		Comments			Status Please Code Green, Yellow, or Red
Revenue/					
Cash		Actual as of	Budget as of	A. 1.	Green
	Mambarahin	09/30/2025	September	\$ Variance	
	Membership	\$ 1,661,350	\$ 1,634,648	\$ 26,702	
	Donations Pladges (Cash)	1,456,434 493,996	205,500 741,436	1,250,934	
	Pledges (Cash) Sponsorship	1,629,227	1,488,500	(247,440) 140,727	
	Program Revenue	2,586,830	2,309,862	276,968	
	Investment Income		105,684	236,617	
	Retail Revenue	551,629	500,947	50,682	
	Total Revenue	\$ 8,721,767			
		A - 4 1 4			
		Actual as of	Budget as of		Green
		09/30/2025	Budget as of September	\$ Variance	Green
	Salaries & Benefits		_	\$ Variance (316,084)	Green
	Salaries & Benefits Non-Staff Travel	09/30/2025	September 3,709,839 460,601	(316,084) (85,127)	Green
	Non-Staff Travel Consulting Fees	09/30/2025 3,393,755 375,474 508,942	September 3,709,839	(316,084) (85,127) 162,501	Green
	Non-Staff Travel Consulting Fees Coaching Fees	09/30/2025 3,393,755 375,474 508,942 309,242	September 3,709,839 460,601 346,441 367,640	(316,084) (85,127) 162,501 (58,398)	Green
	Non-Staff Travel Consulting Fees Coaching Fees Instructor Fees	09/30/2025 3,393,755 375,474 508,942 309,242 233,882	September 3,709,839 460,601 346,441 367,640 251,801	(316,084) (85,127) 162,501 (58,398) (17,919)	Green
	Non-Staff Travel Consulting Fees Coaching Fees Instructor Fees Insurance	09/30/2025 3,393,755 375,474 508,942 309,242 233,882 219,784	September 3,709,839 460,601 346,441 367,640 251,801 256,826	(316,084) (85,127) 162,501 (58,398) (17,919) (37,042)	Green
	Non-Staff Travel Consulting Fees Coaching Fees Instructor Fees Insurance Meetings and Events	09/30/2025 3,393,755 375,474 508,942 309,242 233,882 219,784 150,110	September 3,709,839 460,601 346,441 367,640 251,801 256,826 46,325	(316,084) (85,127) 162,501 (58,398) (17,919) (37,042) 103,786	Green
	Non-Staff Travel Consulting Fees Coaching Fees Instructor Fees Insurance Meetings and Events Staff Travel	09/30/2025 3,393,755 375,474 508,942 309,242 233,882 219,784 150,110 220,311	September 3,709,839 460,601 346,441 367,640 251,801 256,826 46,325 225,703	(316,084) (85,127) 162,501 (58,398) (17,919) (37,042) 103,786 (5,392)	Green
	Non-Staff Travel Consulting Fees Coaching Fees Instructor Fees Insurance Meetings and Events Staff Travel All Other	09/30/2025 3,393,755 375,474 508,942 309,242 233,882 219,784 150,110 220,311 2,198,276	September 3,709,839 460,601 346,441 367,640 251,801 256,826 46,325 225,703 2,081,034	(316,084) (85,127) 162,501 (58,398) (17,919) (37,042) 103,786 (5,392) 117,242	Green
	Non-Staff Travel Consulting Fees Coaching Fees Instructor Fees Insurance Meetings and Events Staff Travel	09/30/2025 3,393,755 375,474 508,942 309,242 233,882 219,784 150,110 220,311	September 3,709,839 460,601 346,441 367,640 251,801 256,826 46,325 225,703 2,081,034	(316,084) (85,127) 162,501 (58,398) (17,919) (37,042) 103,786 (5,392)	Green
	Non-Staff Travel Consulting Fees Coaching Fees Instructor Fees Insurance Meetings and Events Staff Travel All Other	09/30/2025 3,393,755 375,474 508,942 309,242 233,882 219,784 150,110 220,311 2,198,276 \$ 7,609,776	September 3,709,839 460,601 346,441 367,640 251,801 256,826 46,325 225,703 2,081,034 7,746,209	(316,084) (85,127) 162,501 (58,398) (17,919) (37,042) 103,786 (5,392) 117,242 \$ (136,433)	Green

	right sizing of the team earlier in the year and managing expenses within budgets across departments.
Membership	 Actively working with IT and Finance team to determine membership body count for 2022-2025. This will allow us to map renewal, cash, new members, and retention rate trends. Accurate data and reports have been obtained; analysis is being run now. Organization Membership Renewals should be mailed out on 11/14. These mailings are for the 2026 Membership Dues. All individual membership communications (i.e. weekly emails sent to members) are under review with the membership and communications teams to ensure correct messaging, story, and benefits. Review and redesign of the member value proposition will begin this month. There is a soft goal to launch the updated value proposition in January 2026.
Development	November – December is the most active giving time of the year. Now is the time for you to make a year-end gift and encourage your networks to contribute to US Sailing! Grants Lattimore Grants – In collaboration with Mary Lattimore, a total of 12 sailors were chosen to receive grants from a pool of 28 applicants. Grants ranged from \$300 to \$1,000, with \$9,705.80 awarded in all. The application and nomination period for Burnham Grants and Awards closed on October 31. We received 17 nominations for the Award and 10 applications for grants. Active Appeals Critical Initiatives Fund Charlie has met with and will continue to connect with donors and prospects around the country. This fund allows Charlie to act quickly on key initiatives. \$300+K has been secured to date. Gift Catalog Reaching 3,000 store customers, with donations directed to Where Needed Most. Trevor Moore and Family Fund Inviting gifts in Trevor's memory to support the US Sailing Youth National Team, matched by the Trevor Moore Foundation up to \$25,000; deadline November 15.

 Giving Tuesday (December 2) and the Year-End Appeal (in mailboxes starting on November 12) are also in preparation to ensure a strong close to 2025 fundraising, directed to Where Needed Most.

Events & Engagement

- Redesigned / enhanced newsletter is going to all donors this month. Watch your inbox if you're a current donor!
- An email with tax-advantaged giving strategies was sent to a segment of our constituents list.
- The Sailing Foundation Summit is open for registration (registration closes Nov 7). The event is co-hosted with Annapolis Yacht Club and will take place at AYC Nov 21-22. The goal is to bring together major foundations to share best practices, build relationships, and strengthen support across the sailing community. Event link
- The President's Club inaugural Town Hall meeting is scheduled for February 26, 2026. This event will be held twice a year.

Adult 2025 Championships

- **U.S. Adult Sailing Championship** Held Sept 26-28 at Park City Sailing Association on the Jordanelle Reservoir (UT). The event featured an invitational fleet of ten teams of 3 or 4 competing in J/22 keelboats. First place went to Twin Cities Sailing Association's team skippered by Kurt Taken-Holtze.
- **U.S. Team Racing Championship** At Larchmont Yacht Club (NY), 14 teams (84 sailors) competed in 420 boats in a 3-skippers/3-crew format. Justin Callahan and his Los Huevos team won the national title for the third time.
- **U.S. Para Sailing Championship** Held Sept 25-28 at Coronado Yacht Club (CA) in the Martin 16 & Hansa 303 fleets. There were over 30 competitors.
- **U.S. Offshore Sailing Championship** The regatta had multiple coastal/long-course races over three days with 10 teams competing out of the U.S. Naval Academy (MD). The Schaffner-skippered team secured a repeat victory.
- **U.S. Match Racing Championship** Hosted by Chicago Yacht Club (IL) in Tom 28 keelboats. The field comprised 10 teams. Peter Holz and his Windy City Racing Team won his second national title.
- **U.S. Multihull Championship** Over 91 competitors competing in the Formula Wave out of Corpus Christi Yacht Club (TX).

2026 Championships and beyond

7/9 2026 Adult Championships with confirmed hosts and remaining 2 pending bid approval.

2/10 2027 Adult Championships with confirmed hosts, 1 pending bid, and active work to complete the full calendar by summer 2026.

Safety at Sea

- The final Safety at Sea In-Person course was completed at Del Rey YC in CA on October 25-26 closing out the 2025 season. Online courses are still going strong.
- 28 courses are currently on the 2026 calendar with more requests to host coming in weekly.
- 3005 certificates have been issued so far this year.

Keelboat and Powerboat Programs

• The 2025 season was very healthy for both US Sailing Keelboat programs and for US Powerboating programs, showing an increase in participation in both disciplines. So far in 2025, we have issued nearly 3000 keelboat student certificates in all disciplines: Basic Keelboat; Basic Cruising and Bare Boat Cruising. This is a 38% increase over 2024 and the year is not yet complete. In US Powerboating, we have issued 1250 student certificates with 2 more months to go, which is a 20% increase over 2024.

One Design and Adaptive Awards https://www.ussailing.org/about/awards/

- The nomination period for the Adaptive Awards: Gay Lynn Award for personal
 contributions to Adaptive Sailing and the Robie Pierce Award for recognition of a program
 that has made outstanding contributions to Adaptive sailing is now open through
 December 1, 2025.
- The nomination period for the four One Design Awards is also open through December 1, 2025. Those awards are for: One Design Creativity; One Design Leadership; One Design Regatta; and One Design Club.

Youth Youth Competition:

- The US Youth Championship hosted by Lauderdale Yacht Club featured 200 sailors, 47 coaches, as well as parents and supporters. Despite light shifty winds, the event was extremely competitive and champions were crowned. This event also served as the qualifier for the 2025 Youth Sailing World Championship:
 https://www.ussailing.org/news/young-sailors-shine-at-the-2025-u-s-youth-championship-in-fort-lauderdale/
- The US Sailing Youth National Team will hold it's final training camp of the season on November 22-25 in Miami, FL. Invitations were issued to USYNT members as well as sailors finishing in the top ½ of their class at the US Youth Championship. This will also serve as the final training opportunity for the US Sailing Youth Worlds Team. https://theclubspot.com/regatta/rvMtty6V90/#entry-list
- The Youth Sailing World Championship will take place on December 12-20 in Portugal.
 The US Sailing Youth Worlds Team will be led by US Sailing's Phil Muller as team leader,

- and feature 16 athletes and 6 US Sailing-provided coaches. US Sailing is grateful for the support of the Sailing Foundation of New York for covering the entry fee for the athletes.
- The final two USA Junior Olympic Sailing Festivals of 2025 are in Florida. The River Romp hosted by Edison Sailing Center in Fort Myers Florida wrapped up in mid-October, while the JO at the US Sailing Center Martin County closes out the year in early December. Thank you to all of the host clubs who organized Junior Olympic Festivals this year!

Youth Programs and Outreach:

- Final collaboration on the Sailing Organization Guidebook (written by experts of the Community Sailing Committee); and beginning collaboration with Reach Module handson activity templates for new activities with partners including RWU Education Department, Harken Blockheads, NE Ropes, and SouthCoast Wind.
- The 2025 Reach (STEM) Impact Report will be ready January 2026 with reports from (10) Youth Engagement Grant Reach grantees and (10) Junior Olympic Festival Marine Debris Pick Up Challenge participants.
- Community Sailing Committee, led by Chair Matthew Thompson (Wayzata, MN), will
 meet monthly through the fall. The Community Sailing Committee is currently reviewing
 Accreditation Guidelines, DEI best practices guidance, and a disaster protocol resourced
 to be used in 2026.
- Whitney will be present at the US Sailing Stakeholders Summit (Bristol RI) and the US Sailing Foundation Summit (Annapolis).

Race Admin.

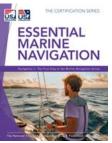
- Course development for measurement training phase 1, Equipment Inspector, is well
 under way and will be beta tested in early 2026. The goal is to train volunteers with the
 skills to assist class and international measurers at high-level events, including LA28 and
 beyond. Phase 2, National Measurer course development and certification standards,
 will follow.
- The Judges Committee's Rule 42 working group has developed training and endorsement criteria for officials who want to serve as RRS42/Appendix P on-water observers at events.
- YTD Course Counts:

	2025 -		2025	
	Winter		Seminar	
Course	Spring	2025 - Fall	Totals	2025 Student Totals
ARMS	9	1	10	145
BRMS	33	6	39	635
CJS	3	4	7	77
AJS	1	1	2	28
Judge Protest, RT, Clinic	15	2	17	353
Umpire	4		4	38
Totals	65	14	79	1276

Education

Education Production and Development

• Nav 1: Essential Marine Navigation Student Manual is slowly undergoing final review



- Start Powerboating Right! Edits are being made to comply with NASBLA approval are near completion.
- RULE 42 online course is Operational in Free Canvas.
- Continuing meetings to map out a Measurers training course.
- Working with New Start Mobile to fix glitches and timeouts in the online course offerings
- Reassessment of project priorities will begin this month

Instructor Course Scheduling -

- To date, the Education Operations team has scheduled 280 courses, representing 124% of the annual goal.
- 3589 individuals have completed those 280 courses, which is 97% of the annual goal of 3682.
- Fall/winter scheduling is strong with 12 courses scheduled through the end of the year.
- 2026 planning underway 30+ courses are already scheduled and open for registration

METRICS:

KEELBOAT AND POWERBOAT:

A	В	С	D	Е	F	G	Н	1	J	K	L	М	N	0	Р	Q	R	S	T	U	V	AA	AB	AC	AD
		JAN	CANCELLED	FEB		MAR		APR		IAY ca	MCELLED.	IUN	CANCELLED	JUL	CANCELLE	AUG	CANCELLED	SEP	CANCELE	ост	CANCELLED	YTD	#to meet	2025 goels	% comple
Course attenuees	\neg	Ü		v	CONCELLED	V	UMURIE	9		v		9	0	U	-	V		U		v	- Company	10	12	30	0070
KEELBOAT																									
Basic Keelboat Instructor courses																									
SCHEDULED TO DATE		7		12		14		15	1	16		19		22		24		25		27		27	-5	22	123%
Courses held		2		1		1		2		4		5	- 1	1		1	2	2		1	1	20	2	22	91%
Course attendees		8		5		5		12	1	19		23		5		4		10		4		95	5	100	95%
Cruising/CoNav Instructor courses																									
SCHEDULED TO DATE		2		2		2		2		3		3		4		4		4		4		4	-2	2	200%
Courses held		1		0		1		0		0		0		0		0		2		0		4	-2	2	200%
Course attendees		4		0		4		0		0		0		0		0		6		0		14	-6	8	175%
Cruising Powerboat Instructor courses																									
SCHEDULED TO DATE		1		1		1		1		2		2		2		3		3		3		3	-1	2	150%
Courses held		0		0		-1		0		0		1		0		0		0		1		3	-1	2	150%
Course attendees		0		0		6		0		0		3		0		0		0		4		13	-5	8	163%
ALL OTHER KB Instructor Courses (all level	(s)*																								
SCHEDULED TO DATE		2		4		6		6		7		7		9		10		10		10		10	-9	1	1000%
Courses held		0		1		0		0		1		1	3	0		0	1	1		1		5	-4	1	500%
Course attendees		0		7		0		0		5		4		0		0		9		3		28	-22	6	467%
POWERBOAT																									
SPBH Instructor Courses																									
SCHEDULED TO DATE		5		5		5		5		7		9		11		11		13		13		13	-6	7	186%
Courses held		0		0		1		0		2	2	0	2	0		0	1	0	- 1	3		6	1	7	86%
Course attendees		0		0		7		0	1	12		0		0		0		0		14		33	9	42	79%
ADAPTIVE																									
Instructor Courses																									
SCHEDULED TO DATE		1		1		1		1		1		1		1		1		1		1		1	1	2	50%
Courses held		0		0		0		0		1		0		0		0		0		0		1	1	2	50%
Course attendees		0		0		0		0	1	10		0		0		0		0		0		10	2	12	83%

SMALLBOAT AND REACH:

	JA	AN	CANCELLED	FEB	omolulo	MAR	ONORUR	APR	омовию	1AY a	ANCELLED	JUN	CANCILLID	JUL	CANCELLED A	AUG	CANCELLED	SEP	CANCELLED	ост	CANCELLED	YTD	# to meet goal	2025 goals	% comp
SMALLBOAT																									
Sailing Counselor																									
SCHEDULED TO DATE		7		8		9		10		11		12		12		12		12		12		12	0	12	100
Courses held	-	0		0		0		1		1		8	2	0		0		0		0		10	2	12	839
Course attendees	-	0		0		0		12		9		73		0		0		0		0	ļ	94	56	150	639
Level 1 Instructor																									
Online Course Certifications Issued	4	44		73		116		235	4	161		299		278		35		62		25		1628	-28	1600	102
Online Course Registrations	2	91		149		343		197	1	113		76		55		43		30		16		1313	287	1600	829
SCHEDULED TO DATE	9	96		118		142		162	1	165		165		173		176		177		179		179	-19	160	112
3 Day In-Person Courses		1	1	3	- 1	8	3	26	5	62	3	55	5	2		3	4	1		4	- 1	165	-5	160	103
Course attendees	1	10		29		45		173	5	61		547		20		24		10		39		1458	92	1550	94
Level 2 Instructor																									
SCHEDULED TO DATE	1	10		13		14		18		18		18		18		18		19		19		19	-6	13	146
Courses held		0		0		1		0		2		10	2	0	1	1		1		0		15	-2	13	115
Course attendees	-	0		0		12		0		25		103		0		12		10		0		162	-32	130	125
Level 3 Head Instructor																									
SCHEDULED TO DATE		1	1	1		1		2		3		3		3		6		6		6		6	-3	3	200
Courses held		0		0		0		0		2		0		0		0		0	1	0	- 1	2	1	3	679
Course attendees	-	0		0		0		0		19		0		0		0		0		0		19	5	24	799
Level 3 Coach																									
SCHEDULED TO DATE		2		3		3		3		3		3		3		3		3		3		3	-2	1	300
Courses held		1	1	0		0		0		0		1		0		0		0		0		2	0	2	100
Course attendees	1	13		0		0		0		0		8		0		0		0		0		21	-5	16	131
REACH																									
Instructor Courses																									
SCHEDULED TO DATE	-	0		2		2		3		3		6		6		6		6		6		6	-3	3	200
Courses held	-	0		0		0		1		0	1	1		0		0	1	0		0		2	1	3	67
Course attendees		0		0		0		9		0		9		0		0		0		0		18	12	30	609

USST & ODP

LA28 Training Opportunities

We are awaiting further updates on the development of the International Training Base in San Pedro, which will serve as a key venue for the US Sailing Team's LA28 Olympic preparation.

World Championships Completed

- Daniela Moroz claimed the Silver Medal at the Formula Kite World Championships, continuing her strong form at the top of the international fleet.
- Andrew Mollerus and Trevor Bornarth achieved an 8th place finish at the 49er World Championships, demonstrating consistent progress within a highly competitive fleet.
- Three teams qualified for Tier 3 status, one in the FX and two in the Nacra 17, reinforcing the growing depth of our performance squad.

Strategic Planning

A strategic review of the Performance Pathway is currently underway. The focus is on rightsizing the program and aligning our goals, structures, and resources with the 2026 performance and budget priorities to ensure a sustainable and athlete centered pathway toward LA28, Brisbane 2032 and beyond

Marketing & Comms.

Announcements

- Rolex Yachtsman and Yachtswoman of the Year Nominations open through December 31
- Board elections closed November 2
- Trevor Moore and Family Fund matching challenge through November 15

American Sailor Podcast

Guest Host Charlie Enright

- Guest Host Andrew Campbell
- Interview Martha Parker
- Guest Host Amanda Callahan, focus on team racing
- Notice Boards round up of sailing news

Charlie Comms

- Blue Chip Regatta Recap
- Hudson River Community Sailing Gala
- Archipelago Rally Recap

Event Coverage on Social and Website

- Offshore Double Handed World Championship Cowes, Ise of Wight
- Championship of Champions New Bedford
- US Adult Sailing Championship Park City
- US Team Racing Championship (Hinman) Larchmont
- Para Sailing Championship San Diego
- Offshore Sailing Championship Annapolis
- US Match Racing Championship Chicago
- Youth Championships Fort Lauderdale

Partner Marketing on Social

- The Windjammer Way video of s/v
- Weekly Lift member benefit inclusion in newsletter
- Sextant Celebration Moments at all Championships
- Yeti video with Marcus Lynch
- Vessi photoshoot at Hinman
- 'How to Rig' Series launched

Social Media Trend Posts

Halloween Haunted House

Interviews and Media Requests

• n/a

US Sailing Team Coverage

- Junior Pan American Games
- Combined 49er, 49erFX and Nacra 17 Worlds

Promotions

Member benefits

Ads

- Scuttlebutt
- Sailing World
- Cruising World

Other

Jotform case study interviews complete, case study to be released in mid November

Partnerships

Renewal discussions taking place

- Goslings
- The Moorings
- AEON School
- New England Ropes
- Armstrong Foils
- Harken Derm

Partnership Activations

- Rolex YoY Nominations are open. Award Ceremony confirmed for February 12 at NY Yacht Club
- Stakeholder Summit presented by Sextant Wines. Goslings and Polar supporting with product.
- Foundation Summit: Sextant CEO attending & providing wine. Goslings providing rum.
- Youth Camp: Risk Strategies supporting sponsor
- Regattas:
 - o JO's: Harken Derm sampled in Santa Cruz, Ft Meyers & will at Jensen Beach
 - C of C Goslings & Polar
 - Adult Goslings
 - Para Sextant Wines and Attended in person and Goslings
 - Team Racing
 - Sextant Wines: Gianna Stoller attended in person, hosting wine tastings
 - Goslings
 - SailFlow
 - Hosted BMW as a prospect
 - o Offshore Goslings
 - Match Racing Goslings, Sextant and Polar
 - Youth Championship Polar, Sailflow and Sextant Wines (parent reception)
 - Multihull Goslings, SailFlow

Digital Content

- Goslings TGIF campaign will continue highlight holidays drink recipes
- NER rope rigging video series release
- Polar blind taste test

IT	 Performed data scrub to purge hundreds of duplicate records in the fulfillment queue from a fault in our JetMail integration Fixed a VPN outage by installing updates on the firewall Applied permissions restrictions to SAC Election portions of our website Rotated our Azure keys and updated all applications to use the new keys, ensuring continuity once the old keys expire 11/1/25 Report building to provide reporting for memberships and financial audit support After Azure key update, started troubleshooting our broken API integration with Mobile Coach While API integration is not functioning, performing manual export/import of Mobile Coach course completions, translating them to certifications in SailorBase. IT Manager, Tim Swansey resigned effective 10/31/2025. We will be outsourcing the general helpdesk, network management, server management, cybersecurity and infrastructure to an outsourced managed server provider.
HR/DEI	In October, we held open enrollment for our health benefits. After reviewing services and costs, we changed brokers from Bennie to Risk Strategies which already oversees our athlete benefits as well as our overall insurance. With health benefit costs increasing on average 14% for the organization compared to the 11% nationwide, the plans were restructured and effective November 1.
Store	 YTD (11/5/25) Shopify Sales Snapshot October 2025 Shopify Sales Snapshot As of 11/5/25, we have processed 5,774 orders YTD (through Shopify), which is 2.2x the orders from last year (2,624 orders). Sales have slightly decreased from September to October, as expected. Focusing on data analytics and reporting while orders have slowed down. Installed new app to Shopify for increased reporting functionality and insights. Continued work on cross-departmental projects and upgrades to site features to best suit program needs.