

2026 Association Report – September

T o p i c s	Comments	Status Please Code Green , Yellow , or Red																																																																																																
Bal anc e She et	As of July 2026, the cash position remained strong compared to current payables and accrued expenses. Year over year, there is an improvement in the cash position as well as the reduction in liabilities such as the line of credit balance and member loans. <table><tr><td></td><td>07/31/2026</td><td>07/31/2025</td><td>07/31/2026</td></tr><tr><td></td><td>Current Year Balance</td><td>Prior Year to Date</td><td>\$ Difference</td></tr><tr><td colspan="4">Assets</td></tr><tr><td>Cash and Cash Equivalents</td><td>2,012,494</td><td>366,768</td><td>1,645,725</td></tr><tr><td>Accounts Receivable, Net</td><td>47,556</td><td>117,110</td><td>(69,554)</td></tr><tr><td>Pledges Receivable</td><td>617,398</td><td>615,999</td><td>1,399</td></tr><tr><td>Inventory</td><td>344,502</td><td>295,021</td><td>49,481</td></tr><tr><td>Total Current Assets</td><td>3,021,950</td><td>1,394,898</td><td>1,627,052</td></tr><tr><td>Property & Equipment</td><td>253,659</td><td>391,307</td><td>(137,649)</td></tr><tr><td>Other Assets</td><td>1,267,524</td><td>1,538,754</td><td>(271,230)</td></tr><tr><td>Investments</td><td>4,052,972</td><td>3,412,372</td><td>640,599</td></tr><tr><td>Total Assets</td><td>8,596,104</td><td>6,737,332</td><td>2,368,147</td></tr><tr><td colspan="4">Liabilities and Net Assets</td></tr><tr><td>Accounts Payable</td><td>506,246</td><td>305,049</td><td>201,197</td></tr><tr><td>Accrued Liabilities</td><td>132,709</td><td>152,008</td><td>(19,299)</td></tr><tr><td>Deferred Revenue</td><td>1,824,748</td><td>1,753,863</td><td>70,885</td></tr><tr><td>Line of Credit</td><td>0</td><td>312,011</td><td>(312,011)</td></tr><tr><td>Capital Lease Obligation</td><td>128,364</td><td>152,972</td><td>(24,608)</td></tr><tr><td>Total Current Liabilities</td><td>2,592,067</td><td>2,675,903</td><td>(83,835)</td></tr><tr><td>Capital Leases</td><td>524,962</td><td>806,083</td><td>(281,121)</td></tr><tr><td>Member Loans</td><td>0</td><td>500,000</td><td>(500,000)</td></tr><tr><td>Total Liabilities</td><td>3,117,029</td><td>3,981,986</td><td>(864,956)</td></tr><tr><td>Net Assets</td><td>5,479,075</td><td>2,755,346</td><td>2,723,729</td></tr><tr><td>Total Liabilities and Net Assets</td><td>8,596,104</td><td>6,737,332</td><td>2,368,147</td></tr></table>		07/31/2026	07/31/2025	07/31/2026		Current Year Balance	Prior Year to Date	\$ Difference	Assets				Cash and Cash Equivalents	2,012,494	366,768	1,645,725	Accounts Receivable, Net	47,556	117,110	(69,554)	Pledges Receivable	617,398	615,999	1,399	Inventory	344,502	295,021	49,481	Total Current Assets	3,021,950	1,394,898	1,627,052	Property & Equipment	253,659	391,307	(137,649)	Other Assets	1,267,524	1,538,754	(271,230)	Investments	4,052,972	3,412,372	640,599	Total Assets	8,596,104	6,737,332	2,368,147	Liabilities and Net Assets				Accounts Payable	506,246	305,049	201,197	Accrued Liabilities	132,709	152,008	(19,299)	Deferred Revenue	1,824,748	1,753,863	70,885	Line of Credit	0	312,011	(312,011)	Capital Lease Obligation	128,364	152,972	(24,608)	Total Current Liabilities	2,592,067	2,675,903	(83,835)	Capital Leases	524,962	806,083	(281,121)	Member Loans	0	500,000	(500,000)	Total Liabilities	3,117,029	3,981,986	(864,956)	Net Assets	5,479,075	2,755,346	2,723,729	Total Liabilities and Net Assets	8,596,104	6,737,332	2,368,147	Green
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R e v e n u e / C a s h	As of July 31, 2026, overall revenue is meeting budget expectations. Educational programs and Offshore revenue, which as of June reflected timing differences caught up in July. Pledges reflect a budget to actual timing difference and expect to close the gap in the coming months as pledges are paid. At this time of year, programmatic revenue activity decreases and philanthropic giving increases. As of July, Sponsorship activity increased due to the new Pacific Life Sponsorship amongst others.	Green																																																																																																

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Executive	As of July 31, 2026, operating expenses for programs are generally on budget, however budget to actual variances are the result of continued timing differences. Most significantly, certain Olympic activity budgeted is reflecting a timing difference as savings, however, expenses are expected to actualize in future months. <table><tr><th>Account</th><th>07/31/26 YTD Actuals</th><th>07/31/26 YTD Budget</th><th>Variance</th></tr><tr><td colspan="4">Expenses</td></tr><tr><td>Total Salaries & Benefits</td><td>2,288,239</td><td>2,427,141</td><td>(138,902)</td></tr><tr><td>Total Program Direct</td><td>1,444,386</td><td>1,771,193</td><td>(326,807)</td></tr><tr><td>Total General & Administrative</td><td>501,287</td><td>500,760</td><td>527</td></tr><tr><td>Total Marketing</td><td>188,349</td><td>213,232</td><td>(24,883)</td></tr><tr><td>Total IT Expenses</td><td>179,250</td><td>190,329</td><td>(11,079)</td></tr><tr><td>Total Professional Fees</td><td>432,479</td><td>577,540</td><td>(145,061)</td></tr><tr><td>Total Occupancy</td><td>191,995</td><td>204,611</td><td>(12,616)</td></tr><tr><td>Total Operating Expenses</td><td>2,937,746</td><td>3,457,665</td><td>(519,919)</td></tr><tr><td>Total Expenses</td><td>5,225,985</td><td>5,884,806</td><td>(658,821)</td></tr></table>	Account	07/31/26 YTD Actuals	07/31/26 YTD Budget	Variance	Expenses				Total Salaries & Benefits	2,288,239	2,427,141	(138,902)	Total Program Direct	1,444,386	1,771,193	(326,807)	Total General & Administrative	501,287	500,760	527	Total Marketing	188,349	213,232	(24,883)	Total IT Expenses	179,250	190,329	(11,079)	Total Professional Fees	432,479	577,540	(145,061)	Total Occupancy	191,995	204,611	(12,616)	Total Operating Expenses	2,937,746	3,457,665	(519,919)	Total Expenses	5,225,985	5,884,806	(658,821)	Green								
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Net	Net balance is positive as of July 2026, due to strong revenue to date and timing differences in some programmatic revenue. Expenses are expected to actualize and the variance to decrease in the coming months. <table><tr><th>Account</th><th>07/31/26 YTD Actuals</th><th>07/31/26 YTD Budget</th><th>Variance</th></tr><tr><td>Operating Profit/(Loss)</td><td>1,668,581</td><td>836,638</td><td>831,943</td></tr></table>	Account	07/31/26 YTD Actuals	07/31/26 YTD Budget	Variance	Operating Profit/(Loss)	1,668,581	836,638	831,943	Green																																												
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Primary Members - YTD Comparision - YoY AUGUST			
Category	2025 August	2026 August	YoY Change August
Paid Memberships			
Individual	10,471	11,307	836
Individual - 2YR	1,997	1,884	(113)
Individual - 3YR	3,944	3,780	(164)
Family	1,807	1,892	85
Family - 2YR	487	430	(57)
Family - 3YR	815	725	(90)
College	1,606	1,580	(26)
Youth	1,594	1,545	(49)
IPC - 5YR	5	7	2
President's Club	28	3	(25)
Individuals Subtotal	22,754	23,153	399
<i>Organizations</i>			
Corporations	11	9	(2)
ORG-BASIC	1,250	1,210	(40)
ORG-PRO	58	65	7
ORG-PREMIUM	42	37	(5)
ORGs Subtotal	1,361	1,321	(40)
Paid Memberships Total	24,115	24,474	359
Unpaid Memberships			
Honorary - Staff	43	42	(1)
Keelboat	2,881	1,740	(1,141)
LRB	169	174	5
<i>Member-Donors</i>			
President's Circle	34	84	50
President's Club Lifetime	62	61	(1)
Complimentary Memberships Total	3,189	2,101	(1,088)
Total Membership Count - Primary	27,304	26,575	(729)

Membership Statistics (as of September 1st, 2026)

- **26, 575** primary members (24,474 paid members)
 - **32,134** members
 - Primary and total membership decreased for the first time in 2026 during July. The primary driver was a decline in Youth members, with approximately 170 Youth memberships expiring in June without renewal. Two potential contributing factors have been identified:
 - Several youth events take place throughout the spring and summer. Small changes in participation across multiple events could contribute to the decline.
 - Prior to the launch of the new communication campaigns in September, Youth members did not receive renewal communications or notifications that their membership was set to expire.
- We expect Youth member retention to improve as the new renewal communications continue, and members move through the complete campaign.
- Membership counts began to trend back up in August. Total membership increased from July, while primary membership remained slightly down.

Membership Count - Month-over-Month - 2026								
Category	2026							
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Primary Members	26,120	26,356	26,272	26,540	26,664	26,805	26,608	26,581
Variance to Prior Month - Primary	-	236	(84)	268	124	141	(197)	(27)
Total Members	31,913	32,094	31,976	32,273	32,384	32,417	32,118	32,148
Variance to Prior Month - Total	-	181	(118)	297	111	33	(299)	30

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	- Year over year, primary paid membership continues to outperform 2025, with August showing the strongest paid-member variance of 2026. However, this growth has been offset by a larger decline in unpaid memberships, resulting in a greater overall year-over-year membership gap than in prior months. The Membership Team is working with the departments connected to these membership programs to better understand the decline in unpaid memberships and identify contributing factors Projects and Initiatives - The updated membership communication campaigns were launched on September 2. Qualifying members received an email announcing the updated system, followed by their first onboarding email the next day. Overall feedback on the update has been positive. - Initial reframing emails had a 61% open rate. - Throughout August, members with expiration dates from April through August received emails from the updated renewal campaign. These emails were used to backfill the renewal process ahead of the September launch. - The campaign was deployed to approximately 3,800 members and has resulted in roughly 340 renewals. Members enrolled in auto-renew were not included. - The campaign has seen a 9.0% overall renewal rate, including a 3.6% win-back rate among members who had previously expired. - Members expiring in August will be the first group to receive five of the six renewal emails. Members expiring in September will be the first to receive the complete renewal campaign. Upcoming Projects - Development of a Membership Metrics Dashboard. - Planning for 2027 membership pricing, pathways, and promotions
Development	Development Update - Planning Fall President’s Circle outreach – to lapsed President’s Circle donors and invites to join - Planning Annual Appeal – including targeted printed mailings and digital approach - Work continues on the “Deliver the Team to LA” campaign in support of Team USA athletes and LA2028 Donor Engagement & Presidents Circle - Successful President’s Circle Virtual Town Hall held on August 26, 4pm EST – approx. 40 attendees, engaged audience, positive feedback - President’s Circle welcome packets (with signed note from Charlie & Henry, key dates, and lapel pin) mailed to 175 households in late July Grants & Scholarships: - The Lattimore Grant applications were closed on August 31. - Applications for the Kevin Burnham Memorial Grant, as well as nominations for the Award, are now open and will remain open through October 31st.
Adult	Staff Update In early August, we were sad to see Diana Emmanuelli leave US Sailing. We have since been joined by Katie Mooney who has taken on the role of Championships Manager. She will be overseeing all US Sailing Championships: delivering the Adult Championships and coordinating with John Pearce on the Youth Championships. Katie will also take point on all aspects of One-Design sailing. Adult Championships The month of September will see three adult sailing championships delivered:

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	• U.S. Team Racing Championship for the Hinman Trophy will be sailed in FJs at the Coastal VA Youth Sailing Foundation at Norfolk Yacht & Country Club in Norfolk, Virginia. 144 competitors will take to the race course to determine who the top team racers in the country are. • The Championship of Champions will be held in E-Scows at Wawasee Yacht Club in Syracuse, Indiana. This championship will see 20 National, North American and World Champions take to the lake to vie for the Jack Brown Trophy in a round robin format. All skippers must be US nationals or permanent residents. For the first time, the championship will use the Vakaros RaceSense on all boats. • The U.S. Women's Match Racing Championship will be held in Detroit, MI at Bayview YC in Ultimate 20s. Ten top women's match racing teams will take to the waters of Lake St Clair to battle for two awards. The Allegra Knapp Mertz Trophy is awarded to the winner and the Mrs. Charles Francis Adams Memorial Trophy is presented to the runner-up. In October, we have one Championship: • The U.S. Match Racing Championship will be hosted by San Diego Yacht Club in J-22s. Selection is done through U.S. Match Racing Qualifying events, or by invitation from the selection committee based on many factors including ranking. The 10 teams will be competing for the Prince of Wales Bowl and the title of US National Champion. The final championship of the year will be held in November. It is the U.S. Adult Championship for the Mallory Trophy and will be hosted by Lakewood Yacht Club in Seabrook, TX. The event will be sailed in RS21s and will be a test of teams representing Regional Sailing Associations from across the country. Safety at Sea With the bulk of in-person courses done for the year, the 2026-2027 season is underway. This is the time of year when Host Organizations start scheduling courses for offshore racers and cruising sailors across the country. Planning to host a Safety at Sea course takes time and now is the best time to start the process. US Sailing is actively seeking hosts to deliver these one-day hands on courses. This coming 12 months should be a very busy year for SAS since over 6000 certificates are due to expire.
Y o u t h	Youth Competition - • USA Junior Olympic Sailing Festivals continue in Fall 2027, with events at Edison Sailing Center in Fort Myers, FL, Santa Cruz Yacht Club in Santa Cruz, CA, and US Sailing Center Martin County in Jensen Beach, FL wrapping up the calendar. • US Youth Championship regatta is coming up on October 9-12 in Long Beach, CA. This event will also be the selection event for the 2026 Youth Sailing World Championship in December. • US Sailing Youth National Team held a training camp at St. Francis Yacht Club in San Francisco California on September 4-7. ILCA 6, i420, and 29er sailors were coached by Olympians Stefano Peschiera and Stephanie Roble, along with Nikos Drougkas, Phil Muller, and Jack Joslin. Sunshine and 20+ knots of wind made for an excellent training environment. Thank you St. Francis Yacht Club for hosting! Youth Programs & Outreach - • Twelve (12) Reach STEM Grantees (representing 8 states) used funds, Yeti buckets, New England Ropes cordage, and creativity to engage youth in sailing and STEM ; and End-of-Year and 5-Year Impact Reports will be available at the end of Q4. • Grant received from Bank Newport to fund Reach STEM publications for youth in Rhode Island - to be distributed at the Newport Boat Show (or similar).

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	- Community Sailing Awards nominations open until Dec 1 – with in-person awards luncheon scheduled at NSPS 2027. - Community Sailing (CS) Committee will meet monthly this fall and winter – work list includes - CS NSPS presentation and annual meeting; review & approve Accreditation applications; and build out a CS Committee nominations list that is representative of the country and types of Community Sailing Centers. - Collaboration with Partnerships will add new meaningful connections for youth learn-to-sail, learn-to-instruct, and STEM in 2027.
Offshore	- IRC- Certificate production continues to be ahead of projections for the year, with an average boat size of 18.00 m. - Certificate counts - New- 6 - Reval (renew)- 19 - Amended- 9 - Trial-16 - Interest in the 2027 Admiral's Cup 2027 remains high - The Maxi Worlds are presently underway in Porto Cervo - The IRC congress will meet on October 10 in London - ORC - YTD certificates including amendments - ORC Club- 855 - ORC International- 529 - The ORC Annual meeting will be at the end of October in Las Palmas, the US has put forth 7 submissions for rule updates/clarifications - The 2026 ORC North Americans being in San Francisco on Sept 17 hosted by St. Francis YC as part of Rolex Big Boat Series - ORR 270 certificates issued, YTD. - We have scheduled the fall offshore stakeholders call for Oct 7 for Offshore Race Organizers to recap on the season so far, share experiences and contribute to US Sailing offshore planning for 2027.
Race Admin.	- Course participation is running slightly behind that of 2025, but we expect to make up some ground in the remaining months of this year. The most popular offerings have been the Basic Race Management Seminar (36 seminars and 456 students) and Judge continuing education offerings (25 sessions and 435 students). - We are sponsoring a World Sailing International Measurement Clinic at Alamitos Bay YC September 26-27. This event serves two purposes: we are beginning to train volunteers to support the Technical Committee at the Olympic Games in 2028, and we will be gathering photos and video to support our own hybrid Equipment Inspectors and National Measurer courses, which we are developing in collaboration with World Sailing. The World Sailing Clinic and US Sailing course in development will be critical in helping to supply with LA2028 Games with trained measurers.

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Education Production and Development

- Digital Delivery Improvements:** A ‘new’ App will be developed to house Skill Up, the RRS, Digital Bookstore and FirstTack.org content through New Start Mobile. Work has begun on transferring the Racing Rules of Sailing into the new App environment.
- Organizational Guidebook:** Chapters 1-5 of 7 have been completed, this is a comprehensive update and modernization of the Community Sailing Handbook originally developed in the 1990s. Release this fall is targeted.
- Equipment Inspector/Measurers training Course Development:** Video shoot planning is underway for September 26-27 at the IM course in San Fransico to capture content for online course development.

Education Operations - Instructor Course Scheduling

- Education engagement remains strong:** 3,611 registrations have been recorded through August 2026, reaching **101% of the annual goal**, while participation stands at 3,513 (**98% of goal**).
- Course delivery is exceeding expectations: 290 courses** have been scheduled, reaching **118% of the annual goal** and providing strong opportunities for instructor engagement.
- Participation remains on track:** With four months remaining in the year, participation is just **55 participants short of the annual goal**, positioning Education to meet or exceed its 2026 engagement target.

Increase Education Engagement - 2025 Instructor Course Participation for Tracking 2026	2025	Jan	Feb	March	April	May	June	July	Aug	2026 TOTAL	2026 Goal	%Complete
Registration Total	236	554	662	665	740	401	143	116	94	3611	3568	101%
Participation total	0	156	227	191	524	1238	1059	67	51	3513	3568	98%
Courses Scheduled	-	147	33	40	23	10	2	19	16	290	245	118%

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- Planning is well underway for the National Sailing Programs Symposium (NSPS), to be held in Fort Myers, FL, January 21-23.
- Registration is now open, the event site to register his here:
https://www.eventbrite.com/e/national-sailing-programs-symposium-2027-registration-1993345404765?aff=oddtcreator&keep_tld=true
- US Sailing has contracted an event manager to support the event delivery
- We plan to release the full agenda in October.
- More information on the event can be found here:
<https://www.ussailing.org/events/national-sailing-programs-symposium-2027/>

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We have officially wrapped up the summer season in California at the Olympic venue for LA28. It was a productive summer, with U.S. athletes training and competing alongside some of the top sailors in the world. The three OCR events in San Pedro and Long Beach provided valuable learning opportunities for athletes, coaches, and staff as we continue building toward LA28.

LA28 has assigned Alistair Fox and Meredith Brody as our two Sports Managers. We are excited to have them representing our sport as the Games Organizing Authority continues planning for LA28. The International Selection Committee has completed and signed the Olympic and Pan Am Games Document. We look forward to sharing the selection procedures with athletes and the broader sailing community, outlining the pathway for U.S. athletes to qualify for the LA28 Games.

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	Our August Olympic Pathways Camp brought together nearly 40 college and high school sailors with a range of experience in Olympic-class boats. With support from Oakcliff and Windmark Foundation, athletes had the opportunity to sail Nacra 17s, 49erFXs, and 470s while connecting with other sailors interested in pursuing Olympic campaigns. Immediately following the camp, Oakcliff hosted a Triple Crown Regatta for the international sailors who remained in San Pedro for training, with several camp participants and current ODP athletes also taking part in the event. As we transition out of California, we continue to support athletes training at home and abroad. The ILCA 6 and iQFOiL World Championships are underway in Dun Laoghaire, Ireland, and Weymouth, UK, respectively, with Pacific Life staff in the UK supporting our iQFOiL athletes. Looking ahead, we are preparing for January's Sailing World Championships in Fortaleza, Brazil, along with winter camps and training blocks in Miami.
Marketing & Communications.	Announcements and News • Olympic Classes Regatta concludes after a month of racing in LA • San Francisco team wins Chubb Youth Triplehanded Championship • Sean Herbert claims overall victory at Wingfoil Championships • NSPS registration is open American Sailor Podcast - Guests • Melanie and Adam Roberts • Cory Sertl • Molly Vandemoer and Giselle Nyenhuis Strategic Partner Announcements • ARC Team USA and US Sailing announce partnership to build a national America's Cup fan network Ads • Scuttlebutt
Partnerships	• Brown & Brown / Chubb Champs: Successful Chubb Champs for Sears Cup hosted by Noroton Yacht Club, B&B and Chubb attended and presented the Sears Trophy. • Pacific Life: Successful summer with hosted Spectator Experiences for Pacific Life guests at LA-OCRs and Partnership Launch Party in CA on July 29th. Fall activations to include 'Learn to Sail' for Pacific Life teams at Long Beach Yacht Club and Athlete Ambassador Event in CA late Fall with Pacific Life Leadership & CEO. • Coordinating partner support at Adult & Youth Championships (Sextant, Goslings, Polar) and JO Festivals (Polar and Native) • Planning a holiday gift guide • Coordinating Reach content capture

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IT	• Built new International Measurement Clinic course type and wired up for registration and reporting • Fixed issue in our data feed to Prism that was creating duplicate records due to data integrity • Continuing to identify causes of data integrity problems and taking corrective action • Updated our online printable membership cards with new graphics and more consistent layouts • Preparing annual security updates for our applications • Staging upcoming BOD elections for online voting and reporting • Planning strategy for change of vendors to conduct and report background checks • Strategizing how to tighten enforcement of background check compliance
Compliance	<u>USOPC Audit 2027</u>: policy review underway with guidance from the USOPC compliance audit team. USOPC team will review each of US Sailing’s required policies and will provide guidance on any updates needed ahead of the Q1 2027 audit. Aiming to complete review to have any subsequent policy changes reviewed by the Board at the November AGM. Committee chairs will be engaged to enhance our compliance procedures before year end. <u>SafeSport</u>: 2026 draft audit report expected from the Center for SafeSport mid-October. Review underway in conjunction with audit report to assess the need for and implement any Athlete Safety Handbook changes by year end.
HR / DEI	• Recruited and onboarded a new Competition Manager, Katie Mooney. • Currently recruiting for a new Communications and Marketing Manager • DEI Committee met to brainstorm best paths for realigning and moving forward and plans to focus on storytelling from the community • If you have a story you would like to share, please reach out to DEI@ussailing.org
Store	• 2026 YTD (9/8/26) Shopify Sales Snapshot: ◦ Total Orders = 2,567 • Book sales have been down from last year largely due to the loss of 2 large schools • New merchandise is on the way for the fall and leading into holiday shopping, including new YETI styles and canvas tote bags • Continuing to audit inventory levels, working with departments on sales analysis and inventory forecasting, improving data and operations as needed