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To: Olympic Medalist Donors
From: Luther Carpenter - Head Coach, US Sailing Team
Jack Gierhart – CEO, US Sailing
Date: September 10, 2020
Re: US Olympic Sailing Status Report – Q3, 2020

We are pleased to present a brief update on the US Olympic Sailing program, team, and athletes. Our intention is to provide this on a quarterly basis to share developments, challenges, and progress that highlight the impact of your generous support of our Olympic program and athletes. 2020 has been a challenging year for all of us, and neither the postponement of the Tokyo 2020 Olympic Games nor the impact of COVID-19 have spared our Olympic sailing program or athletes.

In the following pages, we highlight the impact of the pandemic, our response to it, and current training plans. We also provide an update on the athletes selected to compete next summer in Japan as well as those who have yet to qualify. Our Olympic Development Program continues, albeit at a reduced and more informal capacity. Finally, as the Olympic management team focuses on the extra 12 months to prepare athletes for next summer's Games, we are also considering the long-term plan and the opportunities arising from LA2028, when the Olympics return to our home waters. We are extremely lucky to be engaged with McKinsey & Company in a long-term strategic planning project that will provide a roadmap to deliver sustainable excellence and, by 2028, re-establish the U.S. as the leader in Olympic Sailing.

I. Global COVID-19 Pandemic Implications

The global pandemic has impacted athletes in all sports worldwide. For the US Sailing Team, with all events cancelled and training restricted by lockdown, we had an extended period of team webinars and meetings focusing on fitness, strategy and technology. It has been valuable for the team to concentrate on goal setting and campaign planning, with deep work on strategy and tactics – areas that sometimes get pushed to the side when constantly traveling and competing. Due to worldwide event cancellations, we had to revise our selection procedures.

1. IOC/USOPC Updates

- IOC Delays Tokyo 2020
 - The Games have been delayed until 2021, with revised dates of July 23-August 8, 2021. The same sailing venue is confirmed, and the schedule remains the same, just one year later. We are still determining when we will be able to get back to Japan to train – currently targeting May 2021. While the Organizing Committee is determined to deliver the Games next summer, significant uncertainty regarding spectators and Games operations remains. Stay tuned.
- USOPC Sets Guidelines
 - While country borders have started to open, we are still under a global travel ban here in the U.S. However, under invitation from the Italian Olympic Federation, we were able to get five athletes to Italy for training. We are working with the United States Olympic and Paralympic Committee (USOPC) to get other athletes to Europe to train, as well as help bring some of our foreign coaches stateside to train domestically.

2. Regatta/Training Implications

- Cancelled Events
 - All organized class racing has been cancelled since March, with the most recent cancellation being the 2020 470 and Finn Worlds. Originally re-scheduled for early October in Palma de Mallorca, the organizers had previously dropped the 'Worlds' titles, but kept it on the calendar as a European Championships. However, the event has since been cancelled, leaving only small, informal coaches' regattas hosted in Europe.
- Dry Land Training
 - Our team has placed a large emphasis on physical training, which was the main athlete focus during the lockdown. We have revised our athlete monitoring systems for dry land training. These improvements are led by Dr. Chris Ellis, who has been with the US Sailing Team since 2012, with support from the rest of his team at Force Therapeutics. Using two different systems, we are able to see athlete exertion both on and off the water while tracking gains and areas of improvement.

- Starboard Portal Team Building, Tactics, Rules, etc.
 - With extended time shoreside due to pandemic restrictions, our athletes, coaches and staff have been engaging with the broader sailing community through interviews on US Sailing's Starboard Portal. Our Starboard Portal interviews help introduce the team to the larger sailing community, share tips and tricks, learn more about sailing in Olympic Class boats, and connect with team leadership about the USST's current status and long-term planning.
 - Please check out our US Sailing Team content presented by Kilroy Realty on the [Starboard Portal](#).

3. Financial Implications

- USST Budget and Cost Cutting
 - Due to COVID-19 impact, Tokyo 2020 postponement, and a significantly reduced travel schedule, we revised our 2020 Olympic budget from 4.5 million to 3.3 million. As next year will combine a Games year with the first year of a new quadrennium, it is important to create a financial buffer to set us up for success in 2021.
 - Monthly budget reviews are performed to compare budgeted vs. actual revenue and expenses, ensuring that team spending tracks closely with available revenue. Additionally, these monthly check-ins include updates to projected spend, so our staff has a pulse on both current status as well as accurate expectations for the rest of the fiscal year.
 - We have worked with Heather Monoson, our new CFO, to create standardized recording guidelines for revenue and asset purchases, ensuring easy, consistent tracking.
 - While we have made progress with our financial stability over the past few years, we still fall short of fully providing our athletes with the level of coaching, logistical, and financial support that is ideal for a professional Olympic campaign. There is still much to do to secure the level of support required for the professional campaign we envision.
- Athlete Budgets
 - The Games postponement is causing significant financial challenges for both athletes and the program, as both now need to fund an additional year of campaigning. We are working to help athletes standardize their budgets, and support their unexpected racing, training, and equipment expenses as best we can as they prepare for Tokyo next summer.
- Difficult Fundraising Environment
 - With the global pandemic and its accompanying economic challenges, fundraising efforts have been strained. At the height of lockdown, we deemed it inappropriate to continue fundraising efforts. However, as things slowly move towards normal, we are resuming fundraising for both Tokyo 2020 and the Paris 2024 Quad.

4. Selection Status

- The Selection Committee worked incredibly hard throughout the quarantine to make adjustments to our Olympic Selection Procedures. After multiple COVID-induced event cancellations and changes, the Committee concluded the 470 Men and Finn selection processes, with Stu McNay & Dave Hughes earning 470M selection and Luke Muller earning the Finn spot. This leaves only 470 Women to be determined. We have three teams vying closely for that spot, which will now be confirmed in March at their 2021 Worlds.
- For the 49er M, Nevin Snow and Dane Wilson are our selected athletes, but our country qualification in this class is still pending. We hope to know by early spring 2021 if these athletes will be at the Games – at this point things are out of our hands, as we must wait for other qualified countries to either accept or decline their spots.
- Class-by-Class Selection
 - 11 athletes are confirmed in eight boat classes for the Tokyo 2020 Games:
 - Laser – Charlie Buckingham – his 2nd Olympic Games
 - Radial – Paige Railey – her 3rd Olympic Games
 - 49er FX – Stephanie Roble & Maggie Shea – their Olympic debut, and currently holding Bronze from their most recent World Championship.
 - Nacra 17 – Riley Gibbs and Anna Weis – their Olympic debut
 - RS:X M – Pedro Pascual – his 2nd Olympic Games
 - RS:X W – Farrah Hall – her 2nd Olympic Games
 - 470 M – Stu McNay and Dave Hughes – their 4th and 2nd Olympics, respectively
 - Finn – Luke Muller – his Olympic debut

II. Getting on the Water Again - Training/Regatta Plans for the Next Six Months

After two months of physical training and webinars, the team's thirst to get back to sailing was extreme. We were anxious to test our fitness, remind hiking and trapezing muscles what they are for, and hit the water with defined purpose and creativity to work on the skills we know we need. As lockdown restrictions eased, we worked with the United States Olympic and Paralympic Committee (USOPC) and team medical staff to create return-to-play guidelines, ensuring we returned to training in a safe manner. Getting back in the boats looked a bit different than normal, as our athletes were limited to training close to home in very small training groups of 1-4 boats. Once back on the water, it was refreshing to learn that the plans and processes developed in confinement are working! In many cases, we've been training more effectively at home than when on the usual circuit. Skills can be broken down to minute details and time is available for extended testing and retesting. It has been surprising how effectively we can recreate known racing situations with just two boats, pinpointing and correctly executing in specific zones. Repetition, with easy guidelines and rules, delivers consistency on the racecourse.

1. Insider Look at our Athletes' Training

- Luke Muller & Eric Anderson spent two months in Texas with Luther. Eric proved to be an excellent training partner for Luke, and the pair was able to make great gains. Luke and Eric are now training in New York, sailing off Sayville and enjoying a mix of light air and moderate wind and chop. With the October Worlds cancelled, it's a game of working efficiently at home, reading and following the COVID restrictions, and communicating with foreign competitors. There is a lot to juggle: everyone is looking to train productively with solid partners while avoiding the virus/quarantine areas, while simultaneously staying the course in their overall Olympic plans and equipment testing. Time is elusive – it seems like there are many months ahead, yet the unpredictable landscape attaches huge value on what you do each day.

- Stu McNay & Dave Hughes are in Buzzards Bay with coach Thomas Barrows. Carmen and Emma Cowles and their coach, Steve Keen, who had previously been training in New York, joined them in July and will train in Buzzards Bay through October. These athletes and coaches have fully embraced the efficiency at home and are maximizing equipment testing, boat handling, and technique opportunities. For Stu, it's also a valuable opportunity to spend time with his family, with dual-track Olympic sailing and Dad duties each day! During this training period, the McNay household is home to Stu's family of four, with "Uncle" Dave living downstairs and coach Thomas (and his wife Kate) in another part of the house. It's the one stop shop!

- Paige Railey is back in the boat with coach Steve Mitchell, training in Clearwater with ODP sailors Hallie Schiffman and Lilly Myers. The COVID break has given Paige a chance to focus completely on her cardio fitness and now she's back in the cockpit grinding away on the hiking strap. Some things in the Laser Radial class never change – the entry to the top is to be a powerful hiker. Christina Sakellaris and Charlotte Rose are getting their college semesters going but look forward to an active winter season training in Florida with Paige.

- Steph Roble, Maggie Shea, Charlie Buckingham, Ian MacDiarmid and Andrew Mollerus are all in Europe, first training in Italy on Lake Garda thanks to an invitation from the Italian Olympic Federation. These sailors all faced a double COVID challenge this summer: the U.S. experienced a resurgence of cases and tightened up, while their coaches, Giulia Conti, Diego Romero, and Ramon Oviden, were simultaneously battling travel restrictions to enter the U.S. Thanks to some creative leg work by Giulia and Meredith Brody, this group was able to get written permission from the Italian Sailing Federation to enter Italy. After a two-week quarantine, they were rewarded with glamour sailing conditions on beautiful Lake Garda. All three teams have worked hard with their respective coaches and training partners, enjoying intense and productive training and – we suspect – fine Italian cuisine! Now, these three boats are in Kiel, Germany to race at Kiel Week under the careful rules and guidance of the German Federation and local regatta organizers.

- Coach Sally Barkow has Games-nominated athletes Riley Gibbs and Anna Weis in Long Beach with four additional Nacra 17s training together as a group. These five mighty Nacra 17s have been putting in the hours and days, taking advantage of Long Beach's somewhat predictable winds. Early morning hours are dedicated to refining light-air prowess, while the 13-18+ knots in the afternoon justify a "send" halfway to Catalina and back. Cat people have their own code of life, but coach Sally is there to keep order over this pack of young talent – it's a great combination of sailing conditions, goals, leadership, and talented high-speed thrill-seeking pilots! They plan to stay there through October.
- The 49er Men's squad (Nevin Snow, Dane Wilson, Harry Melges IV, Finn Rowe, Hans Henken, & Ian Barrows) has been training together for a couple months, truly defining how efficient a group of three dedicated skiffs can be. They started out in the amazing town of Santa Cruz, enjoying two great weeks of classic SC wind, weather, and waves. The sailing community and city as a whole really embraced our athletes, and a respect and "let's do it again" relationship was born for many years to come. Next stop on the "Best West Coast Places to Sail" tour was the Gorge in Cascade Locks. The wind meter dialed up big for this camp, as the squad subdivided each day into two sessions with specific drills for each two-hour stint. To prove their detailed, methodical nature, each squad member picked a video maneuver to edit and commentate, creating an amazing series of essential "How To" videos to share with the ODP squad and the rest of the country's skiff sailors. Next stop for Team 49er is Long Beach out of the US Sailing Center. What a summer on the left coast!
- Dual citizens Pedro Pascal, Farrah Hall, and the Brugman sisters, Atlantic & Nora, all have European residency and are training in Spain and France, respectively. With connections in France and Spain, these three campaigns have been creative in dodging COVID challenges while also joining Spanish and French sailors at their training camps. Everyone is facing the same challenges and we all are coping in the same way: gather some sailors in a safe environment, operate in a safe manner, and enjoy the fresh air, wind, and water, all while remembering that you are training for the Olympics and tackling the next item on your goal lists!
- 470 Women sailors Nikki Barnes and Lara Dallman-Weiss have been training in Miami (where Nikki serves as a member of our Coast Guard) combining hours on Biscayne Bay with the ocean waters off Stiltsville. It's amazing sailing just off Key Biscayne, and curiously very similar to the waters of Enoshima, Japan. And, of course, we all know what lurks in Miami in the summertime – HEAT! Acclimation to the hot and humid conditions is a smart strategy considering Japan's conditions.

2. Technology Projects

- Games Prep: Riley Schutt, our engineer and performance analyst, has been busy! The Olympic delay has given Riley and our Team Meteorologist, Chelsea Carlson, an extra year to collect and process environmental data for Enoshima's Sagami Bay. They used this summer as a dress rehearsal, delivering daily wind models, morning weather briefings, and evening statistical forecast performance reports to the team during the Games window.

- This spring and summer's domestic training has accelerated the timeline on projects previously scheduled for after the Olympics. For example, the Nacra 17 sailors are putting their engineering degrees to use and collaborating with Riley to develop a new team structural testing system. This will allow their class to precisely measure the bending characteristics of their daggerboards and rudders.

3. Upcoming Regattas

- Triple Crown Status: Since 2017, Oakcliff has hosted the Triple Crown Series, a regatta series held annually in Oyster Bay. This series offers sailors the opportunity to race for \$100,000 prize grants in each class, to be used to fund expenses associated with their Olympic campaigns. The Series represents a groundbreaking effort to relieve some of the fundraising challenges that typically burden US Olympic hopefuls while simultaneously providing new opportunities to hone high-performance racing skills. We owe a big thanks to Hunt and Betsy Lawrence for providing such significant financial support for US campaigners. After some COVID-related adjustments, this year's Triple Crown is planned to be a two-event series this fall in Oyster Bay, New York. The event will focus on the 49er, FX, and 470.
- A new Olympic Class Regatta (OCR) Series will follow in Florida in early 2021. This OCR Series will feature three events in January and February, hosted in Ft. Lauderdale, Miami, and Clearwater.

III. ODP Update and COVID-Implications

Due to COVID-19, ODP has cancelled the camps originally scheduled for spring/summer 2020, as athlete safety is paramount and it would be unwise to travel and gather together for group training.

- Pending safety regulations, ODP hopes to resume camps in September, with a Mixed 470 and Skiff camp around the Triple Crown, a kite camp in Southern CA, and an October Windsurfing camp in Clearwater.
- In the meantime, athletes are training individually with focused, remote ODP support through athlete monitoring/tracking, training videos, Zoom coaching, and goal setting guidance.
- Additionally, ODP is focusing on long-term planning: scheduling, fundraising efforts, helping athletes balance academics with Olympic sailing in the upcoming schoolyear, and long-term program structure leading towards 2028.

IV. Olympic Sailing Strategy - Project Pinnacle

- While the USST leadership focuses on preparing our athletes for the Games next summer and continuing to execute our ODP plan, we have not forgotten about the long term. To that end, US Sailing has partnered with McKinsey & Company to develop a long-range (8+ year) strategic plan. This twelve-week project will define the team's vision, sources of competitive advantage, key strategies, measures of success, funding requirements, and program leadership structure. The project, chaired by Paul Cayard, is guided by a nine-person steering committee comprised of three major constituencies: US Sailing leadership (3), Olympic sport leaders (3), and athletes (3). Under the Steering Committee, a Working Team is supported by 11 McKinsey professionals and additional subject matter experts in athlete pipeline development, technology, coaching, and high-performance athletics (including US Sailing's most recent gold medalist). Using interviews, surveys, and benchmarking with over 150 experts both inside and outside the US Sailing Team, the country, and the sport of sailing, the project will gather information and produce a fact-based strategy that will guide team leadership for the next eight years and establish a sustainable, professional Olympic sailing program that leads the world.
- US Sailing is not satisfied with its performance in recent Olympiads and is determined to return to the top of Olympic competition. This will take a solid, well-funded, and professionally led plan. It will also take time. Fortunately, one of the fundamental elements of success, a pipeline of world-class talent, is already in place. Project Pipeline, the basis for our Olympic Development Program (ODP), launched in 2014 and is supported by a generous, multiyear donation from the AmericaOne Foundation. ODP has delivered against our objectives, with our U19 athletes dominating the Youth World Championship over the past three years. LA2028 is the perfect "goal post" for our return to dominance, recalling LA84, when the US Sailing Team won four Golds and three Silvers in seven events. Project Pinnacle's vision is simple: Dominate Olympic Sailing.

Thank you again for your generosity, ongoing support and commitment to our athletes and the Olympic Sailing Program. We are excited about the future and look forward to keeping you updated on our progress.