

UNITED STATES
OLYMPIC & PARALYMPIC
COMMITTEE

IMPACT
REPORT
2019

MISSION



**EMPOWER TEAM USA ATHLETES TO ACHIEVE
SUSTAINED COMPETITIVE EXCELLENCE AND WELL-BEING.**

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MESSAGE TO O

To build an organization as exceptional as the athletes we serve, we spent 2019 listening to our community, changing our culture and implementing a plan that would allow us to better support, serve and partner with athletes. In total, we captured nearly 200 concrete suggestions and ideas to improve—from our athletes, National Governing Bodies, partners, stakeholders and critics. That input has been invaluable in shaping the progress we have made, and in setting our future direction.

Based on this input, and supported by recommendations from independent investigations, we made some of the most sweeping governance changes our organization has ever seen—not for the sake of change, but because we believe it will elevate our mission, global purpose and how we serve our athletes.

We took steps to improve athlete well-being and develop a stronger system of accountability, both within our organization and throughout our community. Honoring that commitment, this report is the start of a new annual process that moving forward will include independent reports from key constituent groups and even further increased financial transparency.

We ended 2019 a very different organization—in culture, in mindset and in how we operate. Ultimately, we ended the year better positioned to steward the U.S. Olympic and Paralympic movements than we have ever been before.

That began with reaffirming who we are here to serve, and formally changing our name to the United States Olympic & Paralympic Committee to reflect *all* athletes of Team USA. We embraced an athletes-first mentality, making changes to our mission, our values, our bylaws, our leadership and our structure. And as a result, we are empowering athletes to participate more directly in our decision-making by increasing their representation on our board of directors and better incorporating their voices in our strategic plan.

Throughout, our commitment to competitive excellence was unwavering. Our high-performance support to athletes was greater than it has ever been, and the Pan and Parapan American Games saw Team USA athletes achieve their best performance in 20 years—all while gaining critical momentum for the Tokyo Games.

We enhanced our oversight and accountability of NGBs, and we also worked to support their organizational health and stability—because we value the critical role they play in the development of sport and we know NGBs must be strong to effectively serve Team USA athletes.

We continued to invest in the holistic needs of our athletes, sharpening our focus on providing enhanced support for athlete well-being—including life transitions, career advancement, safety and mental health services. And to ensure athletes

have a confidential source of independent advice, we repurposed additional resources to the Office of Athlete Ombuds.

We also elevated our support for the Paralympic Movement, providing absolute parity in Operation Gold awards to Olympic and Paralympic athletes; backed our promise for enhanced financial transparency with a more detailed breakdown of how we invest and allocate our resources; and continued to help the U.S. Center for SafeSport grow in its capability and capacity, while adapting our policies to respond more quickly and decisively when issues occur.

While we have built a strong foundation, serving our community the best we can means that we must always be improving. That commitment to progress requires constant listening, ongoing collaboration and continually seeking new ways of structuring and operating around our athletes-first mentality.

These are important steps, but just that—steps in the process and part of our journey toward excellence. Our new organization direction is laid out in our five-year strategic plan and will be an ongoing partnership with our Olympic and Paralympic community.

Our four strategic priorities—and where you'll see us invest and make substantive change in the coming years—are focused around creating a better experience for our athletes; improving the effectiveness of all the organizations that serve our athletes; establishing an athletes-first culture; and ultimately preparing for the awesome, transformational opportunity represented by hosting the Olympic and Paralympic Games in LA in 2028. This is a plan—we are proud to say—that was, for the first time in our organization's history, co-created by representatives from across our diverse community.

Our mission, together, is to ensure that an athlete's experience as a member of Team USA is one that each and every individual cherishes, not only in the moments of achievement, but for the positive impact this experience has on the rest of their lives. In doing so, we will empower our athletes to reach their greatest potential—and in turn, they will inspire the best in all of us.

Sincerely,

Sarah Hirshland
CEO

Susanne D. Lyons
Chair

A female athlete, likely a boxer, is shown in profile, smiling and celebrating. She is wearing a white singlet with blue accents and the letters "USA" printed on it. She is holding a large American flag behind her with both arms raised. The background is dark with some blurred lights, suggesting an arena setting. The overall mood is one of triumph and national pride.

OUR COMMUNITY



OUR

DIRECTION



2019 WAS A YEAR OF BOTH LISTENING AND ACTION IN WHICH THE USOPC FOCUSED ON ESTABLISHING A CULTURE AND PLAN—INCLUDING TAKING SIGNIFICANT ACTIONS TO CREATE A MORE ATHLETE-CENTRIC APPROACH TO ALL THAT WE DO.

We changed the name of our organization to include Paralympics and better reflect all athletes we serve, and updated our mission statement to emphasize our focus on empowering and sustaining both the well-being and competitive excellence of Team USA athletes. We created core principles, which will guide us in our mission, and established core values to ground our organization in what we stand for and how we support Team USA. We made significant changes to our governance to give athletes greater representation and created a function in our organization to provide athletes with better support and services. And we developed a strategic plan, in collaboration with our community, to guide our decisions in the years to come.

All of these efforts were done while we invested time to connect with and hear recommendations from Team USA athletes and other key stakeholders, including important findings from two congressional inquiries and the independent Borders Commission and Ropes & Gray investigation reports. Through this process, we heard over 200 recommendations regarding ways to better support, serve and partner with athletes, focused around three key themes—creating an athletes-first culture, focusing on athlete well-being, and ensuring USOPC and partner accountability.

OUR JOURNEY TOWARD EXCELLENCE

The recommendations and feedback from within and outside of the U.S. Olympic and Paralympic community have shaped the USOPC's future, and also represents the first time a plan has been co-created by a diverse range of representatives within the movements.

This input informed the foundation of our new organization direction—our journey toward excellence. This journey will be one of continued progress, constant listening and ongoing collaboration. This foundation will guide our actions and decisions to ensure we hold ourselves, and also empower others to hold us, accountable as we seek to build an organization as exceptional as the athletes we serve.

GLOBAL PURPOSE

Join our global peers in building a better, more inclusive world through sport

VISION

Inspire and unite us through Olympic and Paralympic sport

MISSION

We updated our mission to reinforce our focus on serving the holistic needs of athletes, along with a set of core principles to guide our beliefs and actions.

EMPOWER TEAM USA ATHLETES TO ACHIEVE SUSTAINED COMPETITIVE EXCELLENCE AND WELL-BEING.

CORE PRINCIPLES

- We promote and protect athletes' rights, safety and wellness.
- We champion the integrity of sport.
- We respect the important role of our member organizations and support their success.
- We set clear standards of organizational excellence and hold ourselves and all member organizations accountable.
- We engage as a trusted and influential leader to advance the global Olympic and Paralympic movements.
- We honor and celebrate the legacy of Olympic and Paralympic athletes.

CORE VALUES

As we took more steps to create a stronger athletes-first culture, we conducted a thorough culture and climate assessment and defined a set of core values to drive our mindset and behaviors. These values are what we stand for and how we support the U.S. Olympic and Paralympic community, and each other.

Pursue Excellence

Lead Courageously

Serve Others

Foster Belonging

OUR STRATEGIC PLAN—This foundation informed the development of our five-year strategic plan, establishing a clear direction, and intended impact and progress through 2024.

STRATEGIC PRIORITIES

- **ATHLETES FIRST:** Transform the Team USA athlete experience so athletes can achieve their greatest potential, on and off the field of play.
- **PARTNER SUCCESS:** Demonstrate continuous improvement and effectiveness of member sport organizations and affiliated partners to better prepare athletes for competition and secure a sustained talent pipeline.
- **USOPC COMMITMENT TO EXCELLENCE:** Create a servant-leader culture with transparency, accountability and ongoing athlete voices to earn the trust and confidence of everyone.
- **GLOBAL LEADERSHIP ON THE ROAD TO LA28:** Engage the Olympic and Paralympic community to deliver greater opportunities for athletes and a lasting sport legacy that inspires the next generation.

SUCCESS OUTCOMES

- **TEAM USA ATHLETES** are proud of their achievements, content with their Olympic and Paralympic experiences, and inspire us with their historic performances.
- **PARTNERS** are thriving organizations.
- The **USOPC** is recognized as the leader in sport administration and celebrated for its transparency, efficiency and inclusiveness.
- **PARALYMPIC** awareness and representation are significantly increased.
- The **AMERICAN MOVEMENT** is well-positioned for a transformative Games in 2028.
- The **TEAM BEHIND THE TEAM** feels supported, fully engaged and has a strong sense of purpose and belonging.



GLOBAL
COMM

THE USOPC AND TEAM USA ARE PART OF A GLOBAL COMMUNITY THAT IS FOCUSED ON BUILDING A BETTER, MORE INCLUSIVE WORLD THROUGH SPORT.

OLYMPIC MOVEMENT	<p>The Olympic Movement is overseen by the International Olympic Committee, which is supported by 40 International Federations that govern each sport on a global level and 206 National Olympic Committees that oversee Olympic sport as a whole in each nation.</p> <p>The NOCs also come together as the Association of National Olympic Committees and consist of five Continental Associations—including Panam Sports, of which the USOPC is a member. Working with their respective NOC and directly with the IFs, National Federations (called National Governing Bodies in the United States) administer each sport at the national level. In the U.S., there are 45 Olympic NGBs (37 summer, eight winter) and five Pan American NGBs (summer only).</p>
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PARALYMPIC MOVEMENT	<p>The Paralympic Movement is overseen by the International Paralympic Committee and is supported by 17 International Federations.</p> <p>Of the 17 IFs, 11 are shared with Olympic sport, four are Paralympic-sport specific and two represent particular impairment groups (the IPC directly governs eight sports). Meanwhile, 181 National Paralympic Committees oversee Paralympic sport as a whole in each nation, while National Governing Bodies often manage the administration of the individual sports on a national level.</p> <p>U.S. Paralympics, a division of the USOPC, is dedicated to becoming the world leader in the Paralympic Movement and promoting excellence in the lives of people with disabilities. U.S. Paralympics directly governs six Paralympic sports, while 16 are managed by U.S. NGBs that also govern Olympic sport and five are overseen by designated High Performance Management Organizations.</p>
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UNITED STATES OLYMPIC & PARALYMPIC COMMITTEE	<p>The USOPC is one of only four organizations in the world to manage both Olympic and Paralympic sport at the national level—and in 2019, became the first to include the distinction in its official name and marks. Founded in 1894 and headquartered in Colorado Springs, Colorado, the USOPC is focused on protecting, supporting and empowering America's athletes, fielding U.S. teams for the Olympic, Paralympic, Youth Olympic, Pan American and Parapan American Games, and serving as the steward of the Olympic and Paralympic movements in the United States.</p> <p>A federally chartered nonprofit corporation, the USOPC does not receive federal financial support (other than for select Paralympic military veteran programs). Approximately 82% of the USOPC's budget has a direct impact on its mission of supporting athletes via a variety of programs for both athletes and their National Governing Bodies. In addition to performance grants and rewards, additional support is provided in the form of training facilities, sports medicine and science, coaching education, health insurance, promotional opportunities, education and career services, outfitting and travel, and athlete safety, well-being and anti-doping programming.</p>
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UNITY

MEMBER SPORT ORGANIZATIONS

AT THE USOPC, OUR PRIORITY REMAINS DELIVERING ON OUR MISSION THROUGH OUR COMMITMENT TO TEAM USA ATHLETES AND OUR PARTNERSHIPS WITH ALL WHO WORK TO SUPPORT THEM.

NATIONAL GOVERNING BODIES

Organizations that govern and manage all aspects of their individual sports within the United States. The NGBs are responsible for governance, training, competition and development for their sports, as well as nominating athletes to the U.S. Olympic and Paralympic teams.

In the United States, there are 37 Olympic summer sport NGBs, 8 Olympic winter sport NGBs and 5 Pan American sport NGBs, for a total of 50. Paralympic sports are managed by either the USOPC (6), NGBs that also govern Olympic sport (16) or High Performance Management Organizations (5).

SUMMER



- ★ Sixteen summer sport NGBs manage both Olympic and Paralympic sport programs.
- ★ Five Pan American sport NGBs
- ★ Five Paralympic sports are managed by High Performance Management Organizations.

WINTER



- ★ Two winter sport NGBs manage both Olympic and Paralympic sport programs.







KEY PROGRESS & REFORMS

2019 WAS A YEAR OF LISTENING AND MEANINGFUL CHANGE.

BETWEEN COMMUNITY VOICES AND REPORTS, THE USOPC RECEIVED SUBSTANTIAL PROPOSALS AND ACTED ON WAYS TO BETTER SUPPORT, SERVE AND PARTNER WITH ATHLETES.

We logged **OVER 200 SPECIFIC INDEPENDENT REPORT-DRIVEN RECOMMENDATIONS FOR CHANGE** in our organization as leader of the U.S. Olympic and Paralympic community, and thoughtfully considered these suggestions from our athletes and other stakeholders—including many of our critics. We then got to work integrating reforms that can positively change our organization and by the end of 2019, had completed, begun implementation of, or otherwise **ADDRESSED NEARLY 90%** of these suggestions.

In 2018, we commissioned the independent firm Ropes & Gray to investigate how specific instances of abuse occurred in the sport of gymnastics and what were the roles of the USOPC and USA Gymnastics in failures to stop them earlier. Their unfettered forensic analysis of this crisis was a sobering lesson, which we published immediately and in its entirety, even as it helped us understand where we needed to do better.

While we had already undertaken a number of changes, 2019 was a transformative year marked by our commitment to continue to listen and build on our progress from the past year while setting our future direction.

We also commissioned another report from an independent party, developed internal task forces, engaged with stakeholders on their recommendations—including Congressional inquiries—and expanded our strategic planning process to include athlete perspectives.

The Athlete & NGB Engagement Commission, also known as the **BORDERS COMMISSION** after chair and former WNBA President Lisa Borders, released a comprehensive report outlining specific and wide-ranging recommendations for improvements in USOPC structure and operations to address how we can more effectively interact with and oversee our diverse member NGBs, and support and engage with the athletes we serve.

The U.S. Senate Commerce, Science, and Transportation Subcommittee on Consumer Protection, Product Safety, Insurance and Data Security released a **FULL INVESTIGATIVE REPORT**, along with findings and recommendations. The USOPC voluntarily and actively participated in the inquiry, which included four subcommittee hearings, interviews with Olympic officials, athletes and survivors, and the review of over 70,000 pages of documents voluntarily provided by the USOPC. The U.S. House Energy and Commerce Committee, Subcommittee on Oversight and Investigations undertook a similar thorough inquiry and issued an important report in late 2018.

We used these reports to further inform our priorities and clarify our focus on athletes and NGBs.

We also conducted a thorough and collaborative **STRATEGIC PLANNING** process that included input from our stakeholders, and we built a roadmap to guide our future journey and decisions—one that will lead us in serving our athletes and our community as we deliver on our mission. Our transparency on our strategic plan will also hold us, and empower others to hold us, accountable in its execution.

An important part of the ongoing reform process will be the **EMPOWERING OLYMPIC AND AMATEUR ATHLETES ACT OF 2019**, a bill introduced by Senators Jerry Moran and Richard Blumenthal in July 2019, and approved by the Senate Commerce Committee in November. This is an important bill aimed at increasing the voice of athletes and strengthening the USOPC's oversight of the Olympic and Paralympic community in the U.S. While the legislation had yet to officially pass at the close of 2019, we continue to broadly support the bill, which is consistent with many of the reforms our organization had already implemented or began to shape in 2019.



BY INCLUDING MORE PERSPECTIVES IN THE PROCESS, WE ENSURED OUR PATH FORWARD REFLECTED A BROAD RANGE OF VOICES IN OUR COMMUNITY. BASED ON THE INPUT RECEIVED, THERE WERE THREE COMMON THEMES AND AREAS OF FOCUS FOR REFORM.

ATHLETES-FIRST CULTURE

- Increased athlete engagement, voice and representation—including board positions—while further refining partnerships and roles
- Increased resources for the USOPC Athletes' Advisory Council, including funding for its first-ever professional staff
- Greater unity and parity between Paralympic and Olympic sport athletes

ATHLETE WELL-BEING

- Policies and enforcement to ensure athletes' personal safety and promote abuse prevention
- Enhanced mental health support, lifecycle benefits and performance resources

USOPC AND PARTNER ACCOUNTABILITY

- Greater oversight and compliance (e.g., Congress over USOPC and USOPC over NGBs)
- Greater communication and transparency around the USOPC's allocation of resources and decision-making

GUIDED BY THESE THEMES, WE TOOK ACTIONS THAT WILL ENABLE US TO CREATE A STRONGER ATHLETES-FIRST CULTURE, ENSURE THE SAFETY AND WELL-BEING OF THE ATHLETES WE SERVE, AND APPLY GREATER ACCOUNTABILITY FOR EVERYONE IN THE OLYMPIC AND PARALYMPIC MOVEMENTS.

On June 20, 2019, we officially **CHANGED OUR NAME** to the United States Olympic & Paralympic Committee, to better reflect the diversity of Team USA athletes.

We made some of the most **SWEEPING GOVERNANCE REFORMS** the USOPC has ever seen via a multi-stage rewrite of the USOPC bylaws in place beginning in November, underscoring our commitment to athlete representation, athlete safety and governance best practices.

- These reforms—which reflected consensus recommendations from the independent and Congressional reports—created greater avenues for athlete representation in our organization and ensured a strong athlete perspective in USOPC governance.
- They were defined over months of work by a multi-stakeholder working group, including athlete and sport organization leaders, ensuring they reflect the best combined thinking of our Olympic and Paralympic community.
- They included increasing the number of athlete representatives—including the addition of retired athletes—from 20% to 33% on our board of directors and committees, and allowed for direct election and re-election of athlete and NGB representatives from the Athletes' Advisory Council, NGB Council and U.S. Olympians & Paralympians Association.
- The reforms also increased our accountability for oversight of NGBs by instituting a new NGB certification program based on expanded audits and strengthened requirements.
- Additionally, the reforms more clearly defined specific updates, rights and obligations of the AAC, NGBC and USOPA, as well as the role of the Athlete Ombudsman.

We sharpened our focus on serving the whole athlete and **UPDATED OUR MISSION STATEMENT** to include clear emphasis on athlete well-being along with sustained competitive excellence.

We intentionally doubled down on **THINKING FIRST ABOUT THE IMPACT ON TEAM USA ATHLETES** in every decision we make. To that end, we:

- Instituted new leadership and built an effective and diverse executive team.
- Created the athlete services division to better support Team USA athletes in safety, wellness, engagement and communication, while establishing clear separation between the oversight of athlete care and sports medicine from performance.
- Provided more clarity and transparency to Team USA athletes about available USOPC resources and services.
- Collaborated with the Athletes' Advisory Council to establish effective mechanisms for continuous improvement in athlete support, while strengthening the alumni association and AAC functions.



WE CONTINUED TO STRENGTHEN THE ACCOUNTABILITY, HEALTH AND STABILITY OF OUR ORGANIZATION AND THAT OF OUR PARTNERS, INCLUDING NGBS. WE KNOW NGBS MUST BE STRONG FOR US TO EFFECTIVELY SERVE THE ATHLETE COMMUNITY, TOGETHER.

We recognized the need for greater clarity regarding the USOPC’s responsibility for, and relationship with, our member NGBs and the need to strengthen NGBs as organizations. Under the new bylaw changes announced in November 2019, we created a stronger and more comprehensive **CERTIFICATION PROCESS TO HOLD NGBS ACCOUNTABLE** to specific compliance standards required for membership, including:

- Governance and compliance requirements
- Athlete safety policies and procedures that comply with all applicable laws and safe sport policies
- Financial standards and reporting, to include transparency and accuracy of posted financial records
- Sport performance requirements that include an approved strategic plan, selection procedures and process, and team recommendations
- Operational performance that demonstrates specific capability, maintenance of policies, ability to generate revenue, manage grievance procedures, adopt and uphold a whistleblower policy and cooperate with trademark policies of the USOPC

We also strengthened NGB support to improve organizational health and stability by:

- Expanding our dedicated NGB services team to provide more comprehensive support and resources to NGBs seeking to achieve operational excellence
- Developing a dedicated NGB compliance team and process to standardize the management of NGB compliance issues
- Creating a dispute resolutions unit to conduct streamlined grievance and mediation procedures
- Preparing to certify Paralympic Sport Organizations in the same manner as NGBs

WE STRENGTHENED RELATIONSHIPS AND TRUST WITH TEAM USA ATHLETES, AND AS A RESULT, ATHLETES ARE BECOMING MORE ACTIVELY ENGAGED PARTNERS TO THE USOPC.

AS PART OF THIS JOURNEY, WE:

- Elevated athlete voices and made their perspectives a more regular part of the dialogue on how to improve our organization
- Continued to build trust and stronger communication pathways with athletes, ensuring they were heard and acting on their feedback
- Began the process to provide more funding, and independent and operational support to enable the Athletes’ Advisory Council to more effectively and professionally represent Team USA athletes and advise the USOPC

WE ALSO REAFFIRMED OUR COMMITMENT TO FISCAL RESPONSIBILITY AND FINANCIAL TRANSPARENCY—MAKING SURE OUR STAKEHOLDERS UNDERSTAND HOW OUR RESOURCES ARE INVESTED.

That’s why we changed elements of our financial reporting to better convey how the USOPC raises revenue, and opened a dialogue with athletes and NGBs regarding how we invest our resources.

Our primary purpose is to support athletes—through direct funds or programs that support them—and in 2019, we provided a year-over-year increase in programs and support.

We continued to provide greater monetary support to Team USA athletes than ever before in preparation for both the Tokyo and Beijing Games.

COMPETIT



IONS



THE USOPC PROVIDES LOGISTICAL AND ORGANIZATIONAL SUPPORT FOR ATHLETE PERFORMANCE AT THE OLYMPIC AND PARALYMPIC GAMES, PAN AND PARAPAN AMERICAN GAMES, AND YOUTH OLYMPIC GAMES. THIS INCLUDES TRAVEL AND OUTFITTING, ON-THE-GROUND STAFFING AND SUPPORT, AS WELL AS HIGH-PERFORMANCE TRAINING CENTERS.

2019 WAS AN IMPORTANT YEAR, AS TEAM USA ATHLETES COMPETED ACROSS THE WORLD TO QUALIFY AND PREPARE FOR THE OLYMPIC AND PARALYMPIC GAMES TOKYO 2020.

WHILE THE USOPC PUT ADDITIONAL FOCUS ON SUPPORTING THE WHOLE ATHLETE OFF THE FIELD, WE CONTINUED TO DO WHAT WE HAVE ALWAYS DONE: SUPPORT THE SUSTAINED COMPETITIVE EXCELLENCE OF TEAM USA ATHLETES. AS A RESULT, THE ATHLETES WHO MAKE UP TEAM USA THRIVED.

PAN AMERICAN GAMES LIMA 2019



The 2019 performance of Team USA athletes at the Pan and Parapan American Games in Lima, Peru, was our best performance at the continental event in 20 years.

The Pan American Games Lima 2019 saw the Western Hemisphere come together with 6,700 athletes competing from 41 nations. As part of Team USA's largest delegation yet, U.S. athletes delivered stellar performances to collect 293 medals, including 120 golds, 88 silvers and 85 bronzes—leading the overall medal count for nations by 122 medals.

Swimmers Margo Greer, Nathan Adrian and Michael Chadwick all made strong statements in their Pan American Games debuts, with Greer and Adrian each earning six podium finishes and Chadwick earning five. Gymnasts also made their mark, with rhythmic gymnast Evita Griskenas clinching five trips to the podium, and Riley McCusker earning four on the artistic side. Foil fencer Lee Kiefer won her third straight Pan American title, and Brady Ellison broke the qualifying round world record, scoring 702 out of a possible 720 points.

Beyond trips to the podium, U.S. athletes and teams also earned trips to Tokyo—Team USA athletes captured 16 quota spots for the Olympic Games Tokyo 2020 across archery, equestrian, sailing, shooting and water polo. This included Brian Burrows and Derek Haldeman's medal-winning performances that secured two Olympic quota spots in trap shooting—becoming the first Americans to qualify for the event since 2008.

PARAPAN AMERICAN GAMES LIMA 2019



Competition in Lima continued with the Parapan American Games, which saw 1,890 athletes from 33 nations compete. U.S. athletes delivered stellar performances to collect 185 medals, including 58 golds, 62 silvers and 65 bronzes, to finish second in the medal count behind Brazil.

Multi-medalists included track and field's Jaleen Roberts and swimming's Carson Sanocki, who earned four trips to the podium each. Every team sport from the U.S. also found the podium in Lima, as Cameron DeLillo and Nick Mayhugh led the U.S. seven-a-side soccer team to its first Parapan medal with two goals each in the bronze-medal game. U.S. athletes also added their names to the record books with six world records set in track and field, including two by Nelya Stary Schasfoort (in long jump T47 and women's 400-meter T47).

Determined to continue these world-class performances at the upcoming Paralympic Games, U.S. athletes and teams earned three team qualifications and one individual qualification for Tokyo 2020, with the men's goalball team, men's and women's wheelchair basketball teams, wheelchair rugby team and Tahl Leibovitz of table tennis all clinching spots.

WORLD CHAMPIONSHIPS

In a non-Olympic and Paralympic Games year, Team USA's competitive excellence is also highlighted by results from world championships. In 2019, Team USA Olympic and Paralympic athletes clinched 230 podium spots across winter and summer sport, including 94 gold medals. Across summer world championships, U.S. Olympic athletes delivered dominating performances, topping the international rankings with nearly 100 medals (including 46 golds, 28 silvers and 22 bronzes). On the Paralympic side, Team USA tied for a fourth-place ranking amongst all nations with 114 podium finishes (35 golds, 41 silvers, 38 bronzes).

SPORT





COMPETITIVE EXCELLENCE SPOTLIGHT

OLYMPIC

- The **U.S. WOMEN'S NATIONAL SOCCER TEAM** went undefeated at the 2019 FIFA Women's World Cup, earning a historic 13-0 victory against Thailand and winning its second straight—and fourth overall—World Cup title, the most of any nation. Team co-captain and tournament MVP **MEGAN RAPINOE** became only the second American to win the Golden Boot award after scoring a tournament-high six goals—including the game-winning goal in the final against the Netherlands.
- **NOAH LYLES** became the youngest 200-meter world champion in history, while also leading the men's 4x100-meter relay to a record-setting victory—the first world titles for Team USA in both events since 2007, and **DALILAH MUHAMMAD** delivered a stunning world-record performance in the women's 400-meter hurdles as Team USA won 29 medals at the IAAF World Championships.
- **SIMONE BILES** was crowned the most decorated gymnast of all time at the world championships, becoming the first gymnast since 1958 to capture five gold medals at a single worlds, and bringing her career total to 25 podium finishes in leading the U.S. women to its fifth straight world title in October.
- **MIKAELA SHIFFRIN** became the first skier in history to win four consecutive world titles in the same event (slalom), and the first athlete—male or female—in the history of the sport to win all six alpine world cup disciplines, improving her career total to 60 world cup wins and claiming four of five crystal globes as world cup season champion.
- **NATHAN CHEN** became the first American man since 1984 to win back-to-back world championship titles in March 2019, and only the fourth male figure skater—and first from the U.S.—to win consecutive ISU Grand Prix of Figure Skating Final titles.
- The **U.S. WOMEN'S NATIONAL WATER POLO TEAM** captured its third consecutive world title—a first for any country of either gender—to continue the longest win streak in the Olympic era of women's water polo, also winning the FINA World League Super Final to qualify for the Tokyo Games.
- **CAELEB DRESSSEL** became the first swimmer in history to win eight medals—including six golds—at the long course world championships and set the world record in the 100-meter butterfly; while **SIMONE MANUEL** led U.S. women with seven podium finishes and became the first American to win both the women's 50 and 100 freestyle events.
- **ADELINE GRAY** became the first American wrestler to earn five senior world titles, winning the 76 kg division to improve to seven career world medals.

PARALYMPIC

- Thanks to an overtime goal from **BRODY ROYBAL**, the **U.S. NATIONAL SLED HOCKEY TEAM** celebrated a gold medal at the 2019 World Para Ice Hockey championship in an undefeated run.
- **DANIEL ROMANCHUK** earned two world titles in Dubai, wrapping up a year that also saw him become the first American man to win a World Marathon Majors title.
- **OKSANA MASTERS** captured five world titles and six total medals at the Nordic skiing world championships before claiming the overall world cup cross-country globe in the women's sitting class, while ending the year with a pair of silver medals at the UCI Para-cycling Road World Championships in the H5 road race and time trial.
- **KENDALL GRETSCH** won five medals at the Nordic skiing world championships and secured the overall world cup biathlon globe, while adding a silver medal in the women's PTS1 division at the ITU Paratriathlon World Championships.
- Para archer **BEN THOMPSON** upset the world No. 1 archer to win gold in the individual men's compound and led Team USA to a world record in the compound men's open team ranking round to end the season with a No. 1 world ranking.
- **JOE BERENYI** claimed three medals at the track cycling world championships, including his fifth straight world title in the MC3 kilo time trial.
- **DEJA YONG** captured the No. 1 world ranking in the T47 100- and 200-meter, with two grand prix victories and three gold medals from the Parapan American Games.
- **ROBERT GRISWOLD** took home four world championship, highlighted by Pan American records in the SM8 200-meter individual medley and the S8 400 freestyle.

SUPPORTING PROGRAMS

TEAM USA AMBASSADOR PROGRAM—The Team USA Ambassador Program continues to empower U.S. athletes to be stewards of the Olympic and Paralympic ideals while providing resources to support them throughout their careers. The program aims to prepare athletes for the Games environment, inspire them to compete at their best, and unite them as members of Team USA. The Tokyo Games program consists of an online course and in-person session. The Tokyo online course was created in 2019 for deployment to athletes in 2020, and is hosted by six-time Olympic medalist Missy Franklin (swimming—2012, 2016) and two-time Paralympic gold medalist Rico Roman (sled hockey—2014, 2018).

GOODWILL CAMPAIGN—Since Beijing 2008, the USOPC and Team USA athletes have been building bridges with Olympic and Paralympic Games host countries through unique sport diplomacy initiatives aimed toward fostering international goodwill and sharing the Olympic and Paralympic values with global communities. In October, the "Thank You, Japan" international goodwill campaign was launched to enhance sport diplomacy efforts in Japan and contribute to the positive legacy of the Olympic and Paralympic Games Tokyo 2020. Athletes have engaged globally as ambassadors of Team USA in numerous ways, giving back through community outreach events, including an accessibility symposium, youth sports clinics and cultural exchanges. Additional activities and exchanges will continue through the Tokyo Games.



ATHLETE & NGB FOUNDATIONAL PROGRAMS

ADDITIONAL PROGRAMMING AND SUPPORTING SERVICES ARE DESIGNED TO ENHANCE HOLISTIC ATHLETE WELL-BEING AND SUCCESSFUL NGB OPERATIONS AND GOVERNANCE. THIS INCLUDES SAFE SPORT AND ANTI-DOPING CONTRIBUTIONS, AS WELL AS ATHLETE CAREER AND EDUCATION ASSISTANCE, ALUMNI RELATIONS, OMBUDS SERVICES, NGB ORGANIZATIONAL SUPPORT, DIVERSITY AND INCLUSION PROGRAMMING AND COLLEGIATE PARTNERSHIPS.



In 2019, we focused on listening and gathering feedback—from our stakeholders and our critics—and took action on a host of recommendations that can enable us to create a stronger athletes-first culture, ensure the safety and well-being of the athletes we serve, and establish greater accountability for everyone in the Olympic and Paralympic community.

ATHLETE SERVICES AND ENGAGEMENT

The USOPC created an athlete services division in February 2019 to advance the support and resources available to Team USA athletes—specifically in the areas of athlete safety and wellness, engagement, communication, career and education. Additionally, and based on recommendations from the Borders Commission, the new structure moved oversight of sports medicine to the athlete services division, creating separation between the people who support athlete wellness and those dedicated to athlete performance. Athletes are among the primary leaders of the new division, which is designed to ensure we are fulfilling our mission and providing as much backing to athletes off the field of play as on it.

RULE 40

Athlete services plays a key role in elevating Team USA athletes' voices in the USOPC's decision-making and progress. A key example of that responsibility in action came in October 2019, when the USOPC engaged athletes, NGBs, partners, and the IOC and IPC to reform its Rule 40 and Paralympic athlete marketing guidance for the Olympic and Paralympic Games Tokyo 2020. The new guidance increases athlete marketing opportunities and enables them to build their personal brand, while maintaining critical funding and participation pathways for Team USA and athletes around the world—all while affirming the USOPC's commitment to providing value to its partners.

ATHLETE OMBUDS

The Office of the Athlete Ombuds offers confidential, independent and free advice to athletes and assistance with resolving disputes and grievances. In 2019, the office welcomed two new assistant ombuds, Olympic bobsledder Emily Azevedo and Paralympic soccer player Bryce Boarman. The office responded to approximately 1,200 requests for assistance, with the most prominent areas of inquiry being team selection, anti-doping and athlete safety issues. The office has continued to improve its visibility, resulting in an increase of access to dispute resolution opportunities prior to formal proceedings and a reduction of the accumulation of costs and fees for athletes. The office also distributed more than \$65,000 in legal aid to athletes and improved the quality of its services with an updated website, usathlete.org, and the first-time distribution of a survey that measures how the office executes on its mission to serve athletes. The office scored a 4.8 out of 5 on this survey and will continue to administer it in its efforts to seek feedback and improve its reach and support of Team USA athletes.

TEAM SELECTION

A Team Selection Procedures Working Group was appointed in spring of 2019 to develop recommendations to ensure the selection of the most competitive teams through fair and transparent processes. The recommendations include best practices as well as required policies around athlete representation, anti-retaliation, conflicts of interest, athlete engagement, education and certification of all involved in the team selection process.



ATHLETE SAFETY

The USOPC's commitment to athlete safety is resolute. While we launched the independent U.S. Center for SafeSport to lead efforts on athlete safety, and it is now doing so, our own support for the mission remains strong and active as well.

The USOPC launched the Center in 2017, and it is the first organization of its type to address abuse in sports. In 2019, the Center **TRAINED ONE MILLION PEOPLE** in safety prevention and awareness, banned more than 200 offenders from our sport environments, and implemented audits and best practices to prevent abuse. With increased training, education and improved reporting mechanisms, reporting has increased. We expect it will continue to grow as awareness improves and a better recognized and empowered athlete voice is embedded into the ethos of USOPC culture.

FUNDING	The USOPC has consistently provided the Center the full funding it has requested—including more than doubling its funding to \$7.5 million in 2019, and committing to \$11.5 million for 2020. With critical support from the USOPC, the Center is continuing to grow to meet its caseload, taking on new reports and decreasing the number of unresolved reports.
REPORTING	<p>Since the Center began operating, it has had exclusive jurisdiction over the reports of sexual misconduct in the Olympic and Paralympic community. In 2019, the Center received 2,770 reports, opened 1,151 cases based on exclusive jurisdiction (sexual misconduct) and asserted discretionary jurisdiction over 144 allegations of emotional or physical misconduct. Center protocols dictate that reports of emotional or physical misconduct be referred directly to NGBs for their management.</p> <p>Another critical end-product of the Center's work is identifying and restricting bad actors from our sport environments. The USOPC pressed for and supported the creation of a comprehensive U.S. Center for SafeSport Centralized Disciplinary Database of individuals suspended or deemed permanently ineligible for sexual misconduct. This list of restricted individuals continues to grow and at the close of 2019, the Center had declared 235 individuals permanently ineligible for participation in the U.S. Olympic and Paralympic community.</p>
ACCOUNTABILITY	To ensure that reforms are taking hold, oversight and audits are a necessary tool. The Center audited the USOPC and NGBs in 2019 against education and training requirements, and plans to conduct audits on an annual basis. In 2019, the USOPC implemented a new Athlete Safety Policy and established a standardized and strengthened background check policy, and reinforced both with new infrastructure to ensure compliance.

ATHLETE CAREER & EDUCATION

The USOPC Athlete Career & Education program serves and empowers active and retired Team USA athletes in their pursuit of personal, educational and professional success and well-being. Nearly 700 athletes were directly served in 2019, representing 80% of sports. Further, 83 athletes gained job placements through ACE and the Adecco Group, while nearly 400 athletes received more than \$2.4 million—an all-time high—in education resources with the support of donors and education partner DeVry University.

ACE also launched three personal development initiatives for Team USA athletes—the General Assembly online social media course, individual financial advising sessions for Simon Grant award recipients, and an online “Speaker in You” series—and continued its complimentary tax preparation services from IRS-certified volunteers. Additionally, the ACE team hosted a Pivot Workshop to provide retiring athletes with tools and techniques to aid their transition to life after competition.

ACE HIGHLIGHTS

TUITION GRANTS	Total amount awarded in 2019 was \$530,067 → 125% Increase in higher education award funding from the previous year.		
	In total, 173 of the 189 applicants received tuition assistance this year		
	52 Actively Competing Olympians ↑	49 retired Olympians and Paralympians ↑	72 Olympic and Paralympic hopefuls
	Athlete applicants came from 41 sports.		
DEVRY UNIVERSITY	Athletes Enrolled 222	Athlete Scholarships Awarded \$1.7M	Athletes Graduated 24
SPEAKER IN YOU SERIES	Registered Athletes 122	Hosted and presented by Olympian and entrepreneur Leslie Maxie, Maxie Media Group	
FINANCIAL ADVISING SESSIONS	Athletes 14	Minimum Sessions 28	Hosted and presented by Olympian, author and entrepreneur Lauryn Williams, Worth Winning
DISCOVER SOCIAL MEDIA	ACE Secured 200	licenses for Team USA athletes to enroll in the Discover Social Media course cost-free, from General Assembly/Adecco Group Foundation; 104 ATHLETES ENROLLED IN COURSE	

U.S. OLYMPIANS & PARALYMPIANS ASSOCIATION

The U.S. Olympians & Paralympians Association implements programs that encourage U.S. Olympians and Paralympians to foster Olympic and Paralympic values in their communities, encourage youth to pursue those values, develop camaraderie among athletes, and honor the individuals who have shared the unique experience of representing their nation at the Games.

In 2019, USOPA hosted an All-Olympian and Paralympian Reunion. This quadrennial event was held in Olympic City USA, Colorado Springs, Colorado, and kicked off the U.S. Olympic & Paralympic Hall of Fame induction ceremony celebration. The Olympian & Paralympian newsletter continues to highlight the significant life achievements of our alumni members and honors the anniversaries of past Games on a quarterly basis.

NGB SERVICES

The USOPC dedicated \$2.1 million to support NGBs in their operational effectiveness and service to athletes in 55 sports, including 50 NGBs and HPMOs. The USOPC works with these organizations to improve governance and leadership functions, strategic planning and business operations. By aiding NGBs and HPMOs as they navigate issues and resource deficiencies, the USOPC helps the sport bodies become more organizationally sound, in turn creating better environments for athletes to train, compete and thrive. Alongside working individually with NGBs and HPMOs, the USOPC facilitates opportunities for sharing best practices and monthly calls.

OVERSIGHT

To ensure sport organizations comply with USOPC requirements, the USOPC increased the number of audits of National Governing Bodies, High Performance Management Organizations, and U.S. Paralympic sports, resulting in 20 audits performed in 2019. Annual compliance checklists expanded to include NGBs, HPMOs and internal Paralympic sports for a total of 61 compliance checklists. To further support transparency, all audits and compliance checklists are published and made available on TeamUSA.org.

In September, the USOPC board approved the transfer of safe sport audit elements to the jurisdiction of the U.S. Center for SafeSport. The USOPC has worked closely with the Center to enforce NGBs compliance with the Center's guidelines. To further improve membership compliance, the USOPC also began developing Certification Audit Standards, policy templates and NGB education programs to provide member organizations with additional resources for success.

COMPLIANCE CHECKLISTS

Compiled on an annual basis, the USOPC compliance checklists assess organization compliance with USOPC standards via a review of policies, documents and independent verification. The checklist includes standards for each organization, assessing areas of governance, financial capability, due process and athlete representation, athlete safety and anti-doping.

In 2019, 92% of 1,719 standards were found to be compliant through the initial review process of 50 NGBs, five HPMOs and six internally managed Paralympic sports.

92%
Compliant

1,570 were compliant

149 were found to be deficient (8%)

Of the 149 deficiencies

121 (81%) were resolved within the 90-day remedy period and 28 (19%) carried over into 2020.

AUDITS

Audits are conducted every three years through independent testing and verification processes. These reports work to ensure NGBs and HPMOs are following and acting on policies and procedures noted in the compliance checklists. NGBs and HPMOs are selected for audit based on prior audit results and timing, results from compliance checklists, and concerns raised within the USOPC or external stakeholders.

20 AUDITS PERFORMED ON 17 NGBS, TWO HPMOS AND ONE U.S. PARALYMPIC SPORT—INCLUDING:

USA Archery	USA Climbing	USA Rugby	USA Surfing
U.S. Association of Blind Athletes (Goalball)	USA Diving	U.S. Ski & Snowboard	USA Synchro
USA Bobsled & Skeleton	U.S. Figure Skating	USA Skateboarding	USA Table Tennis
USA Boxing	USA Karate	USA Softball	USA Water Polo
American Canoe Association	U.S. Paralympic Cycling	US Speedskating	National Wheelchair Basketball Association

Issues Identified **177**

60 High-Risk ↑

64 Medium-Risk ↑

53 Low-Risk ↑



DIVERSITY & INCLUSION

The USOPC is committed to promoting diversity, equity and inclusion. As the national steward of sport, the U.S. Olympic and Paralympic community must represent a total diversity of race, gender, geography and perspective—to ensure that equality promised is equality achieved. In accordance with the Ted Stevens Act, we implemented the seventh edition of our award-winning D&I Scorecard Program, which annually collects diversity data related to race, ethnicity, gender, disability and military veteran status from the USOPC, NGBs and HPMOs. By identifying opportunities to become more diverse—among our athlete, coach, staff, leadership and grassroots populations—we can ensure our community is actively creating and implementing effective plans to achieve overall equity and inclusion.

THE USOPC'S 2019 SCORECARD DATA INDICATES A NEARLY 22% AND 31% GROWTH IN FEMALE AND MINORITY EXECUTIVE, SENIOR-LEVEL OFFICIALS AND MANAGERS FROM THE PREVIOUS YEAR WITH WOMEN COMPRISING THE MAJORITY (56.7%) OF OUR OVERALL WORKFORCE. After reporting low ratings for disabled (1.7%) and veteran (4.4%) personnel, we established goals to target these specific areas in our hiring pool in future years. Visit TeamUSA.org/Inclusion to view the full report and to learn more about the D&I Scorecard program.

Additionally, to help create a level playing field in candidate pools, the USOPC continued its Qualified Underrepresented Applicant Directive hiring program. We also hosted our 26th annual FLAME collegiate pipeline program to prepare and encourage minorities to pursue careers in the Olympic and Paralympic movements, and recognized growth in diversity, equity and inclusion of NGBs by awarding \$5,000 to both US Speedskating and USA Triathlon as part of the fifth annual USOPC D&I Awards. Also, and to further ingrain D&I into USOPC culture, we continued to offer training on diversity and inclusion-related topics to staff and NGBs, while strengthening our Employee Resource Groups: Pride Link, Emerging Leaders in Sport and Women's NET.

COLLEGIATE PARTNERSHIPS

The USOPC collegiate partnerships department continued working through the USOPC Collegiate Advisory Council priorities of messaging and athlete pathways. In 2019, the department launched its "Olympians Made Here" and "Paralympians Made Here" collegiate solidarity campaigns. Through this first-of-its-kind effort, schools and conferences were encouraged to editorially use the USOPC's marks to celebrate their athletes that have ties to the Olympic and Paralympic movements. The campaigns launched with more than 120 registered schools, and through more than 37,000 social media engagements, garnered attention from university presidents, athletics directors and athletes.

In addition to its awareness efforts, the department assembled a legislative task force comprised of senior collegiate athletic administrators. The group reviewed and discussed areas to enhance the student-athlete experience for those who are competing both for Team USA and their school. As a result, three proposals were finalized and put into the NCAA 2020 legislative cycle that would allow for these elite athletes to have increased access to USOPC- and NGB-provided resources, more flexibility to train and Paralympic parity to Olympic policies and waivers.

HIGH PERFORMING PROGRAMS

COMPETITIVE EXCELLENCE AND WELL-BEING WORK HAND IN HAND, AND AT THEIR BEST, REINFORCE ONE ANOTHER. NEARLY HALF OF THE USOPC'S BUDGET IS DIRECTED TOWARD PROGRAMMING AND SERVICES THAT SUPPORT ELITE ATHLETE PERFORMANCE, AND THEIR PHYSICAL AND MENTAL WELL-BEING. IN ADDITION TO GRANTS AND REWARDS, THIS INCLUDES ATHLETE HEALTH INSURANCE, SPORTS MEDICINE AND SCIENCE, COACHING EDUCATION PROGRAMS, AND PARALYMPIC OUTREACH AND DEVELOPMENT. RESOURCES ARE DELIVERED EITHER DIRECTLY TO THE ATHLETE OR THROUGH THEIR NGB TO MAXIMIZE EFFECTIVENESS, EFFICIENCY AND HOLISTIC DEVELOPMENT.



PERFORMANCE

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QNB

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HIGH PERFORMANCE GRANTS

To maximize resources, high performance grants are strategically allocated to give the greatest number of American athletes the opportunity to succeed using a focused, high-performance support process. In 2019, \$83 million was distributed directly to athletes, National Governing Bodies and High Performance Management Organizations. Funds given to NGBs and HPMOs were utilized for elite athlete programming, such as training camps, coaching and travel to international competition.

The USOPC increased its Athlete Performance Pool to 1,484 athletes, expanding the number of athletes qualified for monthly monetary stipends to supplement the training and competition resources provided. Additional support is offered via Operation Gold—which totaled \$3.4 million in payments to 595 athletes for their top finishes in each sport's most competitive senior international competition of 2019—and Elite Athlete Health Insurance benefits, which amounted to \$7.3 million in support to 1,326 athletes.

Performance and well-being reinforce each other. That's why USOPC supports not only high-performance competitive excellence but also cares for the long-term health and well-being of Team USA athletes, physically, emotionally and mentally. In 2019, we created the athlete services division, which includes oversight of sports medicine to ensure health and well-being decisions are made independently of performance decisions.

SPORTS MEDICINE

The sports medicine department supported the USOPC's mission of athlete well-being through an expansion of services and new structure. Sports medicine moved from the sport performance division to the newly established athlete services division, allowing the team to be better integrated as part of a holistic athlete support system. These efforts included the hiring of a new chief of athlete services, Bahati Van Pelt, and the creation of a new chief medical officer role responsible for setting and implementing the USOPC's strategic direction for promoting athletes' physical and mental health and well-being.

The USOPC continued to provide world-class sports medicine service, with USOPC clinics engaging in over 36,000 athlete visits in 2019. The research arm of the USOPC, the U.S. Coalition for the Prevention of Illness and Injury in Sport, secured four years of additional funding and recognition as an International Olympic Committee Research Center. As part of this recognition, the U.S. Coalition has made a commitment to collaborate with other U.S. leaders in sports medicine research and provide formal mechanisms for knowledge sharing with the IOC.

In a joint effort with the Technology & Innovation Working Group, the Athlete 360 program secured over \$5 million in financial support for program development, ensuring funding through 2024 to support holistic athlete health and training. Additionally, the USOPC's National Medical Network continued to provide world-class care to Team USA. USOPC leadership focused on expansion of the services available through the NMN, including securing new agreements that will provide further expertise in women's health, mental health, Paralympic sport and sports cardiology.

At the Pan American and Parapan American Games Lima 2019, the sports medicine team also provided support to the 891 athletes of the U.S. delegation. The USOPC team was also able to leverage its world-class testing technology, BioFire, to help athletes from around the globe when several began falling ill in the village, rapidly testing and helping contain the spread of the virus to protect all participants. Since the Lima Games, several National Olympic Committees have invested in BioFire technology, and the IOC is investigating using it for future Olympic events, demonstrating the USOPC's significant global leadership to keep athletes—and all Games participants—safe.

We continued to innovate with supportive technologies to support high-performance goals in athlete endeavors and to help Team USA athletes achieve their best. Our sport science providers deliver performance measurement, insights and feedback that help Team USA athletes and coaches make better decisions about training and competition to improve performance.



SPORTS SCIENCE

The USOPC sport performance team was actively engaged with Team USA in 2019, providing over \$7.2 million in sport science support to the nation's top athletes and coaches. The team of experts in the fields of dietetics, strength and conditioning, psychology, physiology, coaching, data and analytics, and performance technology worked across the full range of summer and winter Olympic and Paralympic sports, and were focused on enhancing performance while also maintaining athlete health and wellness.

The sport performance department took on a number of key initiatives that included the development of heat and hydration strategies for Team USA athletes preparing for the climate in Tokyo; the build-out of an increased range of performance assessments to track and support various aspects of an athlete's health and performance; the deployment of the Training Readiness Dashboard, utilizing sleep data to provide insight on daily training considerations; an enhancement of support provided to Paralympic sports; and the expansion of the USOPC's data and analytics efforts to help guide the strategies, tactics and training to best prepare Team USA for competition.

TECHNOLOGY AND INNOVATION

2019 also saw the continued growth and expansion of the USOPC's technology and innovation program. Through the generosity of donors, the USOPC established a tech and innovation fund in 2015, and money from this fund has since supported tech projects in the amount of \$1.9 million; this amount includes \$350,000 that was allocated against 12 technology projects in 2019—supporting a range of summer and winter Olympic sports, as well as two Paralympic sport disciplines.

USOPC technology staff continued to provide support to a wide range of Team USA athletes, including DeAnna Price, who won the first world championship gold medal in the hammer throw for Team USA. Price utilized the FlightScope radar tracking system to help optimize her technique during training, which provided real-time data on the velocity, release angle, and distance of each of her throws in training to help her prepare for the world championships. Using this system, athletes are better able to understand different variables and how they impact performance.

With an established foundation of ongoing initiatives, the technology and innovation program will continue to grow in 2020, building partnerships and pursuing advances in automated video capture, virtual reality, wearable sensors, and artificial intelligence to help gain insights into the factors that impact athlete performance, with the goal of improving training for more athletes as they prepare for the Olympic and Paralympic Games.

PARALYMPIC OUTREACH

U.S. Paralympics engages current and future athletes through a variety of sport programs, community and partner engagement, and strategic athlete recruitment. In 2019, U.S. Paralympics partnered with 160 Paralympic Sport Clubs, including 60 clubs that were recognized within the Paralympic Sport Club Excellence Program. U.S. Paralympics continued to implement its nationwide athlete identification and development strategy that introduces Americans with disabilities to Paralympic sports across the country. Through sport development initiatives, more than 980 athletes were added to the U.S. Paralympic sport pipeline in 2019.

COACHING EDUCATION

The USOPC is committed to supporting National Governing Bodies by pioneering coaching education and training opportunities to help guide Team USA athletes to competitive excellence through a positive and healthy sport experience. In 2019, the USOPC hosted two events to help coaches from more than 30 NGBs connect and share best practices, and also worked with coaching educators within the NGB community to create resources that promote athlete safety and well-being in the U.S. Olympic and Paralympic community.

Additionally, the USOPC partnered with Nike to develop and launch "Coaching Girls," an expansion of the How to Coach Kids program for volunteer youth coaches. Inspired by the Aspen Institute's Project Play 2020 initiative, How to Coach Kids is a free, online course that aims to increase the quality and quantity of volunteer youth coaches in the U.S., and keep kids engaged in play while promoting active, safe and healthy lifestyles. Easily accessible online and as an app, How to Coach Kids has delivered training to 25,000 coaches since its launch in 2018.

The USOPC also continued to expand its American Development Model to nearly half its membership through increased NGB support. Grant recipients US Biathlon, USA Boxing, USA Field Hockey and USA Judo became the latest NGBs to develop ADM programming in 2019.

ATHLETE TRAINING FACILITIES

THE USOPC PROVIDES WORLD-CLASS FACILITIES TO SUPPORT TEAM USA ATHLETES IN THEIR DAY-TO-DAY TRAINING AND DEVELOPMENT THROUGH OUR TWO OLYMPIC & PARALYMPIC TRAINING CENTERS, OUR 11 PARTNER TRAINING SITES AND NEARLY 40 COMMUNITY-BASED MULTI-SPORT ORGANIZATIONS.

OLYMPIC & PARALYMPIC TRAINING CENTERS

The USOPC operates two high-performance Olympic & Paralympic Training Centers that create an integrated environment of training and support services for Team USA athletes with a focus on athlete performance, safety and well-being. A total of 16,429 athletes in 1,072 programs were supported throughout 2019 at the two facilities. While most of the athletes use our integrated facilities for intensive training camps and sessions, we also have a group of year-round athletes who live on campus as residents.

Colorado Springs, Colorado, is a 35-acre home to the flagship OPTC and has sport venues for training, a world-class sports medicine facility and all the necessary services for Team USA athletes to live and train on complex.

Lake Placid, New York—host of the Olympic Winter Games in 1932 and 1980—is home to our winter-sport focused OPTC and also integrates sports medicine, training facilities and accommodations for athletes. With the USOPC working in close partnership with New York State's Olympic Regional Development Authority, Team USA athletes train at various facilities, including the Olympic Sports Complex, bobsled, luge and skeleton sliding track, ski jumping complex, the Olympic Center Speedskating Oval and the Mt. Van Hovenberg biathlon and cross-country skiing tracks.

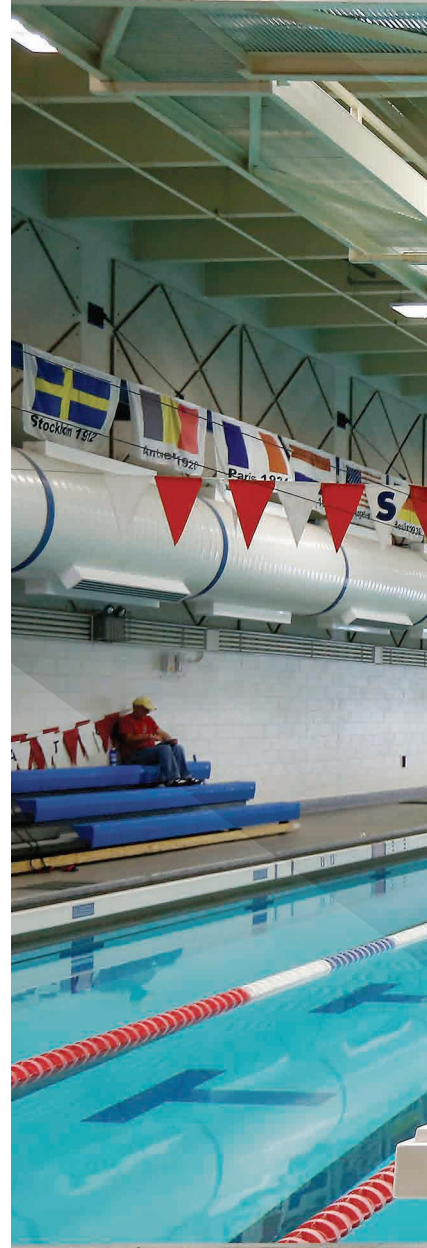
ATHLETES:		PROGRAMS:		GAMES MEDALISTS:		WORLD CHAMPIONSHIP MEDALISTS:	
Colorado Springs	12,381	Colorado Springs	846	Olympic	94	Olympic	111
Lake Placid	4,048	Lake Placid	226	Paralympic	64	Paralympic	27

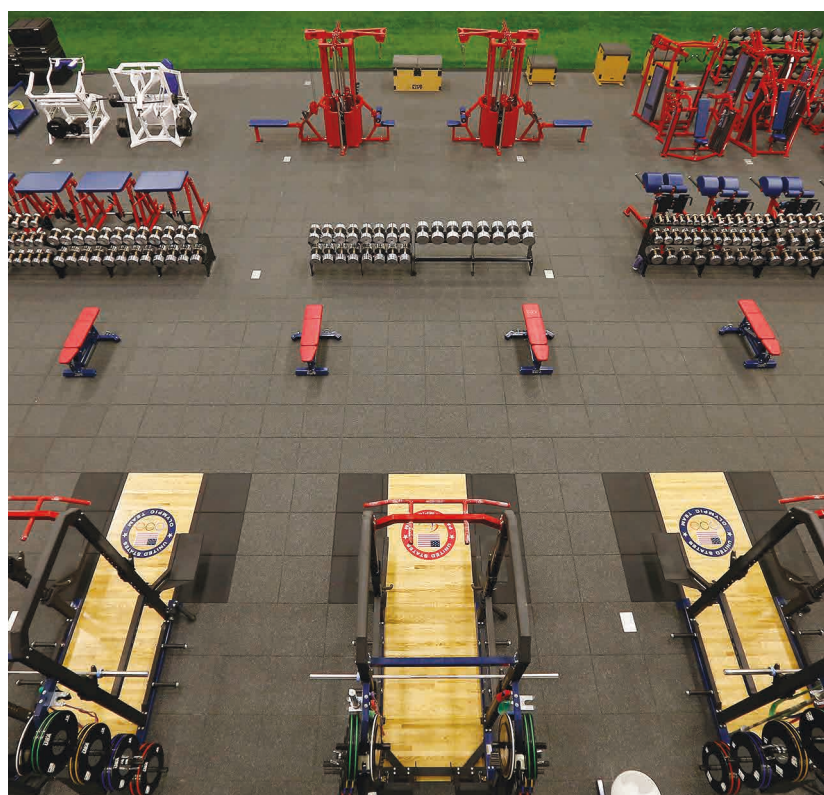
OLYMPIC & PARALYMPIC TRAINING SITES

In 2019, the USOPC partnered with 11 U.S. Olympic and Paralympic training sites that work in collaboration with NGBs and HPMOs to provide nearly 500 national team athletes access to additional resources, services and facilities in nine states. The USOPC provides additional support to two of the sites—the Chula Vista Elite Athlete Training Center and the Utah Olympic Legacy Foundation—to ensure the highest level of resources and availability for Team USA athletes.

MULTI-SPORT ORGANIZATIONS

The USOPC partnered with 38 Multi-Sport Organizations in 2019, to help drive national interest and participation in sport. The partner programs represent a combination of youth, disability, military, community and education-based organizations. With more than 45 million members, MSOs—such as YMCA of the USA and Boys & Girls Clubs of America—expand chapter networks and increase opportunities for sport participation at the national, international and grassroots levels.







TEAM USA MEDIA & PROMOTION

PROGRAMS THAT CELEBRATE AND ELEVATE THE LEGACY AND EXCELLENCE OF TEAM USA, AND THE OLYMPIC AND PARALYMPIC MOVEMENTS POSITIVELY IMPACT ATHLETES' PERSONAL BRANDING, VOICE, STORYTELLING, SPONSORSHIP AND EARNING OPPORTUNITIES. THESE INCLUDE TRADITIONAL AND DIGITAL MEDIA, BROADCAST INITIATIVES, INTERNATIONAL OUTREACH AND INVESTMENTS IN LOCAL, NATIONAL AND INTERNATIONAL COMMUNITY ENDEAVORS.

TEAM USA NETWORK

TEAM USA DIGITAL MEDIA GROWTH

The Team USA social media audience across Facebook, Twitter, Instagram and YouTube surpassed 7.1 million followers in 2019; a 14% increase in YouTube subscribers was the largest increase on that platform since the Olympic Games Rio 2016.

Team USA launched a TikTok account in November and accumulated 500,000 followers by the end of year, posting Olympic and Paralympic highlights, and athlete-generated content. The highest viewed TikTok of the year featured a Paralympic Games highlight of David Brown and Jerome Avery with 17.1 million views.

TeamUSA.org, which serves as the digital home for Team USA as well as 26 National Governing Bodies, reached 17 million unique visitors in 2019, an increase of more than 15% from 2015 during the lead up to the Rio Games. The Team USA editorial efforts included 17,000 pieces of content throughout the year, covering stories of Team USA athletes on and off the field of play, which received 4.7 million pageviews, a 57% increase from 2015.

PAN AMERICAN AND PARAPAN AMERICAN GAMES COVERAGE

Team USA enhanced its coverage of the Pan American and Parapan American Games Lima 2019 through increased digital media content, providing fans with a unique second-screen experience. TeamUSA.org featured nearly 100 pieces of content during the Pan American Games and over 300 social media posts, earning more than 100,000 engagements.

During the Parapan American Games, TeamUSA.org featured 80 pieces of editorial content, while @TeamUSA featured 122 social media posts, amounting to 24,000 engagements. In addition to robust digital media coverage, Team USA hosted livestreams on TeamUSA.org for the first time ever, tallying 14,644 pageviews (5,089 unique viewers) with 16 sports featured.

NGB DIGITAL COLLABORATION

The Team USA digital team increased efforts to support National Governing Bodies through social media best practice sharing and training, digital production support and collaboration, and NGB competition coverage. In 2019, the Team USA network covered nearly 700 competitions and 80 sports across TeamUSA.org and @TeamUSA social media channels. The content was Team USA's highest performing, accounting for nine-out-of-every-10 top @TeamUSA tweets, and four-out-of-five top Instagram posts.

ATHLETE-GENERATED CONTENT

Team USA launched an athlete digital ambassador program that empowered athletes to tell their stories and connect with Team USA fans in the most authentic way. Team USA published nearly 100 pieces of content across the Team USA digital network, including blogs on TeamUSA.org, athlete-generated videos, social media takeovers and more.



HONORING LEGACY

U.S. OLYMPIC & PARALYMPIC HALL OF FAME REVIVAL

Envisioned as a lasting tribute to American athletes and the Olympic and Paralympic ideals, the United States Olympic & Paralympic Hall of Fame was established to celebrate the achievements of Team USA athletes and their pursuit of excellence, on and off the field of play. In 2019, following a six-year hiatus, the USOPC revived the hall of fame under a new name—one that reflects its commitment to Paralympic inclusion—and a fresh format that will induct a new class comprised of Olympic and Paralympic athletes and legends, and one team, coach and special contributor every two years. Starting with the class of 2019, the hall of fame will see increased Paralympic representation and induct two legends in each class—developments that were led by the Team USA athlete community.

Originally established in 1979, the hall of fame's class of 2019 joined an esteemed group of 154 inductees who have enhanced the Olympic and Paralympic movements through their legacy and contributions, both on and off the field of play. The 2019 honorees represented Team USA at a combined 36 Olympic and Paralympic Games, tallying 79 medals—including 43 golds.

Inductees were determined by a voting process that featured Olympians and Paralympians, members of the U.S. Olympic and Paralympic family, and an online vote open to fans. The U.S. Olympic & Paralympic Hall of Fame was one of the first national sports halls of fame to include fan voting as part of its selection process, and in 2019, nearly 200,000 votes were cast at TeamUSA.org.

The class of 2019 was honored at an induction ceremony at the Colorado Springs Olympic & Paralympic Training Center in November, which coincided with the U.S. Olympians & Paralympians Association Reunion—bringing hundreds of esteemed American athletes together for a momentous celebration of personal excellence, sport and humanity.

TEAM USA AWARDS

The Team USA Awards presented by Dow continued its monthly voting across Team USA digital and social channels in 2019, celebrating monthly accolades for outstanding U.S. male, female and team performances. The Team USA Awards, Best of the Year ceremony was held in Los Angeles in November, recognizing the top accomplishments of athletes, teams and coaches of the year. Airing as a one-hour feature on NBC and hosted by Olympic gold medalist in wrestling, Jordan Burroughs, the ceremony was also highlighted by Olympian Amy Van Dyken winning the Jesse Owens Olympic Spirit Award, and featured special medal reallocation ceremonies for the Team USA two-man and four-man bobsled teams from the Olympic Winter Games Sochi 2014.

Fan engagement throughout the year was strong, as more than 640,000 fan votes were recorded throughout the monthly honors and more than 525,000 fan votes led to the annual award winners, in addition to input from members of the Olympic and Paralympic community.

TEAM USA PROGRAMMING

NEXT OLYMPIC HOPEFUL

Momentum for "Milk Life presents, The Next Olympic Hopeful" continued to grow as the third season crowned six winners in 2019. Following nearly 5,000 contestant applications, which marked a 45% increase from the year prior, winners were named in the sports of bobsled, cycling, rowing, rugby sevens, skeleton and weightlifting. Most notable, winner Alex Mustard won three North American cup medals in bobsled in the 2019-20 season. The program—which was designed to enhance the pipeline of world-class athletes pursuing Olympic sport, promoted the concept of talent identification and provided media exposure for participating National Governing Bodies. Additionally, the program has seen 32 medals won on the international stage from participants in its first three seasons.

TEAM USA JOURNEY

The Team USA Journey presented by OREO, a one-of-a-kind interactive social media experience, began its 20-stop tour across the country, bringing the spirit of the Olympic and Paralympic movements to Team USA fans ahead of the Olympic and Paralympic Games Tokyo 2020. The Journey featured an immersive experience that engaged and connected fans with Team USA. During the eight stops held in 2019, digital impressions reached nearly 3.9 million, while nearly 445,000 fans immersed themselves in the energy and excitement of the Journey.

ONE-YEAR COUNTDOWN TO THE TOKYO GAMES

The USOPC joined fans from around the world on July 24 in commemorating the one-year countdown to the Olympic Games Tokyo 2020 with several promotional activities and athlete appearances. In partnership with Games broadcaster NBC, the USOPC brought 16 athletes from 10 sports to New York for interviews, photo shoots, panel discussions, NBC promotions and a youth sports clinic with the Boys & Girls Club of Harlem. Additional activity included community outreach events with U.S. athletes in Colorado Springs, Colorado, Orlando, Florida, and Tokyo.

NBC-USOPC PROMOTIONAL SHOOT

The NBC-USOPC Promotional Shoot hosted 110 U.S. Olympic and Paralympic hopefuls from 32 Olympic and Paralympic sports—vying to compete at the Olympic and Paralympic Games Tokyo 2020—in Los Angeles for five days of video shoots in what is considered by many as one of the greatest content collection events in the history of broadcast production and marketing. More than a dozen platforms of NBC Universal and the Team USA network gathered content with all 110 athletes to promote the athletes and their stories in the lead up to the Tokyo Games.



INTERNATIONAL ENGAGEMENT

Driven by its global purpose to build a better and more inclusive world through sport, the USOPC is committed to strengthening the worldwide Olympic and Paralympic movements by serving as a fully integrated and engaged global partner—and was recognized as such by topping the International Sports Political Power Index in 2019. Americans hold more than 450 international board, executive committee, leadership and commission positions, including two International Olympic Committee members, one International Federation president, four IF secretaries general and nine IF vice presidents. Among the highlights of 2019 was David Haggerty’s re-election as president of the International Tennis Federation, which resulted in his nomination for election as an IOC member.

With these efforts, the USOPC also granted more than \$400,000 across 22 National Governing Bodies to support their international efforts. Additionally, the U.S. hosted two world championships and several international meetings, including the IOC Athlete 365 Career+ Forum, IPC Athletes’ Forum, the 4th Americas Best Practices Symposium and Panam Sports Executive Committee meeting.

The USOPC also continues to support bilateral agreements with six National Olympic Committees as well as agreements with the Continental Associations of Africa and Asia—aimed at sharing best practices and strengthening collaboration. The USOPC partnered with Olympic Solidarity and the University of Delaware for the 12th edition of the International Coaching Enrichment Certificate Program, where nearly 363 international coaches representing 116 countries and 33 sports have participated in the program since its inception, as well as for the eighth edition of the International Coaching Apprenticeship in Basketball (ICAB) program, whereby 49 international coaches representing 40 countries have participated in the program. ICAB is offered in partnership with USA Basketball, and through the support of 15 universities across the United States.

The USOPC also worked with government agencies to facilitate visa and entry support for international athletes, coaches and officials from 80 nations traveling to the U.S. for competition and meetings in 2019. The two U.S. Olympic & Paralympic Training Centers hosted nearly 1,000 athletes, coaches and officials from 68 nations to help raise the international level of sport and enrich U.S. athletes and coaches, both athletically and culturally.

OLYMPIC DAY

The USOPC supported nearly 600 Olympic Day events across the U.S. with nearly 270,000 participants. The U.S. Olympic & Paralympic Training Center in Colorado Springs, Colorado, hosted an open house, allowing more than 2,000 guests from across the country an inside look at how Olympic and Paralympic athletes live and train with the opportunity to try boxing, judo, pentathlon, sitting volleyball, wheelchair basketball and wrestling. Additionally, 13 MLB teams hosted Olympic and Paralympic alumni for on-field celebrations, with several teams inviting Team USA athletes to throw out the first pitch.

Olympic Day is held annually on June 23 to commemorate the birth of the modern Olympic Games in 1894 and is celebrated by millions of people in more than 160 countries. Its mission is to cultivate fitness, well-being, culture and education, while promoting the Olympic values of excellence, friendship and respect. Guiding all Olympic Day events are three pillars: move, learn and discover.

CRAWFORD FAMILY U.S. OLYMPIC & PARALYMPIC ARCHIVES

The Crawford Family U.S. Olympic & Paralympic Archives at USOPC headquarters nurture and promote the U.S. Olympic and Paralympic movements through preservation and presentation of artifacts, historical photographs and documents that capture the history of Team USA. The archives developed opportunities for museum exhibits and national displays to showcase historic Olympic and Paralympic memorabilia throughout the country—including supporting the U.S. Olympic & Paralympic Museum with exhibit content development and artifact procurement in advance of its grand opening in 2020. Based in Colorado Springs, Colorado, the museum will welcome patrons from around the world to experience the spirit of the Games, promoting Team USA to fans of all ages.

BY THE NUMBERS:

Individual Donations of Collections	67	Artifacts Donated	400+	Archives Tours	146
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SUPPORTING

SERVICES NECESSARY FOR THE FUNDRAISING AND COMMERCIAL ACTIVITIES THAT RAISE FINANCIAL SUPPORT FOR TEAM USA ATHLETES, PLUS THE PROFESSIONAL MANAGEMENT OF THE ORGANIZATION—INCLUDING ADMINISTRATIVE COSTS FOR FUNCTIONS LIKE PEOPLE AND CULTURE, FINANCE, LEGAL AND GOVERNANCE.

PARTNERS

The USOPC's diverse partners continue to be critically important to the success of Team USA.

Worldwide	
Domestic	
Broadcast	

NON-OPERATIONAL SERVICES



Barilla

Mikaela Shiffrin
US

Audi FIS Ski World Cup

SPYDER
BOSE
xfinity

World Cup
2019

Mikaela Shiffrin



e-tron



U.S. OLYMPIC & PARALYMPIC PROPERTIES

Team USA, and the Olympic and Paralympic movements, continue to attract the partnership of many of the world's greatest brands, ensuring the long-term health and stability of the U.S. Olympic & Paralympic Committee and the athletes, National Governing Bodies and programs it supports.

Following the awarding of the 2028 Olympic and Paralympic Games to Los Angeles, pursuant to International Olympic Committee rules, the USOPC and LA 2028 formed a joint venture—U.S. Olympic and Paralympic Properties—to manage the sales of domestic

Olympic and Paralympic marketing rights from 2021 through the 2028 Games. This partnership enables LA 2028 to raise funds for the Games while maintaining long-term USOPC viability.

The IOC's The Olympic Partners (TOP) program continues to grow, announcing in 2019, the first joint TOP deal with Coke and Mengnui and the addition of Airbnb to its global partnership portfolio.

U.S. OLYMPIC ENDOWMENT

Established in 1984 to administer and invest the surplus funds generated from Games of the XXIII Olympiad in Los Angeles, the U.S. Olympic Endowment is an independent nonprofit that provides critical long-term financial support for the USOPC and its member organizations.

By building a strong and secure financial base, the Endowment ensures the USOPC can meet its most pressing needs, particularly the well-being of its athletes and the National

Governing Bodies and High Performance Management Organizations who support them. In the past 34 years, the endowment's net assets have grown to approximately **\$220 MILLION**, while awarding grants to the USOPC to allocate across its member organizations, totaling more than **\$341 MILLION**—including **\$10.1 MILLION** in 2019.

U.S. OLYMPIC & PARALYMPIC FOUNDATION

The U.S. Olympic & Paralympic Foundation was established in 2013 to increase the amount of philanthropic support provided to Team USA athletes. Since its inception, the foundation has raised more than \$163.61 million, impacting thousands of athletes as they train for their chance to compete at the Olympic and Paralympic Games. **ONE HUNDRED PERCENT OF UNRESTRICTED GIFTS TO THE USOPF GO TO ATHLETES AND THE HIGH-PERFORMANCE PROGRAMS THAT HELP THEM SUCCEED.**

Following its most successful fundraising year to date, the foundation raised \$40.60 million in revenue in 2019 to set a new fundraising record. Gifts came from nearly 50,000 individuals from all 50 states, representing an almost 20% increase in unique donors from 2018.

In 2019, donors to the foundation helped fund a variety of important programs, including Athlete Career & Education, the Technology and Innovation Fund and the Sport Ambassador program. Donors contributed \$2.26 million in funding toward ACE for initiatives like tuition grants and career services, while the Technology and Innovation Fund benefitted from \$8.21 million in new commitments and supported 26 out of 50 National Governing Bodies with performance-impacting projects. Sport ambassadors, donors who generously fund initiatives within an individual sport or NGB, gave \$2.32 million, helping the USOPC and NGBs invest incrementally in the wellness and performance potential of Team USA athletes.

Those who donated to the Team USA Fund also made an indelible impact on Team USA athletes in 2019. The foundation's annual giving program represents the broad base of support from Americans across the country, and the dollars raised by the Team USA Fund provide unrestricted, current-use resources for the USOPC's athlete and sport programming. Of the foundation's 49,722 donors in 2019, 49,484 gave to the Team USA Fund through mail activity and digital channels for a total of more than \$3.62 million in revenue.

The success of the USOPF's fundraising efforts was made possible through the leadership and dedication of its board of directors. Chaired by Gordy Crawford, this distinguished group of philanthropists is united by a shared belief in the power of the Olympic and Paralympic movements to change lives. Through their generosity and professional expertise, board members ensured that the USOPF reached its fundraising targets and executed upon its strategic priorities in 2019, thereby increasing the amount of philanthropic support Team USA athletes received.

Other generous individuals who made a tremendous impact on Team USA athletes in 2019 were the USOPF trustees. Trustee families advocate for the foundation within their networks, raise awareness of Team USA athletes' needs and encourage those who may be interested in supporting Team USA to get involved with the USOPF. In 2019, 23 new trustee families joined the program (including four former members of the board of directors), bringing the total number of USOPF trustees to 85.

2019 USOPF BOARD OF DIRECTORS

Sarah Hirshland—*Ex-Officio*
Susanne Lyons—*Ex-Officio*
Gordon Crawford—*Chair*

Dwight Anderson
Nancy and Tim Armstrong
John Babcock
Andrew F. Barth
Corica and Anthony Bates
James Benson
Ray Bingham
Michael Carter
Kevin Clifford
Molly and Robert Cohen
Robyn Coles and Dr. N. Anthony Coles

Gayla and Kevin Compton
Phillip H. Corboy
Joan Criswell
Brian Deevy
Gina and Daniel Dickinson
David Dollinger
Scott Freidheim
Stephen C. Freidheim
William May Garland III
John Goldman
Joanie Hall
James W. Hirschmann III
James Keller
Katherine Kendrick
Jonathan Ledecy

David Leuschen
Alicia Miñana and Robert Lovelace
Dudley and John G. Macfarlane III
Lynda and John Marren
Aria Mehrabi
Robert Merrilees
Allison and Roberto Mignone
Joy and Thomas M. Mistele
Corinne Nevinny
Erica and Kevin Penn
David Poms
Tracey and Brad Powell
Anthony Pritzker
Michael Ray
Yucca and Gary Rieschel

Johnathan Robertson
Martha and Greg Rosenbaum
Lizanne and Barry Rosenstein
Susan Schnabel and Edward Plummer
Lisa and Dmitri Shklovsky
Barry Sternlicht
Mary and Mark Stevens
Steven Strandberg
Benjamin Conrad Sutton Jr.
Stuart Weitzman
Lisa and Greg Wendt
Kevin D. White
Geoff Yang
Lisa and Dan Zelson

2019 USOPF TRUSTEES

<p>Anonymous Anonymous Susan and Thomas Abraham William Ackman Stacie and Daniel Allen Janice and Matthew Barger Donnalisa and William Barnum Tracey and Edward Benford Alan Berro Allison and David Blitzer Diane and Harold Brierley Peter Briger Scott Brittingham Mary Beth and Philip Canfield Richard M. Cashin Jr. Scott Collins Eduardo Cue Julia and Jim Davidson Laura DeBonis and Scott Nathan James Dinan Janine and Robert Dodson Andie Doyle Kristin Ehrgood* Jacqueline and Christian Erdman Holly and T. Bondurant French Sandra Gale Carol and Burton Goldfield Julia and Ken Gouw Helen and Scott Graves</p>	<p>Ken Griffin Ashley and Ken Hanscom David Heller Sabrina and Marco Hellman Jihee and Peter Huh William Hybl* Julie Jensen Tracy and Gregory Johnson Rosalind and Michael Keiser Margaret and Michael Kerr Julie and Gary Killian Karen and Greg King Nancy Kohl Jeffrey Levitz Oskar Lewnowski Robin and Court Lorenzini Tisha and Mark Marinella Mari Sinton-Martinez and Paul Martinez Michael S. Meldman Fred A. Middleton Thomas Montag Danielle H. Moore Ellen and Daryl Morey Vadim Nikitine* Stephanie and Peter Nolan Greg Penner* Dr. Marc Philippon Cassandra and Gary Pietrok David Pottruck</p>	<p>Lawrence Probst III Marie and John Queen Steven Raymond Aileen and Brian Roberts Stephanie and Mark Robinson Kim and Steve Rodosky Muneer Satter Marla and Dr. Richard M. Seldes Eileen and Kevin Shields Salem Shuchman and Dr. Barbara Klock Daniel Simkowitz and Mari Nakachi Cindy and John Smet Joel Smilow Ross Stevens Gene Sykes Peter Tomozawa and Donna LeDuc Katherine and Matthew Waldman James E. Walker III Sheila and William Walker Shirley and Walter Wang Casey Wasserman Martin and Lori Weinstein Shannon and Dennis Wong H. S. Wright III and Katherine Janeway Jeff Xiong and Rita Hu Heesun and Harry You Dian and Karl Zeile</p> <p><i>*Denotes former USOPF board member.</i></p>
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PROGRAM SPOTLIGHTS

ATHLETE CAREER & EDUCATION

In what was a landmark year for the ACE program, donors provided more funding for tuition grants, career services and life skills support than ever before.

ACE awarded \$526,395 in tuition assistance to 173 Team USA athletes, including 52 actively competing Olympians and Paralympians, 49 retired Olympians and Paralympians and 72 Olympic and Paralympic hopefuls. Athlete applicants came from 41 different sports, and grant recipients in 2019 attended 94 different institutions.

The ACE program also helped 83 athletes find full-time or part-time jobs, and 104 athletes received one-on-one career coaching with an ACE representative. Athletes elevated their careers at places like Visa, EY, Parker and Lynch, Invenergy, Wasserman Media Group, Associated Bank, Medtronic, Biofire and more.

Through its Pivot workshop, ACE guided a total of 37 athletes through in-person sessions on reframing identity, rediscovering self and defining purpose through discussions on shared experiences. Led by sports psychology professionals, the two-day workshop and online follow-up meetings with peers empowered athlete participants to tackle the next chapter of their lives with renewed support and confidence.

TECHNOLOGY & INNOVATION

The donor-supported Technology and Innovation Fund advanced not only the performance potential of Team USA athletes in 2019, but also the health and well-being of the Olympians, Paralympians and hopefuls who participated in its projects.

The Technology and Innovation Fund reached 26 National Governing Bodies in 2019, as well as three USOPC-managed Paralympic sports. Of the active projects, six catered to summer sports, four targeted winter sports and four impacted multiple summer and winter sports. Projects ranged from brain wave mapping in shooting to evaluating the kinematics of quadruple jumps in figure skating.

The fund also took on its first Paralympic projects in 2019, developing a custom javelin chair for Team USA's top Paralympic javelin thrower as well as fabricating a custom handcycle for Kendall Gretsche, who reported performance improvements in her new equipment in tests conducted by USA Triathlon.

In 2019, the fund continued to make strides in its Athlete 360 program, with more than 500 athletes across 15 NGBs logging health and training information in the platform. The long-term goal of the program is to reduce the number of injuries and illnesses Team USA athletes experience, so they are able to be at their best, both on and off the field of play.

USOPF BY THE NUMBERS

New Trustee Families	Donors	First-time Contributors	Philanthropic Revenue	Unrestricted Funding	Funding for the Athlete Career & Education Program	Raised for the Technology and Innovation Fund
23	49,722	4,678	\$40.60M	\$12.47M	\$2.26M	\$8.21M





IN 2019, WE INTENTIONALLY STARTED THINKING FIRST ABOUT THE IMPACT ON TEAM USA ATHLETES IN EVERY DECISION WE MAKE. TO THAT END, WE INSTITUTED NEW LEADERSHIP AND BUILT AN EFFECTIVE AND MORE DIVERSE EXECUTIVE TEAM.

LEADER

THE USOPC IS GOVERNED BY A BOARD OF DIRECTORS AND OPERATED BY A PROFESSIONAL STAFF HEADED BY A CEO. SIX CONSTITUENT COUNCILS SERVE AS TRUSTED SOURCES OF INPUT AND ADVICE TO THE BOARD AND USOPC.

The Athletes' Advisory Council and National Governing Bodies Council each have three representatives on the board, while six members of the board are independent. The CEO of the organization and all American members of the International Olympic Committee are ex officio members of the board.

BOARD OF DIRECTORS

Susanne Lyons
Chair

Robert Bach
Former president of Entertainment and Devices Division, Microsoft Corp.

Rich Bender
Executive director, USA Wrestling

Cheri Blauwet, MD
Chair, IPC Medical Committee and three-time Paralympian in track and field

Beth Brooke-Marciniak
Global vice chair of public policy for EY

Anita L. DeFrantz
IOC member and two-time Olympian in rowing

Daniel Doctoroff^
Chair and CEO, Sidewalk Labs

Sarah Hirshland*
CEO, USOPC

Bill Marolt
Former president and CEO, U.S. Ski & Snowboard

Steve Mesler
President and CEO of Classroom Champions, three-time Olympian in bobsled

Whitney Ping
Former vice president at Bain Capital, Olympian in table tennis

Kikkan Randall
IOC member and five-time Olympian in cross-country skiing

Brad Snyder
Retired U.S. Navy lieutenant and two-time Paralympian in swimming

Kevin White
Vice president and director of athletics, Duke University

Robert L. Wood
Former Business Group president, The Dow Chemical Company

**Non-voting
^Resigned from the USOPC board in July 2019.*

NON-DIRECTOR BOARD COMMITTEE MEMBERS

Athlete & NGB Engagement Committee

Han Xiao
Max Cobb
Cody Mattern
Ken Shropshire
Steve Pagliuca
Jan Palchikoff

Ethics Committee

Doug Brien
Ken Salomon
Curt Tomasevicz
Anthony Whitemore

Nominating and Governance Committee

Shelley O'Brien
Jack Geirhart
Rachael Flatt

ATHLETES' ADVISORY COUNCIL*

The AAC is comprised of athletes who have represented Team USA in the last 10 years and is responsible for broadening communication between the USOPC and active athletes.

Han Xiao, Table Tennis (*chair*)
Cody Mattern, Fencing (*first vice chair*)
Sam Kavanagh, Para-cycling (*at-large*)
Bree Schaaf, Bobsled and Skeleton (*at-large*)

NATIONAL GOVERNING BODIES COUNCIL*

The NGBC is comprised of leaders from NGBs and Paralympic Sport Organizations, with a goal of assisting those organization in achieving excellence, in and out of competition, while increasing collaboration with the UOSPC.

Max Cobb, US Biathlon Association (*chair*)
Tiger Shaw, U.S. Ski & Snowboard (*vice chair*)

U.S. OLYMPIANS & PARALYMPIANS ASSOCIATION

Comprised of U.S. Olympic and Paralympic alumni, USOPA leadership is responsible for promoting the Olympic and Paralympic values in their local communities and encouraging members to stay engaged in the Olympic and Paralympic movements.

PARALYMPIC ADVISORY COUNCIL

The PAC is comprised of leaders of Paralympic sport and works to increase Paralympic programming and resources, while providing vision to advance Paralympic sport in the U.S. In June, the PAC adjusted its composition to include representatives from the USOPC board, AAC, U.S. Olympic & Paralympic Foundation, LA 2028 and International Paralympic Committee.

MULTI-SPORT ORGANIZATIONS COUNCIL

The MSOC is comprised of leaders of community-based organizations and aims to develop interest in sport, grow and sustain membership, and increase opportunities for participation in all levels of competition.

COLLEGIATE ADVISORY COUNCIL

The CAC is charged with increasing collaboration with NCAA member institutions and conferences to elevate national engagement and support of Olympic and Paralympic sport opportunities on campus.

SHIP

**Individuals listed under the AAC and NGBC are elected leaders and do not represent the totality of each council.*

FINANCIAL STATEMENTS



46%	High Performance Programs	\$111M
4%	Olympic & Paralympic Competitions	\$9M
11%	Athlete Training Facilities	\$27M
12%	NGB & Athlete Foundational Programs	\$30M
9%	Team USA Media & Promotion	\$23M
18%	Supporting Services*	\$43M

*Includes fundraising, marketing, and general and administrative

STATEMENTS OF ACTIVITIES—CONDENSED & CONSOLIDATED

As of December 31, (In thousands)

2019

SUPPORT AND REVENUE

Sponsorship and Licensing	\$134,905
Broadcast Revenue	1,495
Contributions, net	39,284
Other Program Revenue	5,409
Investment Income	11,652
Other Revenue	3,610
Total support and revenue	196,355

EXPENSES

Program services	
High Performance Programs	111,071
Olympic and Paralympic Competitions	8,902
Athlete Training Facilities	27,340
Athlete and NGB Foundational Programs	30,357
Team USA Media and Promotion	22,612
Total program services	200,282

SUPPORTING SERVICES

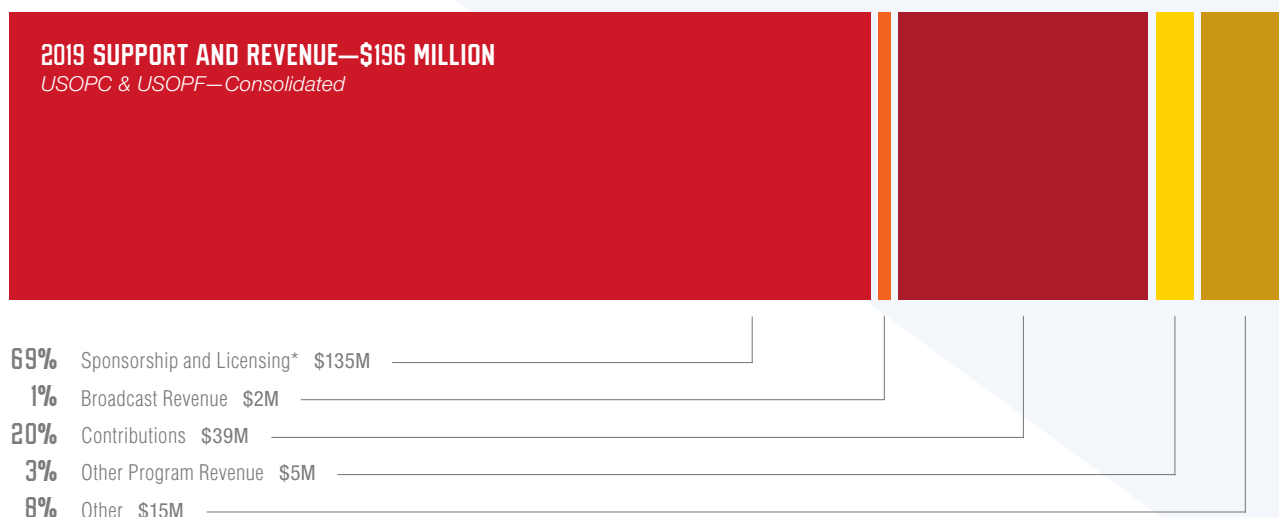
Fundraising	10,521
Sales and marketing	8,800
General and administrative	23,808
Total supporting services	43,129
Total expenses	243,411
Change in net assets before change in accounting treatment	(47,056)
Net assets, beginning of period	282,952
Net assets, end of period	\$235,896

Note: This information is derived from audited financial statements.

For a complete version of the statements, including the independent auditor's opinion, visit TeamUSA.org.

THE USOPC IS COMMITTED TO FISCAL RESPONSIBILITY AND FINANCIAL TRANSPARENCY—MAKING SURE OUR STAKEHOLDERS UNDERSTAND HOW OUR RESOURCES ARE INVESTED. OUR PRIMARY PURPOSE IS TO SUPPORT ATHLETES—THROUGH DIRECT FUNDS OR PROGRAMS THAT SUPPORT THEM—AND IN 2019, WE PROVIDED A YEAR-OVER-YEAR INCREASE IN PROGRAMS AND FINANCIAL SUPPORT.

The Olympic and Paralympic Games-year operating surplus allows the USOPC to run a deficit in non-Games years, as in 2019, and provides a consistent level of support for athletes during each year of our four-year quadrennial budget cycle. Under that cycle, both revenue and expenses, which have a direct impact on supporting Team USA athletes, generally increase in Games years versus non-Games years.



*Sponsorships involving the right to use Olympic/Paralympic marks and terminology over a contract term

STATEMENTS OF FINANCIAL POSITION—CONSOLIDATED

As of December 31, (In thousands)

2019

ASSETS

Cash and cash equivalents	\$128,499
Restricted cash, cash equivalents and investments	20,883
Investments	28,329
Intercompany	—
Accounts receivables, net	
Pledges	12,651
Royalties and mark rights	9,718
Other	15,302
Prepaid expenses and other assets	38,291
Inventories, net	1,635
Investments held for deferred compensation arrangements	1,353
Land, buildings and equipment, net	61,238
Total assets	\$317,899

LIABILITIES AND NET ASSETS

Liabilities	
Accounts payable and accrued liabilities	36,574
Deferred revenue	44,076
Deferred compensation arrangements	1,353
Intercompany	—
Other liabilities	—
Total liabilities	\$ 82,003
Net assets (deficit)	
Without restriction	194,414
With restriction	41,482
Total net assets	\$235,896
Total liabilities and net assets	\$ 317,899

Note: This information is derived from audited financial statements.

For a complete version of the statements, including the independent auditor's opinion, visit TeamUSA.org.



UNITED STATES OLYMPIC & PARALYMPIC COMMITTEE
1 OLYMPIC PLAZA
COLORADO SPRINGS, CO 80909

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