are seeing a surge in SafeSport visits, as well as coaching and education page visits.</li> <li>• Promotion and coverage of five back-to-back championships including previews, host spotlights, and recaps, including livestream for the Hinman Cup (USTRC)</li> <li>• Wrote feature articles on US Sailing News including award nominations, board elections, registration for SLF early bird rate, and managed external communications about US Sailing leadership changes</li> <li>• Design projects include promotional ads, event banners, and various collateral materials for US Sailing's initiatives, including ads in Cruising World and Sailing World, and signage for events like the US Sailing Championships and Junior Olympics, and a comprehensive suite of development</li> </ul>

	collateral such as infographics, newsletters, and logos, designs for livestream ads, racing rules graphics, and event invitations.
<b>Business Development</b>	<ul style="list-style-type: none"> <li>•Revenue <ul style="list-style-type: none"> <li>•2024 new partners, 17 new partners since Feb. '23, eighth in 2024.</li> <li>• +11% v. '23, (note: despite Gill -\$187k)</li> <li>• 81% to (cash budget), 92% cash &amp; Vik</li> <li>• Vessi</li> </ul> </li> <li>•Prospects <ul style="list-style-type: none"> <li>•Discussions with Technical Gear, Apparel, Banking, Auto, vendors</li> </ul> </li> <li>•SLF sales efforts underway</li> <li>•Partner Asset development <ul style="list-style-type: none"> <li>•Team Presenting</li> <li>•Naming Rights Long Beach (deciding assets)</li> </ul> </li> <li>•Learnings <ul style="list-style-type: none"> <li>•Wasserman &amp; SRS (audience detail &amp; asset valuation)</li> </ul> </li> </ul>
<b>Partnership Marketing</b>	<ul style="list-style-type: none"> <li>• Focus on Renewals, 2024 Recaps and 2025 partner asset trackers</li> <li>• Initiatives as of recent <ul style="list-style-type: none"> <li>○ Rolex Y of Y nominations stay open through December</li> <li>○ Rolex video series premiered with the Big Boat Series</li> <li>○ Risk Strategies will be the title partner of the US Youth Team Training Camps</li> <li>○ Yeti provided each Reach grantee sailing center with 2-4 5-gallon buckets for use during Reach modules</li> <li>○ SailFlow renewed free memberships for 252 Race Officials</li> </ul> </li> <li>• Welcome Home celebration executed with partner participation from Sextant, Samsonite, Polar and Goslings including product and giveaways</li> <li>• Sextant Wine secured a deal with Southern Wine and Spirits due to embarking on a National Partnership with us. This is a huge win for Sextant in wholesale as they are the largest distributor in the US.</li> <li>• SouthCoast wind was awarded by the State of RI and MA to supply a percentage of offshore wind to their residents and businesses. SCW was the sole project chosen for the State of RI. USS sent a letter of support on behalf of SCW for this project.</li> </ul>
<b>IT</b>	<ul style="list-style-type: none"> <li>• Moved all equipment out of our Fall River colocation to the office as a temporary home. This saved US Sailing from having to sign a new contract and extends our deadline for our server consolidation efforts.</li> <li>• Built a new API integration with Mobile Coach to replace our existing integration with Thinkific as we transition to this new Learning Management System. This integration now auto-enrolls course registrants and retrieves completions to issue certifications in our systems.</li> <li>• Rebuilt integrations with JetMail, providing them with fulfillment data uploads, as well as retrieving tracking data downloads on a nightly basis.</li> <li>• Enhanced online Active Course Rosters to include POI (Plan of Improvement) course types, allowing IT's to manage rosters and enter attendance outcomes.</li> <li>• Provided the Development team with importable data to refresh their Raiser's Edge profiles, reflecting updated membership information.</li> <li>• Reinstated staff notifications for online recertification purchases.</li> <li>• Created a custom report and surrounding process to provide subscription fulfillment information to match new format requirements of the company that took over Cruising World/Sailing World.</li> </ul>



HR/DEI/Store	<p><b>HR:</b></p> <ul style="list-style-type: none"> <li>• Celebrated the Olympics for all staff staying home via virtual Office Olympics event, watch parties, decorations in office, and themed food</li> <li>• Onboarded 3 new employees: Claire Rak, Finance Manager; Rosie Chapman, Olympic Development Director; Meredith Carroll, Events Manager</li> <li>• Continued onboarding for 6 new hires over the past 3 months</li> <li>• Offboarded 3 employees: Katie Ouellette, Stu Gilfillen, Alan Ostfield, Caleb McCullough (seasonal)</li> <li>• Continued work with Bennie, our benefit broker, on benefits strategic planning and roll out, completing the new plan year benefit offerings</li> <li>• Organized staff end of summer party</li> </ul> <p><b>DEI:</b></p> <ul style="list-style-type: none"> <li>• Preparing for 2025-2028 DEI (Diversity, Equity, Inclusion) Action Plan for the USOPC (US Olympic and Paralympic Council)</li> <li>• Connected Marketing Dept with contacts at Minneapolis Sailing Center, Eliza visited and built relationships while in Minneapolis</li> </ul> <p><b>Store:</b></p> <ul style="list-style-type: none"> <li>• Total retail sales are \$393k vs \$388k as of July 31 completed financials. Driving this is soft goods exceeding budget revenue by 52% (\$28,359)</li> <li>• Preparing for store platform change from Lightspeed to Shopify. Met with internal stakeholders to gather insight and needs for a new platform.</li> <li>• Preparing for print on demand vendor change from Museema Swag Stores to Truwear</li> <li>• Vetted other print on demand vendors - Axomo, eLead Promo</li> <li>• Sold out of first round of limited-edition Marseille Pin Design Yeti and restocked</li> <li>• Launched new merchandise line for the Olympics highlighting the pin design and US Sailing Team gear <ul style="list-style-type: none"> <li>○ Sales on this 19-product collection featuring the Team Pin design: \$3,212.64, 90 orders - more info here <a href="https://ussailing.store/collections/pin-design">https://ussailing.store/collections/pin-design</a></li> </ul> </li> <li>• Swag Store print on demand Q3 sales to date: \$4,388.10</li> <li>• Swag Store print on demand Sales YTD: \$12,528.30</li> <li>• Lightspeed store sales <ul style="list-style-type: none"> <li>○ August Sales through Lightspeed store Subtotal = \$59,352.16 with \$42,432.94 profit</li> <li>○ Q3 to date Sales through Lightspeed store Subtotal = \$127,373.36 with \$89,204.95 profit</li> </ul> </li> <li>• Preparing for 2025-2028 Racing Rules launch</li> <li>• Launched new merchandise line for Race Officials, including preorder sales <ul style="list-style-type: none"> <li>○ 59 item variants in total including: <a href="#">YETI Navy Mug</a>, <a href="#">YETI Red Straw Bottle</a>, <a href="#">Navy Tech Hat</a>, Men's Polo (white and navy), Women's Polo (white and navy), Men's UPF 50 Quarter Zip (grey and royal blue), Women's UPF 50 Quarter Zip (grey and royal blue)</li> <li>○ Total collection profit to date = \$795.90</li> <li>○ Total number of items sold in collection to date 66</li> </ul> </li> <li>• \$15,540 under store expense budget</li> </ul>
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