

2024 Association Report – September

Topics	Comments	Status																																																												
Financial Metrics – Financials are based on August numbers.																																																														
Revenue/Cash	<p>Overall YTD Revenue/Cash \$8.30MM vs budget of \$8.65MM – \$350K/4.0% miss</p> <ul style="list-style-type: none">• Membership Revenue \$1.39MM vs budget of \$1.50MM – (7.18%) miss• Donation Revenue \$855K vs budget of \$240K – exceeding budget• Sponsorship Revenue \$1.93MM vs budget of \$2.06MM – (6.23%) miss<ul style="list-style-type: none">◦ Driven by billed/outstanding YTD invoices.• Program Revenue \$2.19MM vs budget of \$1.95 – exceeding budget• Investment Income \$345K vs budget of \$117K budget- 195% higher than budget, stronger fund performance than previous 2 years.• Retail Revenue \$440K vs budget of \$442K – (5.41%) miss	Yellow																																																												
Expense	<p>Expenses \$9.31MM vs budget of \$10.37MM- (10%) 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>3,960,034</td><td>4,315,715</td><td>(355,681)</td></tr><tr><td>Non Staff Travel</td><td>736,105</td><td>941,647</td><td>(205,542)</td></tr><tr><td>Staff Travel and Entertainment</td><td>225,095</td><td>353,555</td><td>(128,460)</td></tr><tr><td>Individual Grant</td><td>336,988</td><td>421,746</td><td>(84,757)</td></tr><tr><td>Meetings & Events</td><td>199,891</td><td>278,108</td><td>(78,217)</td></tr><tr><td>Supplies</td><td>60,992</td><td>139,156</td><td>(78,164)</td></tr><tr><td>Software Support</td><td>26,435</td><td>103,909</td><td>(77,473)</td></tr><tr><td>Insurance</td><td>175,470</td><td>224,394</td><td>(48,922)</td></tr><tr><td>Boat Storage</td><td>4,607</td><td>43,800</td><td>(39,193)</td></tr><tr><td>Web Hosting</td><td>17,836</td><td>55,424</td><td>(37,588)</td></tr><tr><td>Charter Fees</td><td>228,998</td><td>256,274</td><td>(27,275)</td></tr><tr><td>Merchandise & Goods</td><td>9,103.00</td><td>33,451</td><td>(24,348)</td></tr><tr><td>All Other</td><td>3,324,302</td><td>3,207,026</td><td>117,271</td></tr><tr><td>Total</td><td>9,305,856</td><td>10,374,205</td><td>(1,068,349)</td></tr></tbody></table>		Actual	Budget	\$Variance	Total Salaries & Benefits	3,960,034	4,315,715	(355,681)	Non Staff Travel	736,105	941,647	(205,542)	Staff Travel and Entertainment	225,095	353,555	(128,460)	Individual Grant	336,988	421,746	(84,757)	Meetings & Events	199,891	278,108	(78,217)	Supplies	60,992	139,156	(78,164)	Software Support	26,435	103,909	(77,473)	Insurance	175,470	224,394	(48,922)	Boat Storage	4,607	43,800	(39,193)	Web Hosting	17,836	55,424	(37,588)	Charter Fees	228,998	256,274	(27,275)	Merchandise & Goods	9,103.00	33,451	(24,348)	All Other	3,324,302	3,207,026	117,271	Total	9,305,856	10,374,205	(1,068,349)	Green
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Net	<p>Total net P&L cashflow (\$1.01MM) vs budget of (\$1.724MM) 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. Additionally, some Olympic related expenses that were budgeted and unused have been reallocated to be used for Games-related expenses. Any outstanding related expenses should be captured in the September financials, as well as expenses related to the Welcome Home event.</p>	Yellow																																																												

Membership	<ul style="list-style-type: none"> • Director of Membership hiring efforts continue • Revenue pacing at 95% through August and 96% to overall Membership budget • 2024 cash (\$ in the door) at 108% v. '23 and 110% v. 3 yr. average • Org call-a-thon two wks. in has produced over \$25k in revenue and \$12k in pledges against potential of \$87k in uncollected membership dues • Working on retention and acquisition strategies and tactics for 2025 to continue dedicated Keelboat outreach efforts as well as adding youth, offshore, college, etc. • Learn-Race-Enjoy-Belong thematic being woven into approach in conjunction with Marketing
Fundraising	<p>Key Activities during September included:</p> <ul style="list-style-type: none"> • Presentation to the leaders of the YCs in the ICOYC on our vision for the Olympic program and how clubs and foundations can support participation by their local and regional high-performance youth, ODP and Team athletes. Speaking at this event was donor-supported (thank you!). • Meeting with donors ahead of Eastern YC athlete welcome-home event to expand support for Women's Coaching Pathway and Junior Women's Skiff sailing. • Prepared collateral materials and proposals for Adaptive Sailing, Women's Coaching Pathway, Offshore Office support, Safety at Sea, and US Sailing Database. • Finalized Annual Report, and now just waiting on audited financials. • Completed CYE appeals preparation, distribution lists, and all materials ready for print. • Screened ~5k new donor prospects (new members and other prospects) with data now saved in Raiser's Edge.

Adult	<p>Championships</p> <p>Three adult championships were completed since the last BOD meeting in September, with both U.S. Match and C of C oversubscribed with a waiting list going into the championships:</p> <ul style="list-style-type: none">• U.S. Adult Championship for the Clifford D. Mallory Trophy was held at Detroit Yacht Club in Flying Scots. The 10 teams that represented their Regional Sailing Associations (RSAs) had a wide variety of conditions from outer bands of hurricane force winds to light and variable with significant current to contend with. In the end, father/son duo Jeff and Bradley Whiteway from Avalon YC/CGA Sailing and the Mid-Atlantic YRA took the win. Dave Rink, Joel Blade, and Sydney Rink from Lake Norman YC/South Atlantic YRA took silver, while Fred Meno IV sailing with Mike Schwinn from Fort Worth Boat Club/Texas Sailing Assn taking home the bronze. The Staton J. Peel Trophy for exhibiting traits of true sportsmanship was given to Paul Lee.• The U.S. Match Racing Championship was hosted by St. Francis YC in J-22s. The participants for this event qualified for the championship through a series of qualifying events held during the spring and summer season. In unusual light wind conditions for San Francisco Bay which resulted in on shore postponements each day, sailors were forced to wait for sailable conditions which resulted in an abbreviated format. The quarterfinals were eliminated, and the Finals were reduced to a best of 3 instead of 5. The livestreamed last day showed epic racing by team in both the Semi Finals, Petit-Finals and the Finals. In exceptionally hard-fought racing, Pearson Potts’ team bested Nicole Breault’s in a winner take all final match that was exciting to see. The youngest skipper, Morgan Pinckney and team, took the bronze medal in another winner take all final race against Chris Poole and his team. Pool is ranked #1 in the World.• The Championship of Champions was held on Maumelle Lake in Little Rock, Arkansas in Y-Flyers. Grand Maumelle Sailing Club has hosted this event before and did an awesome job. Light winds plagued the series in which only 6 races were completed, but racing was tight for the top positions with changes to the leaderboard occurring with each race. In the end, Dave Starck and Jenna Probst (Lightning Class) took the victory and hoisted the Jack Brown Trophy overhead, followed by Arthur Blodgett/Caroline Atwood (Snipe) in second, and Ted Ferrarone/Meredith Killion (Interclub) in third. <p>Safety at Sea</p> <p>As we enter the 2024-2025 SAS season for courses, three courses were held in September and another three in October. These have been smaller courses in the shoulder season, but host organizers are already submitting dates for courses to be held in the upcoming months and well into the 2025 calendar year.</p> <p>Keelboat and Powerboat</p> <p>We are reaching out to orgs and schools asking them to get requests to “Host an Instructor Course” in early to accommodate org needs for Keelboat Instructors of all levels as well as both Cruising Powerboat Instructors and Safe Powerboat Handling Instructors.</p>
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Youth	<p>Youth Programs and Outreach:</p> <ul style="list-style-type: none"> • An Organizational Handbook (an update to the current Community Sailing Handbook - https://www.ussailing.org/wp-content/uploads/2018/01/Community-Sailing-HandbookComplete.doc.pdf) is in progress with a sneak peek Q1. • 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 - https://www.ussailing.org/news/us-sailing-announces-2024-reach-youth-engagement-grant-recipients. The 2024 Grantee Reports are due November 1. • We are collaborating with Community Liaisons from our sponsor SouthCoast Wind to present an educational guest speaker series regarding offshore wind with US Sailing Accredited Community Sailing Centers and past/present Reach Grantees. • We are developing a youth 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. • Community Sailing Committee, led by Chair Matthew Thompson (Wayzata, MN), has resumed monthly meetings this Fall (Sept, Oct, Nov) with focus on Accreditation, Awards, and SLF San Diego. • 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. <p>Youth Racing:</p> <ul style="list-style-type: none"> • US Sailing Youth Racing Camps presented by Risk Strategies will take place on the East and West Coasts in November, just before Thanksgiving. Invitations have been issued to sailors based on 1). 2024 regatta results and 2). via application. • The Youth Racing Central Newsletter is a new newsletter to supplement the Youth Racing Central webpage and Instagram account as a resource for news and resources for youth racing sailors, coaches, parents, and organizations. • Planning for 2025 regattas and training events is in full swing, including an expanded US Youth Team format to expand the pool of sailors that are formally involved with US Sailing's Youth National Team program.
Events	<ul style="list-style-type: none"> • Agenda Development is well underway for Sailing Leadership Forum 2025, with a plan to publicly release some teaser topics and speakers in October and a full agenda in November. • Anticipating an uptick in SLF registrations ahead of the Nov 1 ticket price increase. A call to action to 'register now' is being/will be communicated via Sailing World, Scuttlebutt and our own US Sailing communications channels. • SLF site visit planned for end of October • Meeting preparations for the in-person BoD meetings in Bristol, October 23 & 24. Board elections, the AGM and the new board meeting will take place then.
Offshore	<ul style="list-style-type: none"> • The major offshore races are done for the year. The Offshore Office provided weather forecast based handicaps for the Newport to Bermuda Race. More events are committing to this kind of handicapping for 2025 • Rolex Big Boat Series just finished; participation is back up to what they saw several years ago. • The office directly supported the ORC World Championships being hosted by NYYC. Certificates have been run. Chris and Sydney are part of the event technical team, performing measurement checks, etc.

	<ul style="list-style-type: none"> • This is the time of year when submissions are sent to the rule authorities. For both ORC and ORR, US sailors have requested improvements/modifications. VPP rules are dynamic, not static, always learning and improving, often conducting research into the science of sailboat performance.
Race Administration	<ul style="list-style-type: none"> • Development of <i>The Racing Rules of Sailing for 2025-2028, Including US Sailing Prescriptions</i>, continues to move forward. In addition to the mobile app and printed book, we also produce a variety of supporting products, such as the <i>Sailor's Guide to the Racing Rules</i> and <i>Join the Race Committee Team</i>. Volunteer subject matter experts also produce several documents that highlight how the rules changes affect the game and revisions to the rules that affect how race officials operate. • We have begun informing members of the release schedule for the RRS – December for the app and January for the printed books, as we must wait for World Sailing to correct conflicts in the rules as currently written. Communications on this topic will continue. • Dave Perry's books – <i>Understanding the Racing Rules of Sailing Through 2028</i>, <i>Dave Perry's 100 Best Rules Quizzes</i> and the newly-updated <i>Winning in One Designs</i> – are headed to the printer soon and will be available for the holiday gift-giving season. • Seminars and continuing education offerings continue to be popular. As of early October, we have held or scheduled 96 educational offerings that have trained 1225 US Sailing members, an increase of 29 offerings and 122 participants over 2023. • We are working hard to train and certify more women in race official roles: of 80 initial and upgrade certifications so far this year, 18 are women. Specifically, we have added 6 new female Club Judges, 11 Club Race Officers and 1 Regional Race Officer. • Chicago Yacht Club is hosting a World Sailing International Judging Seminar on our behalf in November. Of the 25 participants, 19 are Americans, including two American women.
Education	<ul style="list-style-type: none"> • The Education Operations team is working on ways to improve internal processes to fill courses. • We're preparing for the 2025 course season by implementing changes and looking at processes and policies to gain efficiency and optimize our information delivery. • NavFac is happening at OCC in Newport Beach, CA on October 24-27. Eleven very dedicated subject matter experts will come together to develop the instructor material for Nav1 and student level materials for Nav2. • Work has begun on the process of moving Race Administration education courses from Canvas over to our First Tack learning management system, which when completed will result in all our online learning courses hosted on a single platform. • Work is well underway to produce all racing rules related publications. These include, the US version of the Racing Rules of Sailing (hard copy and App), three Dave Perry publications, <i>Winning in One Designs</i>, <i>Understanding the Racing Rules of Sailing</i> and <i>100 Rules Quizzes</i>, <i>Rules in Bried</i>, <i>Sailor's Guide to the Racing Rules</i>, <i>Join the Race Committee Team</i>, <i>Cases and Appeals Book</i> and the <i>Protest Hearing Card</i>. The Dave Perry books will be available from 1 December, the App will be updated for mid-December and the other publications will be staggered starting in December.

	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	1501	199	1700	88%
Online Course Registrations	1780	-80	1700	105%
SCHEDULED TO DATE	201	-46	155	130%
3 Day In-Person Courses	171	-16	155	110%
Course attendees	1661	-111	1550	107%
<i>Level 2 Instructor</i>				
SCHEDULED TO DATE	20	-6	14	143%
Courses held	12	2	14	86%
Course attendees	129	11	140	92%
<i>Level 3 Head Instructor</i>				
SCHEDULED TO DATE	6	-2	4	150%
Courses held	2	2	4	50%
Course attendees	19	29	48	40%
<i>Level 3 Coach</i>				
SCHEDULED TO DATE	2	-1	1	200%
Courses held	0	1	1	0%
Course attendees	0	10	10	0%
<i>Safe Powerboat Handling Student</i>				
Certifications Issued	357	893	1250	29%
REACH				
<i>Instructor Courses</i>				
SCHEDULED TO DATE	6	-1	5	120%
Courses held	3	2	5	60%
Course attendees	29	21	50	58%

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USST & ODP	<ul style="list-style-type: none">• Paris Olympic Games review completed with Support Staff and Coaches.• The US Sailing Team Athletes have been requested to create long term vision Medal Winning Plans for submission and review.• US Sailing Team Coaches have been requested to create long term vision Discipline Podium Plans for submission and review• US Sailing Team Athlete and Workshop containers have been grounded at ABYC and are in the process of being setup for future training opportunities on the LA28 Field of Play• Performance Pathway defined to create a route from Youth Worlds Classes to the Olympic Podium• ODP camps and try it out camps, scheduled November 24 through February 25																																																																																																																																							
Marketing & Communication	<ul style="list-style-type: none">• Hosted a livestreamed Q&A session with members of the Olympic Sailing Team during a welcome back event that took place at the Eastern Yacht Club in Marblehead, MA.• Promotion and coverage of three championships – the U.S. Singlehanded Championship in Richmond, CA, Championships of Champions in Little Rock, AK, and the U.S. Adult Championship in Detroit, MI including previews, host spotlights, and recaps on the newsroom. We provided live social media updates of the events via posts, reels, and stories, and captured hundreds of pictures from the events.• Wrote and edited feature articles for the US Sailing Newsroom including a preview of the US Olympic Team welcome home event, a Learn to Skiff Clinic, the Rolex Big Boat Series, the Arthur B. Hanson Rescue Medal recipients, an award for Gene Hinkel at the Sonar World Championship, a																																																																																																																																							

	<p>spotlight on Sandra Svoboda and her vision for the U.S. Adult Sailing Championship, upcoming Youth Racing Camps, the 2024 Double Handed World Offshore Championship, and more.</p> <ul style="list-style-type: none"> • Helped edit and launch Youth Racing Central newsletter • Conducted a Marketing Q4 planning meeting to ensure alignment with the goals of US Sailing's department leaders • Developed marketing and communications plan to launch NEW Racing Rules of Sailing app and book, and three Dave Perry books to generate buzz in advance of the holiday season. • Design projects include promotional ads, event banners, and various collateral materials for US Sailing's initiatives, including ads in Cruising World and Scuttlebutt and a 6 panel USSA Development Brochure. Also updated Rules in Brief Card and Race Signal Stickers for Race Admin dept. • Produced a Livestream event covering the U.S. Match Racing Championship at St. Francis Yacht Club in San Francisco. • Preparation for Youth Racing Camps and ODP camp taking place in Miami and Long Beach in November.
Business Development	<ul style="list-style-type: none"> • Revenue <ul style="list-style-type: none"> • +10% v. '23, (note: despite Gill -\$187k)- mtg scheduled to discuss • 81% to (cash budget), 92% cash & Vik • Prospects <ul style="list-style-type: none"> • Discussions with Technical Gear, Apparel, Banking, Auto, vendors, others • Exploring segmenting tech v. onshore • Working with USST/Justin regarding Long Beach Training Center commercial opp • Learnings--SRS audience detail & asset valuation to be shared by Oct 25 • Partner Asset development to follow re: <ul style="list-style-type: none"> • Team Presenting • Naming Rights Long Beach • Additional asset development (Streaming, Racing Rules and US Open '25) • SLF Sales to date \$33k confirmed, \$13.5k contracts out- pacing consistent
Partnership Marketing	<ul style="list-style-type: none"> • Tommy Leicht, Partnership Coordinator, is out on leave for 4-6 weeks • Partnership renewals: Risk Strategies, NE Ropes, Siemens, Harken McLube, GoPro, B&G-Navico, Samsonite, SouthCoast Wind, Revo, Goslings and Armstrong • Debriefing across Adult and Youth Championships • Planning fulfillment of remaining 2024 contractual assets • Creating 2024 partner full year recaps • Building out 2025 partner asset trackers • Rolex Yachtsman and Yachtswomen of the Year nominations open through December and award ceremony planning underway
IT	<ul style="list-style-type: none"> • Provided another round of importable datasets to Development so they can update Raiser's Edge with the current membership information. • We made some minor modifications to our Mobile Coach API integration to eliminate legacy Thinkific references that were causing registration issues. • Build new POI pre-filtered calendar for displaying just those course types in a WordPress page. • Reorganizing priorities and strategy for our server consolidation efforts in light of fiscal restraints, negotiating relationship and billing terms with third-party development and support. • Continued verification of recent fulfillment integration rebuilds for Jetmail and Prism • Confirming and troubleshooting reported Wi-Fi outages in certain parts of the office, escalating to Envision who partnered with us for their installation and configuration.

HR/DEI/Store	<p>HR:</p> <ul style="list-style-type: none"> • Launched annual benefits open enrollment period for all staff • Attended Roger Williams University career fair to recruit for interns for all departments • Onboarded Rob DiStefano, Interim CFO; continued onboarding and trainings for recent new hires • Offboarded Meredith Barry, Controller • Ordered end of year holiday gifts for staff Celebrated the hard work of staff with the annual end of summer party • Continued recruitment for Membership Director <p>DEI:</p> <ul style="list-style-type: none"> • Preparing for 2025-2028 DEI Action Plan for the USOPC • Worked DEI lens into employee benefits process as central component of employee equity <p>Store:</p> <ul style="list-style-type: none"> • Completed successful Q3 Inventory Audit • Managing all operations (quoting, payment plans, pricing, printing, delivery) for new Racing Rules of Sailing books including the rule book itself and 10 relating publications • Began transition for store platform to change from Lightspeed to Shopify. Designing site and operationalizing new back-end logistics. • Hosted Jet Mail CEO and account manager to troubleshoot challenges and improve staff relationships • Met with UPS representative to find best savings for shipping costs
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