

Greetings all:

Please allow this to serve as the debrief for our practices on November 4th and 5th, including the CRYC Annual Regatta. Phil requested that I address best practices for morning preparation on race days, and this note is intended to serve as a full discussion of that subject.

I. A SYSTEM OF TRAINING ROOTED IN THE LIMITS OF HUMAN COGNITION

Please indulge me on this excursion into metacognition (and hat tip to Retired SGM Pat McNamara, from whom I've cribbed most of this schpiel).

A) On the Burden of Thinking

Humans cannot multi-task. Tasks requiring conscious thought can't be performed simultaneously because we cannot divide our cognitive focus. If I asked you to solve a math problem while reciting a poem, you'd dismiss the request as ridiculous (we universally acknowledge this inherent incapacity). Inability to multi-task at the conscious level is the limiting factor for most human endeavors. Accordingly, "brainspace" - allocation of conscious thought to tackle one problem - is our most scarce and valuable resource. As a species, how do we work around our multi-tasking limitations?

We can *task stack* (perform task A, then task B). We can *task switch* (abandon task A and switch to task B). However, those methods do not economize time. Thankfully, we can also *relegate* certain basic tasks to the *brain's subconscious processes*. This is what we do when we walk, talk, and chew gum at the same time. Walking and chewing are so basic and so well-rehearsed that they can be performed subconsciously, freeing our minds to form, express, and exchange information with whomever we're conversing. Subconscious relegation allows us to avoid choking on gum and stumbling over our feet *without having to think about it*. We can now do three things *at once*.

As it relates to human efficiency and elite performance, subconscious relegation is our money maker. Whether they know it or not, all sailing coaches' training regimens are based on exactly this. We drill basic boathandling and technique *until we don't have to think about* tacking, jibing, easing in pressure, working the boat through waves, etc. We quantify tuning with measurement so that we're required to think the *least* amount about tuning during racing. This frees brainspace for addressing other higher-order problems (what phase are we in? Where's the next best pressure? How should we position on our layline approach?).

Sadly, boathandling, tuning, and technique are where subconscious relegation ends for most sailors. Is that the limit of our subconscious capacity? Hardly.

We can also reduce thinking burdens associated with tactics and strategy. Through repetition and discipline, we can condition an instinctive, immediate, optimal response to a specific tactical predicament or strategic situation. This reduces the conscious burden of strategy/tactics to mere diagnostics. While we still must identify and validate the situation, the response that follows will be immediately certain; "if A, then B." There's no wondering "here's A, now what?" This lets us reach correct decisions more quickly and more consistently than our competition, with less mental effort.

For example, team racing requires sailors to timely execute independent, yet coordinated responses to dynamic tactical/strategic problems. Team racing playbooks/practice regimens exist to facilitate swift recognition and instinctive execution with minimal conscious thought. In most team races, the losing team has either erred, or failed to exploit this instinctive conditioning as completely as their opponents. A further example - please review the "Shorthand Summary" included in pages 6 and 7 of my debrief from Youth Champs, which I've attached herewith. That decision-making system aims to reduce conscious-level burdens to the minimum, helping sailors find correct strategic solutions as quickly and as consistently as possible.

Finally, *habit formation* is the last frontier of exploitable subconscious capacity. Habits vest us with procedural expectations at a latent, involuntary (if not subliminal) level. Habits commit sequences of tasks to memory, helping us to execute them like clockwork, freeing *even more* brainspace (since we don't have to wonder what we're supposed to do, or when we're supposed to do it). This extends far beyond the methods we use to put boathandling, boatspeed, and aspects of tactics and strategy on auto-pilot. What about general operations - scheduling, logistics, and other necessary chores?

Consider what must be accomplished on or before any race day morning. When are you going to arrive at the boat park, and how are you going to get there? When are you going to eat breakfast? When are you going to rig? When are you going to dress? When are you going to review the Notice Board? When are you going to review the weather forecast? When are you going to launch? When and where are you going to gather with

teammates to perform your pre-start race course work-up? When are you going to run split tacks (or *are you going to run split tacks at all?*)? When are you going to run line-ups (or *are you going to run line-ups at all?*)? When are you going to get your line-sight? When are you going to do the day's first acceleration boathandling maneuver? When and how are you going to confer with your coach for any final advice?

Any suboptimal variance or delay will jeopardize your ability to gather essential race-changing information and undertake other necessary preparations. This can mean identifying a strategically significant difference in current, *or not*; identifying a significant topographical shift, *or not*; accurately assessing the length of the beat, the shift interval, and the expected number of shifts per beat, *or not*; confirming proper tune, getting a line sight, and warming-up acceleration boathandling, *or not*. Smooth, efficient, complete morning preparations play an enormous role in determining whether you win or lose the series in sum.

All of these morning tasks have an optimal (correct) time, place, and sequence, which we assess by measuring how much brainspace we've freed to focus on what really matters during that first start. Knowing what to do, and when to do it is just the first step. What if we deploy the same optimal morning procedures so consistently and habitually that we no longer need to think about them? When our morning preparations become so well-practiced and ritualized that our entire team executes them like clockwork, we clear *even more* brainspace at exactly the time that it is most valuable, maximizing our chances to meet expectations and fulfill our potential. This, ladies and gentlemen, is fundamental to "peaking" performance.

The team that can do this has achieved overmatch. Like swatting a fly with a Buick.

B) The Rigor/Discipline Required to Unburden the Conscious Mind

How much practice, repetition, review of video, introspection, and adjustment does it take to throw flawless jibes consistently, without much in-the-moment thought? How much practice, repetition, situational awareness, and adherence to principle does it take to consistently assume the lifted tack off the starting line without undue delay? How much practice, repetition, and dedication will it take for our entire team to consistently nail morning preparations at championship events?

To do any of the above, we must approach training with the urgent goal of winning on a *minute-to-minute* basis, *around the clock, 24/7* basis, and *especially* in the week leading up to championship events and during the nights and mornings before racing. We arrive well-rested and well-fed, because *we won* last night at dinner and at bedtime. We don't need to review or really even think about the NOR and SIs during the morning, because *we won* when we reviewed both documents yesterday. We only need to update the weather forecast in the morning, because *we won* last night when we did our weather prep during our leisure time. We're the first team on the water, because *we won* when we pulled our boat, and our teammates' boats down to the water's edge as soon as we arrived at the boatpark. And so on and so forth.

Why don't most sailors do this? Is this stuff brain surgery? Rocket science? Certainly not. So then why don't most sailors seize this low-hanging fruit to achieve a commanding advantage over their competition?

Most sailors lack either the discipline or desire to train this rigorously. They'll talk for days about their will to win, and spend thousands of dollars of their parents' money to look and feel good in the purported pursuit of the goal they claim to chase. When those same kids scuttle their first day of racing because they were up at 4:00 AM watching Youtube videos of cats attacking printers, they'll still claim that they want to win, despite their negligence/immaturity. Withstanding all those bullshit claims, you and I know the sad truth.

Other sailors are not sufficiently offended by losing to invest this level of minute-to-minute effort/attention/urgency. They may not have sufficient pride/ego to raise indignation, or they may simply be captive to lethargy and casual regard. These are the kids who are happy simply being in the boat park with their friends, and unfortunately (despite herculean efforts on the part of their coaches), they may be beyond help. When asked, they claim they want to win, but deep down many have emotionally accepted perpetual consignment to midfleet. As McNamara would say, you can't outperform your own self-image. These kids have either surrendered, or defeated themselves, and it will take reinvigorated self-belief to return to earnest attempts to win. These cases are the hardest coaching challenges - ultimately, its easy to bring the horse to water, but the horse must drink of its own volition.

Others still are either so new to the sport, or so poorly trained that they don't have a practical use for the additional mental clarity afforded by such a ritualized system of preparation. Thankfully, in the correct training environment, that problem swiftly self-corrects.

Then there are the sailors remaining - the kids who seriously consider how the time between 8:45 and 9:00PM on Thursday, November 2nd, can best be spent to achieve the greatest advantage come the first morning of Orange Bowl in late December. They spend every minute of every day, on and off the water to

better themselves. They have a daily, weekly, monthly, yearly, and multi-yearly plan for how they're going to crush the field. They are usually impossible to hold down (they always improve, typically at a staggering rate), and after enough time are almost impossible to beat. They have an undeniable and unshakable commitment to process and they could not care less about how they look while they embrace the suck, or what you, I, or anybody else thinks about them. Their devotion is monastic. They are only concerned with their *next* result; since their last result is in the past, now beyond their control. They ignore distractions and noise, and they don't care much for celebration, pouting, or self-pity. They know they will eventually win, and their work ethic has convinced them - at the cellular level - that they deserve it.

Take a minute and assess which group you fall into personally, and what you're willing to do to move in an improved direction. If you've managed to read this far into this mammoth note, you're probably better than most (we passed 140 characters long ago).

When Michael Jordan and other champions say "the practices were so hard that the games became easy," they're not just talking about the level of their practice competition. They're talking about the discipline, operational tempo, and attention to detail with which they approached their training. They're talking about *minute-to-minute urgency*, and commitment to process. Those things are essential to achieving consistent, elite performance at championship events.

Our goal is to *only* have to think about the *fewest* number of *most important* things immediately before and during racing, since demanding, rigorous practice has already taken care of *literally everything else* at a subconscious or habitual level. Section II, below, is a culmination of my best efforts at leveraging this approach for maximum yield during the week leading up to championship regattas.

II. PEAKING

Below please find a proposed schedule leading up to the first race of a championship regatta, where we arrive at the venue late during the evening of Tuesday, July 31st, 2018, and first warning is scheduled for 11:00AM, Saturday, August 4th, 2018.

I. Wednesday, August 1st, 2018 (FIRST PRACTICE DAY - SETUP AND VENUE RESEARCH).

8:00AM, SHARP: Report time at Venue - Unpacking, Setup, and Rigging

Why arrive at 8:00AM after getting in late the night before? We must get on "regatta time" (8:00AM is the first race day's report time) as soon as we can, such that we repay sleep debt and sync ourselves to the regatta schedule as far as possible in advance of racing. Coaches, parents: early starts also keep the kids from self-destructive extracurricular activities (ahem) at night. This also puts us in the boat park at exactly the right time to observe the weather for an additional day (helpful for understanding the area's sea breeze and other thermal trends).

Arrive as well-rested as possible having already eaten breakfast. Bring everything necessary for both rigging and sailing - not just personal equipment (clothes, gloves, boots, watch, trap harness, life jackets, snacks, water, sunscreen, etc.) but also tools, spare parts, spare line, tape, rags, acetone, sharpies, and anything else required for boat work projects you have not yet completed. Your gear should be organized so you don't waste time looking for things. To be clear, all boat work projects generally must (!) be completed days/weeks in advance, at home, prior to travel to the venue, but if there's anything that needs doing IT GETS DONE NOW, not later.

On arrival, immediately begin to unstrap boats from trailers, construct dollies, unload boats, check and step masts, and commence rigging. Wash boats, blades, and rigs of any road grit, but do not yet apply Teflon or speed polish. Inspect all lines/bungee for chaffing/exhaustion, hardware and gaskets for signs of damage, rings for distortion/destruction, cleats for functioning springs, and tape jobs for cleanliness. Replace any gear that looks off.

Rig the boat on land and check all relevant numbers on your rig settings (mast rake/rig tension) with a tape measure/loos gauge. Reinforce any faded sharpie marks such that you will be 100% able to see and make adjustments on the water. Check all your battens, batten tension, screws on batten pockets, and tell-tale stickers. McLube all other blocks and moving parts that might require it.

By the end of this, your boat should be 100%. If you have to spend any time working on preventable or unaddressed gear issues after this rigging session, you are *actively losing*. This is the best time to get this work done, so *just get it done now*.

Meanwhile, coaches and parents should be launching, topping-off, and provisioning coach boats, squaring away trailers, and checking-in with venue personnel such that the team "colors inside the lines" with regard to any necessary administrative procedure. Parents - to the extent that you're able to assist with some of these logistics, I can't begin to describe how meaningful that help is (allows coaches to assist the kids with boatwork and to update and prepare all-important briefings). Its deeply appreciated and is a huge help to the team's performance.

If we're all operating efficiently, these efforts should take no longer than three hours (this is truly generous). Sailors should use any spare time to eat, drink, rest, and get dressed for the day's practice.

11:00AM, SHARP: Team Meeting

Regardless of whether you've finished rigging, you will drop what you're doing and timely attend this meeting (do not be a *minute* late). Ideally, your boatwork is complete, you're rigged and ready to launch, you are prepared to learn (pen and notebook in hand) and dressed to sail - all that's left to do is throw on harnesses, boots, gloves, PFDs.

Coaches should first take stock of where we are in our rigging efforts. Then, brief the purposes of the day's on-the-water activities:

1) Shake-down cruise - if anything is improperly rigged or if any gear-related problem reveals itself, we fix it *before we leave* the boat park later this afternoon;

2) Venue Research - having already completed weather prep for today's practice, and being aware through the long term forecast what conditions are expected for the regatta itself, we will brief today's weather with perhaps a short mention of anything we suspect will be similar to/useful for the first race day. We will use today's practice to start examining some very specific things.

- We must know where we are in the tide cycle, and we must use a depth chart to guide initial efforts in identifying any strategically-significant current differences. We must identify landmarks (buoys, signs, tide lines, etc.) to approximate the location of significant current advantage/relief. Coaches will conduct this work by measuring the drift of current sticks over minute-long periods.

- We must know whether sea breeze onset is/was likely, and based upon what we've already seen in the boat park, we must discuss any prefatory visual signals heralding its arrival. Further, if the sea breeze is prevalent, we must familiarize ourselves with its characteristics. What signals precede increasing velocity? What's the shift interval, and how regularly does it repeat? What is the shifts' range? Does its average direction clock right with Coriolis over the course of the day? Or does it hold at one direction? Since thermally-driven winds are controlled by local topography, they tend to look self-similar - if you later see a sea breeze while racing, early information collection efforts can prove illuminating and invaluable.

For gradient winds, it is very, very difficult to accurately/reliably extrapolate practice day findings to future race days, since the forces governing those winds vary so significantly day-to-day. We must be exceedingly cautious carrying conclusions about gradient winds seen in practice to gradient winds in future competition, especially when we have little experience with the specific venue.

- Finally, do we expect any resistance-based topographical shifts (convergence, divergence, windward shore effects, lee shore effects)? If so, we will scout them with split tack drills and try to find markers on the water (buoys, signs, etc.) to identify their location and the extent of their projection. If we identify such land shifts, we must note the direction of the average wind and the specific location of our practice race course. Like sea breezes, resistance-based land shifts are controlled by local topography and will look self-similar - early information collection efforts can prove illuminating and invaluable.

3) "Morning" Race Prep - come Saturday morning, we are going to have to rig, meet, attend the competitor's meeting, launch, and then conduct information-gathering activities afloat prior to racing. Our race-day information collection can either go smoothly or not, and if it goes poorly, the entire team may start on the back foot, at a deficit of actionable information. So, today will be the first of three dry-runs (the next two will follow Thursday and Friday morning) on "morning prep" preceding a start and full-sized first beat. It will be the first thing we do, each of the practice days.

Since our meeting was at 11:00AM, the coaches will publish a first warning time of, say, 12:30PM. Coaches will instruct the fleet where they should initially gather once they reach the course (say, above the starting line), and what drills we will use to gather information (split tacks, line-ups, downwind procedures). Sailors will be instructed to set a 12:15PM wrist watch alarm, such that they are reminded to get back to the line to confer with

coaches, obtain a line sight, and practice accelerations immediately before first warning. Its very important to perform at least one practice acceleration; you do not want your first daily attempt at acceleration to be the one that counts for points. Never, ever forget to set your wrist watch with this alarm - it saves you from being the newb who misses the start.

4) The Rest of the Day's Activities - After the beat following the first start, we'll use the rest of practice to engage in the venue research detailed in point 2 above. These are not very demanding activities - a series of split tacks (identifying resistance-based land shifts), or line-ups which the coaches use to time and track shift intervals. This is relatively relaxed work, but it helps shake off rust/cobwebs without too much stress, and it yields important strategic information. If we reach the limit of productive venue-research but still have gas left in the tank, we should move to specific starting drills that mirror the regatta environment. We're aiming to practice no longer than three hours.

A brief note on what we're *not* doing here, or at any time during these venue practices. We are *not* doing dedicated boathandling or tuning drills. We're not experimenting with any new set-up, technique, or technology. We should have had *all of this* sorted out in training at home. If we digress into those activities during this peaking phase, *we are actively losing*. Our fundamentals should be squared away, and if they're not, we will roll with what we've got so we don't short-change strategy. If you're trying to tweak how you tack or jibe during racing, you're missing shifts/puffs and getting passed. Make temporary peace with your skillset and move on to playing the chess game.

After we conclude briefing the weather and presenting the day's agenda, we declare harbor start and release the team. They're now on the clock. If they are expeditious and well-organized, they will all get out on the water with plenty of time to execute a coordinated work-up enabling them to accurately plan their first beat. If they suck at this, at least we've failed in a consequence-free environment, can excoriate ourselves and correct it tomorrow. It will require the *entire team* to be on-task. I cannot overstress the essential group-nature of this (especially for split tacks)!!!

11:30AM: Anticipated Harbor Start - sailing out to race course.

11:50AM: Gather above the starting line, commence beat work-up (split tack-drills, line-ups, downwind procedures).

A brief note here on split tacks and line-ups. Line-ups will be conducted like any other tuning effort in practice (this does not require further explanation). However, the procedure for split tacks must be specified. After the team has gathered at the starting line, one coach will remain with them to designate pairs, and other coach will go up the course. Pairs should be designated by performance - putting the highest performing/most experienced sailors with each other, and the newest sailors with each other. This helps control for boatspeed differences. If the left side is suspected to be favored (say, where there's convergence or a windward shore effect), the historically slower of the two boats should be designated as the starboard-tack boat (going to what's believed to be the favored side). This again helps control for boatspeed. Sailors should be instructed regarding when they should tack (typically 3-5 minutes), so they can set their watches, and then released. Pairs should be released 30 second to 1 minute intervals (not all at once). This helps us control for the interval of oscillation (seeing both a right and left phase).

Pairs must be instructed to continue sailing until a cross is achieved, and the winning boat can report results and be questioned by the coach who went to weather. If results come back 70 plus percent for one side, suspect the presence of a land shift. Otherwise, assume oscillation is the most important factor. The weather coach collects results and makes the determination.

12:15PM: Alarms sound, fleet gathers above starting line with coaches to discuss conclusions yielded by beat work-up, then obtain line sight, and perform practice accelerations as time allows.

12:30PM: First Warning Signal - luffing upwind and upcurrent, scouting the race course. Racing the beat, then diving into the rest of the briefed practice activities - venue research in the form of split tacks and line-ups.

3:00 to 3:30PM: On-the-water activities concluded, sailing in to the venue to de-rig and debrief.

4:00PM: Debriefing, with analysis on how smoothly our "morning prep" information collection procedures went, any areas we can improve our execution of that procedure, and a summary of the substantive conclusions yielded by our efforts. Before concluding debrief, sailors are instructed to set their watches for a 10:45AM alarm, since tomorrow's first warning signal will be at 11:00AM (just like the regatta). Sailors will be under instructions to go home and eat/drink (non-adult beverages) as much as they want/can, enjoy low-key leisure activities, and get to sleep early. Any sailors who need to fix gear problems revealed by today's practice must stay at the boat park until their boat is 100%.

II. Thursday, August 2nd, 2018 (SECOND PRACTICE DAY - VENUE RESEARCH, DECISION-MAKING PACE)

8:00AM, SHARP: Report time at venue (just like yesterday, tomorrow, and race day). Arrive well-rested and having already eaten breakfast. First thing, move your boat to be first in line to launch (just like you will come race day). If you arrive before your teammates, pull their boats forward too (just like you will come race day). Then, commence rigging and dressing.

8:45AM, SHARP: Team meeting (same time/place as yesterday, tomorrow and race day). Your boat is already rigged and ready to launch, you're prepared to learn (pen and notebook in hand) and dressed to sail - all that's left to do is throw on harnesses, boots, gloves, PFDs.

Coaches begin briefing by recapitulating the substantive lessons learned yesterday regarding the conditions/race course. Then, having already completed and updated weather prep for today's practice, and being aware via an updated long term forecast what conditions are expected for the regatta, we'll brief the team on today's weather with perhaps a short mention of anything that might be similar to/useful for the first race day.

Reminding the team that the first warning signal for today's practice will be at 11:00AM (again, just like the regatta), we'll then discuss our planned morning race prep activities. We'll give updated instructions on how we must execute today's "morning prep" if different conditions necessitate an adjusted procedure (line-ups or split tacks?). We'll provide feedback on yesterday's "morning race prep" - including any necessary corrections certain sailors might have to make (getting out on time, staying on task, properly executing drills, etc.)

Then, we'll brief the rest of the day's activities. Beyond continuing our venue research and getting a second repetition of practice "morning prep," today's agenda is to replicate the relentlessly fast pace of decision-making demanded during big fleet racing.

Following our "morning prep," the first starting sequence, and the first beat, we'll engage in a series of starting drills culminated by races on short courses. We must prepare sailors to make quick tactical decisions while overloaded with information and managing traffic. The only preparation for this pace is to submerge yourself in it. We must be completely comfortable with this before the first race day arrives.

Our last drill of the day will be another start and full-sized beat. Coaches will be taking detailed notes on the positioning and major strategic decisions of each competitor on this final exercise, such that we can debrief them while the race is still fresh in the memory after returning ashore later this afternoon.

Coaches will then announce a 9:45AM Harbor Start time, since this approximates the first race day's likely harbor start. With that, briefing is concluded.

9:45AM: Harbor Start, sailors en route to race course (this mirrors the first race day's expected launch time).

10:05AM: Gather above the starting line, commence beat work-up (split tack-drills, line-ups, downwind procedures).

10:45AM: Alarms sound, fleet gathers above starting line to discuss with coaches the conclusions yielded by beat work-up, then obtain line sight, and perform practice accelerations as time allows.

11:00AM: First Warning Signal - luffing upwind and upcurrent, scouting the race course. Racing the beat, then diving into the rest of the briefed practice activities.

2:00 to 2:30PM: On-the-water activities concluded, sailing in to the venue to de-rig and debrief.

3:00PM: Debriefing, starting with a detailed dissection of the practice's last long beat, since this was very recent and is still fresh in the sailors' minds. Sailors must be alerted to any major strategic or tactical errors, especially off the starting line, and any prospective signals that could have cued them to make a different decision. Leaders should be asked to speak about how they planned their beat and what signals they exploited. Coaches should relate these points back to our developing understanding of the venue, and should recapitulate what we've learned about the race course after two days of research efforts.

If any bad tendencies revealed themselves during the starting drills, coaches should reiterate corrections to individual sailors. And finally, coaches should once again provide feedback on how smoothly/successful our "morning prep" information collection procedures went, and any areas we can improve our execution of that procedure. Before concluding debrief, sailors are again instructed that tomorrow's first warning signal will be at 11:00AM (just like the first race day). Sailors will be under instructions to go home and eat/drink (non-adult

beverages) as much as they want/can, enjoy low-key leisure activities, and get to sleep early. Any sailors who need to fix gear problems revealed by today's practice must stay at the boat park until their boat is 100%.

III. Friday, August 3rd, 2018 (REGISTRATION DAY - DRESS REHEARSAL)

8:00AM, SHARP: Report time at venue (just like the two days before, and tomorrow). Arrive well-rested and having already eaten breakfast. First thing, move your boat to be first in line to launch (just like you will tomorrow). If you arrive before your teammates, pull their boats there too (just like you will tomorrow). Then, commence rigging and dressing.

8:45AM, SHARP: Team meeting (same time/place as the two days prior and tomorrow). Your boat is already rigged and ready to launch, you're prepared to learn (pen and notebook in hand) and dressed to sail - all that's left to do is throw on harnesses, boots, gloves, PFDs.

Having thoroughly reviewed both the NOR and the SIs the night before, the coaches will alert the team to any noteworthy administrative details contained therein (this is team NOR/SI review).

Coaches then recapitulate the substantive lessons learned over the last two days regarding the conditions/race course. Then, having already completed and updated weather prep for today's practice, and being aware of what conditions are expected for tomorrow, we'll brief the team on today's weather with perhaps a short mention of anything we believe will be similar to/useful for tomorrow's expected conditions.

Reminding the team that the first warning signal for today's practice will be at 11:00AM (again, just like the regatta), we'll then discuss our planned morning race prep activities. We'll give updated instructions on how we must execute today's "morning prep" if different conditions necessitate an adjusted procedure (line-ups or split tacks?). We'll provide feedback on yesterday's "morning race prep" - including any necessary corrections certain sailors might have to make (getting out on time, staying on task, properly executing drills, etc.)

Then, we'll brief the rest of the day's activities. Beyond continuing our venue research and getting a third repetition of practice "morning prep," our agenda is to conduct two full-scale practice races, and then go in. Practice must be done in two hours or less.

9:45AM: Harbor Start.

10:05AM: Gather above the starting line, commence beat work-up (split tack-drills, line-ups, downwind procedures).

10:45AM: Alarms sound, fleet gathers above starting line to discuss with coaches the conclusions yielded by beat work-up, then obtain line sight, and perform practice accelerations as time allows.

11:00AM: First Warning Signal - luffing upwind and upcurrent, scouting the race course. Starting the first of two full-scale races.

1:00PM: On-the-water activities completed, hoping to be returning to land by this time. Sailors will de-rig, then commence bottom prep.

1:30PM: Commence bottom prep (application of Teflon/speed polish to hull and blades).

We save bottom prep for Registration Day, not to make sure we're fast/fresh/slick, but because bottom prep is psychologically (psychiatrically?) therapeutic. With every wipe of the cloth, you're actively making the boat faster. Few things alleviate angst and pre-race nervousness like bottom prep.

2:00PM: Registration Opens - send either skipper or crew to take care of check-in/registration while the other teammate keeps working on bottom prep.

3:00PM: Team meeting for debrief and final weather prep in advance of tomorrow's racing. Sailors will be under instructions to go home and eat/drink (non-adult beverages) as much as they want/can, enjoy low-key leisure activities, and get to sleep early (just like the last two days).

IV. Saturday, August 4th, 2018 (FIRST DAY OF RACING) - PARTY TIME

8:00AM: Report time at Venue.

8:45AM: Team Meeting

9:30AM: Competitors' Meeting

11:00AM: First Warning Signal

To demonstrate the value of this system - do I even need to fill-in the specifics for our morning preparations on race day? No, I don't, because the team has already completed an identical procedure each of the last three

days leading up to this event. If you've read through this monster email and gotten to this point, you know *exactly* what we're going to do, and *exactly* when we're going to do it, because we've been on an identical schedule for three bloody days. You don't even need to think about it. The "rhythm" we've achieved is an enormous competitive advantage, and we will arrive on the starting line with zero informational deficits, ready to perform, treating race day like another day at the office, thinking only about the things that matter.

Time to punch in.