USA VOLLEYBALL
MINUTES of the MEETING
of the BOARD OF DIRECTORS
May 22, 2014 Phoenix AZ

Presiding: Adam Rymer, Chair

Directors Present: William Barnum (2nd session only), Ken Cain, Jeff Conover, Jon Lee, Sue Mailhot, Lori Okimura, Sarah Noriega Sulentor, Andy Reitinger, Cecile Reynaud, Todd Rogers, Ken Shropshire, Kerri Walsh Jennings (2nd session only)

Directors Absent: Kristin Fasbender, Gabe Gardner

Treasurer: Kevin Twohig

Recorder: Fred Wendelboe, Recording Secretary

Staff Present: CEO Doug Beal, Kerry Klostermann, Margie Mara, Tim McCune, Stacie Kearns, Chris Vadala, Sean Scott, Bobby Clarke

Guests: Steve Smith, Cynthia Barboza, Katrina McCormick-Meyer, Nancy Funk

NOTE: Information is reported according to topic and not necessarily in the chronological order of discussion.

I. Call to Order/Introductions: The meeting of the Board of Directors of USA Volleyball was called to order by Chair Adam Rymer at approximately 3:38 pm PST on Thursday, May 22, 2014.

II. Roll Call/Announcements: Mr. Klostermann called the roll. With 11 Directors present, Mr. Klostermann declared a quorum was present. Six votes are required for action. Mr. Rymer introduced new Board member Jeff Conover.

III. Approval of Agenda: The agenda was reviewed and approved with adjustments permitted if necessary.

MOTION #1: It was M/S/C (Okimura/Reitinger): to approve the agenda as modified with the option to revise as needed.

IV. Approval of Minutes:

MOTION #2: It was M/S/C (Lee/Reitinger): to approve the minutes of the Jan 27 2014 meeting of the Board as modified.

V. Executive Session – Personnel Matters

Motion #3: It was M/S/C (Reitinger/Mailhot): to move into Executive Session.
VI. Bylaws and Governance

A. Minimum Number of Votes Required to Take Action: The question has been asked whether an abstention counts as a vote. According to RRO, it does not. This raises the question of whether it may be wise to consider requiring a minimum number of the voting power of the Board to pass action. It would take an amendment of the Bylaws to clarify or change our current language regarding voting.

B. PVL Affiliated Organization Application:

After discussion there was some sentiment on the Board that more information and/or structure is needed from the organization. Some members of the Board were unfamiliar with the PVL.

**MOTION #3:** It was M/S/Failed (Reynaud/Sulentor): to approve the application of the PVL for Affiliate Membership.

C. Bylaw Revision Proposal: Paralympic NGB Task Force Report & Recommendations

**MOTION #4:** It was M/S/C (Reynaud/Reitinger): To instruct the CEO to file the "Request To Govern Paralympic Sport" with the United States Olympic Committee. If approved, the Board hereby affirms its approval of the Corporation (USA Volleyball) becoming the National Governing Body (NGB) for the sport of Sitting (Paralympic) Volleyball.

**MOTION #5:** It was M/S/C (Reynaud/Reitinger): To approve the addition of a Director that is a Sitting / Paralympic Athlete meeting the definition of an international athlete as defined in the Corporation's Bylaws.

- Sitting / Paralympic Athlete director Minimum Criteria: Must be an international Paralympic athlete as defined in the Corporation’s Bylaws
- Sitting / Paralympic Athlete director elected by qualified international Paralympic athletes.
- Term: Upon election through June 30, 2018. (Assuming election occurs on or after July 1, 2014)

**MOTION #6:** It was M/S/C (Reynaud/Reitinger): To approve the addition of one position on the Nominating and Governance Committee that shall be an international Paralympic athlete representative elected by qualified international Paralympic athletes. They will assume the Transition position in 2016.
Motion #7: It was M/S/Tabled until 5/23/Withdrawn (Reynaud/Lee): Move to add an additional RVA representative to the Board. The motion was tabled to investigate whether the motion can be considered. On 5/23 the motion was withdrawn and the Chair will appoint an Ad Hoc Committee to consider Board and organization structure and composition.

D. Revised Board of Directors Conflict of Interest Policy: see attached (Appendix A) to include expansion on the reference to Volleyball, Beach Volleyball and Sitting Volleyball. It also was revised to include the phrase “and the sport of volleyball” in the following: “However, when acting in the role of a board or committee member, decisions should be made on the basis of what is in the best interests of USAV and the sport of volleyball as opposed to a particular constituent group.”

MOTION #8: It was M/S/C (Reitinger/Okimura): to approve the revised Conflict of Interest policy as amended.

E. Proposed Bylaws revisions:

Motion #9: It was M/S/C (Reitinger/Okimura) to modify the Bylaws as follows:

7.02 A 2.

The Chair of the Board shall propose the members of the Audit, Finance and Budget Committee and its chair subject to Board approval.

7.02 B.

The Ethics and Eligibility Committee shall consist of five persons. Directors on the Board may or may not serve on the Ethics and Eligibility Committee. The Chair of the Board shall propose, subject to Board approval, the Chair of the Ethics and Eligibility Committee in the first year of the Quadrennium. In consultation with the Chair of the Ethics and Eligibility Committee, the Chair of the Board shall appoint the other four persons to serve on the Committee, subject to Board approval. Committee members shall be selected from a broad spectrum of volleyball constituencies to optimize objectivity, relevant experience, and diversity. At the discretion of the Chair of the Ethics and Eligibility Committee, a cadre of individuals may be selected to assist the Ethics and Eligibility Committee by serving on Incident Review Boards.

F. RVA Motions #6 & #7: Mr. Cain mentioned that the RVAs are concerned about funding the Safe Sport oversight organization. Staff shared that other NGBs have equal concern. Mr. Beal reported that the USOC plans to address this issue but the timing is uncertain. He believes the course that is underway in USAV is appropriate and prudent.

Motion #10: It was M/S/C (Cain/Reitinger) the USAV BOD endorses the RVAA recommendation that USAV work with the USOC to establish an independent 3rd party Safe Sport reporting organization funded by the USOC. The intent is that none of the funding responsibility be passed along to the RVAs.
G. Marketable Mail List Policy: the current policy is that the national postal mailing list is available for purchase by commercial entities with a different fee structure for non-profit versus for-profit entities. Membership has the option to opt out. Mr. Cain requested that the policy be sent in writing to the Board and RVAs for review and discussion. The current policy is to not distribute email lists. Mr. Reitinger asked that the policy on administrative region registration also be distributed.

H. Executive Committee Concept Discussion: Mr. Reitinger suggested that the concept of an executive committee be considered. It can be considered by the Ad Hoc Governance Review Committee.

VII. Committee Reports

A. Audit, Finance & Budget Committee Report Mr. Twohig cited the report emailed to the Board (see attached Appendix BA). He reported that the audit was a very clean audit with minimal concerns. He cited the 2013 budget adjustments in the report. After the first period review process the budget was up $210,000. The Quad goals were reviewed. The committee also discussed accepting credit cards for registration payments from RVAs. They are continuing to investigate the costs and budget implications and will report at the next meeting. He presented the following motion to the Board:

\[\text{MOTION #11: It was M/S/tabled until next meeting (AFB): recognizing the changes that have occurred since 2006 and recognizing that funding the Player Severance Policy (aka Athlete Transition Fund) ties up corporate financial resources; AFB recommends that the Board terminate the program for new players effective December 31, 2014. All athletes currently covered by the policy will continue to be eligible to receive benefits. USAV staff will communicate transparently and expeditiously with the affected athletes.}\]

B. Ethics & Eligibility Committee Report: Mr. Lee reported on activities of the Committee. The Arbitrators program has been fully assigned and implemented through the current events. He reviewed the previously resolved enquiry regarding the Ohio Valley region and Pioneer region. He also discussed an issue from the Aloha region regarding a gender change request which was rejected. Mr. Cain and MS Okimura expressed concerns with the process re the OVR/Pioneer issue. Bylaw issues may need to be addressed based on the ruling and the issue of whether the E & E Committee should address due process issues only or whether review of the issues concerned is and findings of fact may be made.

C. Nominating & Governance Committee Report: Nancy Funk reported on the activities of the Committee. See attached report Appendix D. There was considerable discussion concerning identifying eligible international athletes both indoor and beach.

D. Administrative Council Report: Margie Mara reported that no action items resulted from the groups most recent meetings.
E. Document Review Task Force Report: Mr. Reitinger discussed the report. The committee will continue working with the Assemblies on the recommendations. The JA has reviewed and accepted the recommendations; the OA will review further; the RVAA will review at their next meeting; and the Beach Admin Council is incorporating the changes into a new proposed structure.

F. Board Orientation Task Force Report: Kevin Twohig reported that the committee has produced a handbook for directors that staff developed and the committee will distribute to the Board for review.

G. USOC AAC Report: Cynthia Barboza reported on the most recent AAC meeting. SafeSport is an ongoing discussion. Athlete career transition has increasing momentum and will be under continuing development. Elite athlete health insurance has a communication issue and there is a group working on improving that. Katie Holloway has been a point person on integrating the Paralympic movement with NGBs and will continue that work. Mr. Beal discussed USOC funding issues. There is a divide between funding NGBs directly vs funding athletes directly, particularly in the area of athlete health insurance funding. USAV is the only NGB that supplements the USOC Elite Athlete Health Insurance because it is limited in the number of athletes that are covered.

VIII. CEO/Staff Report

A. Social media: Charlie Snyder reported on social media and website issues. We are happy with the progress being made. Six platforms are running and growing. We are 7th, 8th or 9th of 48 NGBs in all platforms.

B. Beach Olympic Selection Procedures: the recommendation from committee is for one spot from trials and one spot from qualification. The information will be distributed to players and beach community for comment. Todd commented that the players are mostly opposed to the trial concept and prefer a competition qualifier path.

C. RVA Growth Initiative Update: Doug Beal discussed the importance of this program. It is critical to continuing membership growth.

D. Pro League Update (GPE & PVL): Doug Beal reported on our relationship with Grand Prix Entertainment. They report that they are “selling franchises” which just means that they are soliciting funds for options on territory. There will be no conflict with PVL, they are planned to be synergistic.

E. Volleyball Hall of Fame: Doug encourages support for the Hall from all areas of the sport.

F. Beach International Update: Bobby Clarke reported on FIVB and NORCECA events and results. There has been good overall success with some medals.

G. National Indoor Team Update: Men are playing in World League currently, women begin Grand Prix soon. Both look to be going well and progressing toward
preparation for Rio.

H. Rio planning: Doug discussed planning for Rio. We are farther ahead than for any Olympics, but Board review of the plan will be helpful and important. Costs may be reduced from London, but logistical challenges will be greater. Board participation is encouraged and some support will be available. Tickets should be more readily obtainable through CoSport which is the travel partner for the USOC.

I. Safe Sport update: Margie Mara updated the Board on recent activities regarding SafeSport. Quintiya Miller has been hired as National SafeSport Coordinator and will head up USAV implementation. USAV had a Regional training conference and good attendance at a USOC information meeting.

J. FIVB / NORCECA Board Report: Doug discussed recent FIVB and NORCECA meetings and actions. A common theme at the meeting is the strong desire by FIVB to modify the rules, as needed, to play the indoor game in a two hour or less window. Also, rule changes will be proposed to be effected approved directly by the Board without approval of the Congress. The NORCECA calendar is even more problematic than the FIVB calendar, and presents significant scheduling and financial challenges to USA Volleyball and a number of other NORCECA federations. There is a question of whether already qualified teams can participate in qualifying events including Olympic qualifying events. It is still unclear and unresolved.

K. Beach Office Relocation: the relocation is complete. The space is larger with a weight training/rehab area.

L. 2015 – 2016 National Event Site Update: These meetings will be in Detroit next year.

IX. ELECTION OF CHAIR: candidates are Andy Reitinger and Lori Okimura. Both candidates were given an opportunity to address the Board. Election result: Lori was elected.

X. USAV Foundation Report

Mr. McCune reported on the Foundation activities. There is currently $4M in total assets. This has been a successful year for fundraising. There are some substantial planned gifts in progress. Tim thanked Andy for hosting a tournament to benefit the sitting program. He thanked Lori for activities in support of the Hawaii event. The Stars Heritage dinner was a big success with the 64 Olympians.

XI. BEACH REPORT UPDATE

A. Progress Report on Action Items from January 27, 2014 Board Meeting: Katie Meyer reported on activities of the Beach Assembly Administrative Council. She recognized Jeff Conover as the latest addition to the Board and the Council. She commented on the difficulties involved in the election process and the ongoing activities of the Council. She reported on the progress in getting the activities and responsibilities
of the Assembly into operations. See her attached report (Appendix CC). She believes that the current structure and operation of the Assembly and BAAC are viable and will serve the sport and organization well. She was commended on her service by several Board members and thanked by staff for her work bringing this all together.

B. Progress Report on March 31 and June 30 Action Items Identified in Report:
Chris Vadala cited the distributed report (Appendix ED) on items that staff had addressed from the report.

C. Beach Search Committees Reports: Lori Okimura reported on the committee’s results. The committee has been advertising the position and soliciting applicants. The plan is to finalize the applicant pool by early July and interview candidates in conjunction with the FIVB event in July and finalize the hire in August.

XII. BOARD DISCUSSION & INFORMATION ITEMS

A. Review and Discussion of Corporate Vision, Mission & Goals: staff presented a revised version for consideration and asked the Board to comment. These need to be coordinated with the Long Range plan.

XIII. Next Meeting of the Board of Directors: October 19-20 in Colorado Springs.

XIV. Adjournment: No further business being offered, Mr. Rymer declared the meeting adjourned at approximately 1:52 pm.

Respectfully submitted,

Fred N. Wendelboe
Recording Secretary
USA VOLLEYBALL
PRINCIPLES OF ETHICAL BEHAVIOR AND
CONFLICT OF INTEREST POLICY

PRINCIPLES OF ETHICAL BEHAVIOR

Those who choose to serve USA Volleyball (USA V) as volunteers are held to a high standard of conduct. USAV is the organization designated as the National Governing Body (NGB) for volleyball, beach volleyball and sitting volleyball by the United States Olympic Committee. Its volunteers must assume an obligation to subordinate individual interest to USAV interests in promotion and development of the sport. What may be considered acceptable conduct in some settings may be inappropriate in the service of USAV.

Those who serve USAV must do so without personal gain, avoid any institutional loss or embarrassment and behave in such a way that the organization’s trust and public confidence are enhanced. It is important to avoid even the appearance of a conflict of interest.

While no set of guidelines can guarantee acceptable behavior, the guiding principles are disclosure, withdrawal from the decision-making process where conflict of interest is a possibility and a commitment to honor the confidentiality of organization information whether proprietary or sensitive. All conduct is founded on the individual’s own sense of integrity. Any individual accepting the honor of serving USAV must also accept the burdens of public disclosure and public scrutiny.

In our complex society, the overlap of volunteer work, business interests, governmental activity and family relationships often create potential conflicting interest. What is required is recognition of these conflicting interests when they arise, followed by a reasoned approach to their resolution.

Guidelines for acceptable conduct:

A. The business of USAV is to be conducted in observance of both the spirit and letter of applicable federal and state laws.

B. USAV properties, services, opportunities, authority and influence are not to be used for private benefit.
C. Duty and loyalty to USAV and its purposes should guide all conflict determinations whether in governance, advisory or programmatic roles. Honesty, candor and a high degree of professionalism is the expected norm of participation both with USAV and with each other. In cases of decision making, individuals will disclose the nature and extent of any actual or potential conflict of interest when it occurs and will avoid evaluating or voting on the matter.

CONFIDENTIALITY

It is compulsory for those serving USAV to respect the confidentiality of deliberations made and information provided at board and committee meetings.

DILIGENT REPRESENTATION

It is incumbent upon those persons elected by and / or representing a constituency to diligently communicate with that constituency on all relevant matters occurring at board or committee meetings and, conversely, to accurately inform the board or committee members of constituent issues or concerns. However, when acting in the role of a board or committee member, decisions should be made on the basis of what is in the best interests of USAV and the sport of volleyball as opposed to a particular constituent group.

CONFLICT OF INTEREST POLICY

I. INTRODUCTION

It is incumbent upon USAV to conduct all of its affairs professionally and with integrity. This includes a commitment to avoid conflicts of interest or apparent conflicts of interest.

In order to assure that such conflicts, or apparent conflicts, are avoided a conflict of interest policy is herein established.

II. GENERAL DUTY IMPOSED

Directors on the Board of Directors and other volunteers serving USAV shall perform their duties in a manner that each believes to be in the best interests of USAV, and with such care as an ordinarily prudent person in a like position would use under similar circumstances.

It is incumbent upon any USAV Director or other volunteer, when acting in his or her USAV capacity, to act solely for the benefit of USAV and not for personal gain. This is a “fiduciary duty” and is strictly interpreted under the law. A person with a fiduciary duty cannot have a “conflict of interest”.
III. THE POLICY

A. It is the policy of USAV that any Director or other volunteer shall disclose any actual or apparent conflict of interest before engaging in any transaction in which the conflict exists. It shall be the continuing responsibility of Directors and other volunteers to scrutinize their respective USAV engagements and personal relationships to identify actual, apparent or potential conflicts of interest and to report any such conflicts immediately.

B. Directors who identify actual, apparent or potential conflicts of interest shall report the conflict to the USAV Board of Directors through its Chair. Conflicts identified by the Board Chair shall be reported to the Board through the Chief Executive Officer (CEO) of the Corporation.

C. A person with an established or potential conflict of interest must abstain from participating in any voting activity related to the conflict. (The fact that a conflict of interest exists may not mean that it is material enough to be of practical importance, or if material, that upon full disclosure of all relevant information it is adverse to the interests of USAV or will disqualify the person from involvement.)

CERTIFICATE

I have read the above Statement of Ethical Principles and the Conflict of Interest Policy of USAV. I hereby acknowledge that I understand both and agree to be bound by them.

Dated: ____________________________

Signature

Printed Name
1. 2013 Audit and year end surplus update
   a. Waugh & Goodwin 2013 Audit Presentation
      AFB received the draft audit this week and met by telecom with the
      auditor – Ken Waugh. The auditor provided a clean opinion indicating
      no major issues with only a few adjustments. He characterized the
      Statement of Financial Position as quite strong and noted that net
      assets are up $1.9M from 2012. Notes to the audit start on page 9.
      Explanatory spreadsheets on pages 16 and 17 show the breakdown of
      program expenses and support services.
      The Letter of Recommendations (aka Management Letter) that
      accompanies the audit contained no significant issues. It does
      specifically recommend adjustments to both the 457 Deferred
      Compensation program and the Athlete Transition Fund. These will be
      addressed by staff and AFB.
      Attached audit documents include the required communication between
      Auditors and the Board of Directors.
      (All three documents are attached.)
   b. 2013 Operating surplus
      New budget information received since the March AFB report has
      required adjustment of the 2013 surplus allocations previously noted in
      the March AFB report and emailed to the Board with the meeting
      materials for this meeting. The following summarizes the changes:

### 2013 Surplus Review

The goals used in developing a plan for the 2013 operating surplus included:
1) funding the Quad Goals and
2) approving additional support for the 2014 operating budget.

Based on the audited net operating surplus figure of $2,378,703, the following allocations were made:

<table>
<thead>
<tr>
<th>Description</th>
<th>Total Amount</th>
<th>2014 Budget Support</th>
<th>Facilities Fund</th>
<th>Contingency Fund</th>
<th>Olympic / Paralympic Fund</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012 NGB facilities funding</td>
<td>$8,900</td>
<td>$8,900</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12/31/13 Audited Net Operating Surplus</td>
<td>$2,378,703</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less 2013 capital purchases</td>
<td>$(482,686)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less 2013 mortgage obligation</td>
<td>$(165,000)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12/31/2013 projected surplus allocation</td>
<td>$1,731,017</td>
<td>$658,932</td>
<td>$291,100</td>
<td>$330,985</td>
<td>$450,000</td>
</tr>
</tbody>
</table>
The total of $350,000 in budget add-backs were approved including fully funding the quad goals with the caveat that any audit adjustments would be reflected as a positive or negative against the contingency fund balance. After completion of the audit, the contingency fund is at $330,985. All other Quad Goals are fully funded.

2. AFB discussed open meetings & AFB transparency

3. 1st Period Review 2014

The complete 2014 first period review is a 31 page document and is available to any Board member. Simply let Stacie or me know if you would like to have the document emailed to you. The report covers the January thru April time period. The purpose of the budget review meetings is to get a feel for how our departments are operating compared to budget and where we think we will end the year. The result of that review is to project an operating surplus at $210,000 ahead of version 2 of the 2014 operating budget. Good news.

4. 2012 Olympic ticket receivables update

Staff was hoping for more documentation which has not been received. Conversations continue with Al Lau including further discussions at this meeting. If final information is not received by next week staff will send it to collection. This action was recommended by AFB and authorized by Board action in 2013.

5. Quad Goals discussion:
   a. Rio games and cost estimates
      USAV staff participated in a USOC sponsored visit to Rio to prepare for the Olympic games. Hotel costs appear to be less than London but there are lots of remaining issues involving transportation and other logistics. To date there is no indication of a need to reset this Quad goal.
   b. Building maintenance fund calculation
      Research has shown that the $300k annual maintenance fund seems reasonable and is included in the quad goals.
   c. Contingency fund
      $400,000 goal is nearly fully funded with 2013 surplus.

6. AFB discussed the current ASC financial arrangements.

7. NORCECA events. Doug reports some concerns about the timing of information and cost of NORCECA events. The rotating schedule results in USAV having to pay fees for events with no US teams participating and no USAV interest in hosting.

8. Athlete Transition Fund
AFB acknowledged the comment in the recommendation letter relative to the Player Severance Policy approved by Board action in 2006. The fund is available to indoor athletes who retire from indoor national team programs. Much has changed since 2006 including a greater role by the USOC in athlete support. Just FYI - USAV is the only NGB providing this resource.

M/SIP Recognizing the changes that have occurred since 2006 and recognizing that funding the Player Severance Policy (aka Athlete Transition Fund) ties up corporate financial resources, AFB recommends that the Board terminate the program for new players effective December 31, 2014. All athletes currently covered by the policy will continue to be eligible to receive benefits. USAV staff will communicate transparently and expeditiously with the affected athletes.

9. Accepting credit cards for membership payments from RVAs
Discussion of this topic continued from the last AFB meeting. A motion was considered that would direct that USAV accept credit card payments for RVA membership fees starting with the 2014-2015 season. After discussion, AFB set a deadline of August 1 for staff to prepare an implementation plan, including the financial impact, that will ultimately lead to accepting credit cards for membership payments.

10. AFB Meeting Schedule

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
<th>Agenda Topics</th>
</tr>
</thead>
<tbody>
<tr>
<td>AFB telecon</td>
<td>-</td>
<td>August Credit card plan</td>
</tr>
<tr>
<td>October Conference Call</td>
<td>-</td>
<td>2nd Period Review 2014</td>
</tr>
<tr>
<td>December 14-15 (COS)</td>
<td>-</td>
<td>2015 Budget Internal Control Updates</td>
</tr>
<tr>
<td>April / May Conference Call</td>
<td>-</td>
<td>Review 2014 Audit</td>
</tr>
<tr>
<td>May Detroit, MI</td>
<td>-</td>
<td>1st Period review 2015 2015 Budget Revisions</td>
</tr>
</tbody>
</table>
COMMITTEE REPORT

Committee: Audit, Finance and Budget
Report Prepared By: Kevin Twohig, Treasurer
Date of Board Meeting: May 23, 2014

INFORMATION Items:

- AFB met by conference call on March 31, 2014.

- We reviewed the latest 2013 Financial Summary and revised projections of net operating Income for 2013 to $2,916,230. This is $1,218,000 greater than forecast at 2013 YE. The attached report provides the detail on the additional net.

- Staff prepared and AFB reviewed recommendations for use of the 2013 surplus. Again the details are in the attached report.

- AFB was pleased to have the opportunity to recommend full funding of the Quad financial goals.

ACTION Items:

- AFB M/S/P to approve the plan for 2013 surplus including funding Quad Goals and 2014 budget add-backs.
USA Volleyball
Audit Finance & Budget Committee Meeting
Conference Call

MONDAY March 31, 2014  12:30PM – 1:15PM

AFB Members:
Kevin Twohig
Todd Rogers
Stewart McDole

Staff:
StacieKearns
Chris Vadala
Doug Beal
Margie Mara
Kerry Klostermann

1. 2013 Financial Summary

AFB Reviewed the 2013 Financial Summary and significant changes since the first period review impacting the additional surplus. Unaudited Net Operating Income for 2013 is $2,916,230.

Background: the 2nd Period Review projected positive performance against a $535,000 net income budget of approximately $1,253,000. Actual year-end financial performance (unaudited) resulted in an additional $1,218,000 of net operating surplus for the year ending December 31, 2013 for a total net income of approximately $2,916,000.

Items of note subsequent to 2nd Period Review:

$419,000  -  We expected GJNC net income to exceed projections by $296,000. Final net income actually exceeded projections by $715,000 which is predominantly due to the Texas State Grant billed at $450,000 higher than estimated.

$140,000  -  As of the 2nd Period Review, payroll expense was estimated to be in excess of $25,000 over budget. Final figures are projecting a savings of $140,000 after bonuses, vacation accruals and benefit allocations are booked.

$125,000  -  Membership registration for the first four months of the 2013/2014 season has exceeded original expectations resulting in approximately $100,000 of additional membership income and $25,000 of High Performance support.

$85,000  -  IMPACT fees on-demand was expected to reach an additional $180,000 in revenue as of the 2nd Period Review. Final figures came in at $223,000 revenue in excess of budget.

$379,000 -  Remaining variances of $50,000 or less are expected to have a net operating budget impact.
• Region Services $185,000 (8 departments)
• National Office & Governance $115,000 (6 departments)
• International Representation $41,500
• Miscellaneous $38,000

2. Plans for the 2013 Surplus

Staff reviewed their recommendations for use of the 2013 surplus:

1. Fully fund the Quad Goals target amounts before any additional surplus is allocated to 2014 expenses.
   Facilities Fund: Target $300,000 funded at $300,000
   Olympic & Paralympic Fund: Target $450,000 funded at $450,000
   Contingency Fund: Target $400,000 funded at $500,000

2. Request to approve add-backs to the 2014 budget.
   A. National Office & Governance $11,000
   B. Marketing & Creative Services $20,000
   C. Region Services $80,000
   D. Indoor Domestic Events $40,000
   E. Indoor HP Programs $50,000
   F. Indoor National Teams $3,000
   G. Beach National Teams $116,000

3. Any audit adjustments will be applied to the contingency fund.

Discussion was held on the interpretation of the Budget Procedures in the Policy Manual specifically in regards to AFB authority for budget revisions of less than 1%. Since the fiscal impact of each revision is less than 1% of the total budget for 2014, AFB has authority to act on behalf of the Board of Directors to approve the proposed add-backs.

**AFB M/S/P to approve the plan for 2013 surplus including funding Quad Goals and 2014 budget add-backs.**

Budget add-backs list follows:
<table>
<thead>
<tr>
<th>Account Name</th>
<th>Department</th>
<th>Value</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Archiving Project</td>
<td>A110 COS</td>
<td>$7,000</td>
<td>Glenn Davies book revisions &amp; additional archiving expenses</td>
</tr>
<tr>
<td>Professional Training</td>
<td>A140 HR</td>
<td>$4,000</td>
<td>Additional funds to provide training &amp; professional development opportunities. 2014 will be the first year requiring every supervisor/manager to take some type of supervisory/leadership training.</td>
</tr>
<tr>
<td>TV &amp; Webcasting Production</td>
<td>B020 Creative Services</td>
<td>$20,000</td>
<td>Streaming all the events. Make sure we do 2 beach events.</td>
</tr>
<tr>
<td>Outreach</td>
<td>C120 Sport Development</td>
<td>$6,000</td>
<td>Miscellaneous Grants</td>
</tr>
<tr>
<td>Promotion - General</td>
<td>C120 Sport Development</td>
<td>$20,000</td>
<td>Qualifier booth giveaways</td>
</tr>
<tr>
<td>Qualifier Expenses</td>
<td>C120 Sport Development</td>
<td>$5,000</td>
<td>Qualifier booth newspapers</td>
</tr>
<tr>
<td>Shipping</td>
<td>C120 Sport Development</td>
<td>$5,000</td>
<td>Shipping - sport kits</td>
</tr>
<tr>
<td>Grant Expense - Boys HS</td>
<td>C130 Boys Program Development</td>
<td>$1,000</td>
<td>Additional HS grants</td>
</tr>
<tr>
<td>Grant Expense - NCAA</td>
<td>C130 Boys Program Development</td>
<td>$3,000</td>
<td>Additional collegiate grants</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>C310 Officials General</td>
<td>$40,000</td>
<td>USAV logo on sport court tile (1 meter x 1 meter) for use at USAV events rather than using decals which can only be used once. USAV branding at events Placement of event program covers from past events onto sport court tile to create history/walk of fame for each event</td>
</tr>
<tr>
<td>Equipment</td>
<td>D010 Events General</td>
<td>$9,000</td>
<td>2 electronic scoresheets approximately $850 each Purchase of additional 60 feet of warehouse pallet racking to be placed in spaces between dock doors. Will facilitate the transfer of currently archived and/or stored items from 1st floor of corporate offices to warehouse.</td>
</tr>
<tr>
<td>Promotion</td>
<td>D010 Events General</td>
<td>$2,000</td>
<td>Increase the daily stipend paid to the Contractors by $10. While this amount won’t bring them in line with what most other Events pay for the same job (we are approximately $75-$100 per day lower), it will help. The plan is to further raise this amount by approximately $15/day in 2015 and cover the entire $25 through the budget process of the Events Department</td>
</tr>
<tr>
<td>Category</td>
<td>Item Description</td>
<td>Cost</td>
<td>Notes</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>--------------------------------------------------------</td>
<td>--------</td>
<td>----------------------------------------------------------------------</td>
</tr>
<tr>
<td>Contract Labor</td>
<td>D040 GJNC</td>
<td>$12,000</td>
<td>Increase the daily stipend paid to the Contractors by $10. While this amount won't bring them in line with what most other Events pay for the same job (we are approximately $75-$100 per day lower), it will help. The plan is to further raise this amount by approximately $15/day in 2015 and cover the entire $25 through the budget process of the Events Department.</td>
</tr>
<tr>
<td>Contract Labor</td>
<td>D050 BJNC</td>
<td>$6,000</td>
<td>Increase the daily stipend paid to the Contractors by $10. While this amount won't bring them in line with what most other Events pay for the same job (we are approximately $75-$100 per day lower), it will help. The plan is to further raise this amount by approximately $15/day in 2015 and cover the entire $25 through the budget process of the Events Department.</td>
</tr>
<tr>
<td>Computer - Hardware Promotions</td>
<td>E010 HP Indoor</td>
<td>$2,000</td>
<td>EX3 Implementation wireless technology and carrying cases</td>
</tr>
<tr>
<td></td>
<td>E010 HP Indoor</td>
<td>$1,000</td>
<td>Signage for coaches clinic, HPCs and A2 programs</td>
</tr>
<tr>
<td>Supplies</td>
<td>E020 HP Tryouts Indoor</td>
<td>$1,500</td>
<td>Custom height testers and printing/binding of material for coaches</td>
</tr>
<tr>
<td>Catering</td>
<td>E030 HP Coaches Clinic</td>
<td>$1,000</td>
<td>Additional cost for meals at Penrose House</td>
</tr>
<tr>
<td>Apparel &amp; Lettering</td>
<td>E030 HP Coaches Clinic</td>
<td>$2,000</td>
<td>Event specific polos for presenters</td>
</tr>
<tr>
<td>Contract Labor - Equipment</td>
<td>E310 HPCs Tournament</td>
<td>$1,500</td>
<td>Event assistant at HPCs</td>
</tr>
<tr>
<td>Officials - Match Fees</td>
<td>E310 HPCs Tournament</td>
<td>$1,000</td>
<td>Storage shipping containers &amp; printer/scanner/fax</td>
</tr>
<tr>
<td></td>
<td>E310 HPCs Tournament</td>
<td>$2,000</td>
<td>Officials pay adjustment</td>
</tr>
<tr>
<td>Equipment</td>
<td>E320 HPCs Team</td>
<td>$4,000</td>
<td>Cameras, projectors, radios equipment upgrades.</td>
</tr>
<tr>
<td>Honoraria</td>
<td>E320 HPCs Team</td>
<td>$4,000</td>
<td>Housing/travel for 3 volunteer coach assistants (girls) and 2 volunteer coach assistants (boys).</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$10,000</td>
<td>Applied to start-up and struggling PVL programs through a vetting process overseen by USAV and PVL staff.</td>
</tr>
<tr>
<td></td>
<td>EOS0 PV L</td>
<td>$7,500</td>
<td>Beach HP tryout head coach $100 / day pay increase. Additional responsibilities. Cut from original budget.</td>
</tr>
<tr>
<td>Honoraria</td>
<td>G020 Youth/Jr. Teams - Bch</td>
<td></td>
<td>Add 4 coaches transition week $200/day YBNT Coaches</td>
</tr>
<tr>
<td></td>
<td>G020 Youth/Jr. Teams - Bch</td>
<td></td>
<td>Increase number of athletes from 6 to 12. Keep $200/week for 8 weeks</td>
</tr>
<tr>
<td>Host Fees</td>
<td>G020 Youth/Jr. Teams - Bch</td>
<td></td>
<td>Scouting equipment, cameras &amp; tripods.</td>
</tr>
<tr>
<td>Sport Science</td>
<td>G020 Youth/Jr. Teams - Bch</td>
<td></td>
<td>1 trip to exchange event</td>
</tr>
<tr>
<td>Travel - Team</td>
<td>G020 Youth/Jr. Teams - Bch</td>
<td>$16,900</td>
<td>U17 World Championship event</td>
</tr>
<tr>
<td>Travel - Team</td>
<td>G020 Youth/Jr. Teams - Bch</td>
<td>$25,600</td>
<td>Split Hermosa / Long Beach</td>
</tr>
<tr>
<td>Contract Labor - Trainers</td>
<td>G050 HP Championships Bch</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Officials - Match Fees</td>
<td>G050 HP Championships &amp; Ch</td>
<td>Split Hermosa / Long Beach</td>
<td></td>
</tr>
<tr>
<td>------------------------</td>
<td>-----------------------------</td>
<td>---------------------------</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Equipment Maintenance &amp; Rep. Furnishings</th>
<th>H010 indoor NT General</th>
<th>$ 1,500</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>H010 indoor NT General</td>
<td>$ 1,500</td>
</tr>
</tbody>
</table>

| Travel - FIVB | JO2O Sr. Nat'l Teams Beach | $ 70,500 |

8 athletes per gender to 2 FIVB events at $1,600 per athlete per event = $51,200 (16 x 2 x $1,600) - 8 athletes to 1 FIVB events at $1,600 per athlete per event = $12,800 (8 x $1,600) - 4 athletes to 1 FIVB event at $1,600 per athlete per event = $6,400 (4 x $1,600)

1 Medical provider to 4 NORCECA events at $1,890 per provider per event = $7,560 (4 x $1,890) - 2 Medical providers to 2 FIVB events at $3,800 per provider per event = $15,200 (2 x 2 x $3,800) - 1 Medical provider to 2 FIVB events at $3,800 per provider per event = $7,600 (2 x $3,800)

4 athletes per gender to 2 NORCECA events at $800 per athlete per event = $12,800 (8 x 2 x $800) - 6 athletes per gender to 1 NORCECA event at $200 per athlete per event = $2,400 (12 x $200)

| Travel - Medical Support | JO2O Sr. Nat'l Teams Beach | $ 30,500 |

| Travel - NORCECA | JO2O Sr. Nat'l Teams Beach | $ 15,000 |

|                             |                           | $ 116,000 |

|                             |                           | $ 350,000 |
The Beach Assembly Administrative Council (BAAC) of USA Volleyball has been asked by a member of the USA Volleyball Board of Directors to address the Beach Report’s concerns about the Beach Assembly and the BAAC. Please allow this correspondence to serve as that response.

I. Background

The USA Volleyball Board of Directors is currently comprised of 15 seats; two (2) beach director seats, two (2) athlete director seats for beach (male/female), two (2) athlete director seats for indoor (male/female), three (3) independent director seats, two (2) regional volleyball association director seats, one (1) officials’ director seat, one (1) coach director seat, one (1) indoor high performance representative seat, and one (1) junior indoor director representative seat. The majority of these seats derive a focus from the indoor discipline.

The Board of Directors has, as detailed in the current Bylaws of the Corporation, determined four Assemblies to be critical to its operation and as such, has also established corresponding administrative councils. Included therein are the Beach Assembly (BA) of USA Volleyball and the Beach Assembly Administrative Council (BAAC) of USA Volleyball.

As was previously established and/or approved by the USA Volleyball Board of Directors, the BA is currently comprised of members of six standing commissions, collectively (and theoretically) representing the 'landscape' of beach/sand volleyball across the United States. Known within the USA Volleyball structure as Member Organizations (MO), commission members and their elected BAAC representative are both directly and indirectly associated with USA Volleyball. To elaborate, the BA has been uniquely designed to capture voices and perspectives from MOs with functioning beach volleyball programs, recognized Beach Event Organizers, recognized beach players, and nationally/internationally rated beach officials.

The BAAC is currently a nine (9) member administrative council charged (as stated in the corporate bylaws) with:

A. Reviewing and addressing issues exclusively concerning beach registrants and programs, both adult and junior; and,

B. Reviewing primarily beach registrant and program issues from commissions, sub-commissions and other USAV entities.

Furthermore, the BAAC's current composition (as detailed in the Beach Assembly Administrative Manual, last modified January 2014) includes the Beach At-Large Director of the USA Volleyball Board of Directors (ex-officio with voice but no voting authority), the Beach Development Director of the USA Volleyball Board of Directors (ex-officio with voice but no voting authority), six (6) elected standing commission chairs (voting authority), and one independent/at-large representative (voting authority). Specifically, the BAAC voting representative membership includes a National Event Organizers Commission Chair, a Zonal Event Organizers Commission Chair, a Players’ Commission Chair, a Member Organizations Adult Beach Commission Chair, a Member Organizations Junior Beach Commission Chair, and a Beach Officials’ Commission Chair. These six commission elected administrative council members then elect one independent/at-large representative who sits as the seventh voting member of the BAAC.
As of the May 2014 meeting(s) of the USA Volleyball Board of Directors, the names of the individuals seated on the BAAC are (in alpha order):

Jeff Conover, Ex-Officio member, Beach Development Director - USAV Board of Directors
Gino Ferraro, Zonal Event Organizers Commission
Corey Glave, BAAC At-Large
Crystal Lewis, Member Organizations Adult Beach Commission
John Mayer, Players’ Commission
Katrina McCormick-Meyer, Beach Officials’ Commission and Chair, BAAC
Lori Okimura, Ex-Officio member, Beach At-Large Director - USAV Board of Directors
Laura Ratto, National Event Organizers Commission
Ashley Swift, Member Organizations Junior Beach Commission

In January 2014, USA Volleyball made public the Consultant’s Report, USA Volleyball Beach Division: Review of Programs, Policies and Operations (Beach Report). Contents of this document considered, audible concern of a perception that the composition of the BAAC is too small, and in conjunction with the undeniable growth of the beach volleyball discipline (i.e., juniors and collegiate sand), the BAAC is currently engaged in on-going and detailed discussions regarding the expansion of its composition. Furthermore, in an earnest effort to be more representative of the beach/collegiate sand discipline, included in these discussions are the clarification and additional definition of eligible commission membership. The BAAC has, in fact, already assigned the At-Large representative to open communications directly with high school and beach/collegiate sand coaches.

II. Issues Raised in the Beach Report

The specific references to the BA and/or the BAAC are as follows:

1. Significant issues have arisen with USA Volleyball’s support efforts off the sand, especially with the formation of the Beach Office, the performance of team officials, communications, television and video, commercial opportunities and the Beach Assembly (Beach Report, Section E. Operations and Administration, p. 10).

2. While the concept of the Beach Assembly as a unit to involve multiple audiences outside of players, its role is not well understood and needs more clarity among all of its intended audiences to function more effectively (Beach Report, Section E. Operations and Administration, p. 11).

NOTE: There appears to be some content missing from this section. Clarification would be helpful.

3. The Beach Assembly is poorly understood and not widely respected. It must either be better promoted as to its purpose and relevance, or broken into intuitively understandable pieces for the future (Beach Report, Section F. Recommendations, p. 14).

4. Beach Assembly "What is the Beach Assembly?" was the usual response of interviewees to the question of "What do you think of the Beach Assembly?"
The actual function and responsibilities of this body are either widely unknown or unappreciated, and it is not perceived as having a meaningful role as an advisory body to USA Volleyball's Board of Directors.

The concept either needs much more publicity at all levels of USAV, or must be restructured to more obviously meet the needs of the groups it is intended to represent: regional and national event organizers, officials, adult and junior players and others.

In other U.S. national sports federations, such groups have separate commissions or committees and make recommendations to one or more designated Board members. At present, the groups which are designed to make up the Beach Assembly are swallowed by its omnibus nature (Beach Report, Section D. Beach Assembly, p. 69).

5. (31) Inquiries about the Beach Assembly generally elicited groans from interviewees.

The concept of creating a representative organization for players, officials and event organizers makes sense, but is again creating a single group to represent all beach interests vs. the existing, separate organizations to represent indoor officials (Officials Assembly), junior indoor players (Junior Assembly) and Regional Indoor Associations (Regional Assembly).

Either the (a) Beach Assembly itself must be much more strongly promoted to make its importance better appreciated, or (b) parts of it need to be distributed among the other Assembly units, or (c) it needs to be broken into understandable pieces to become relevant in the national beach volleyball community (Beach Report, Section B. Recommendations: Goals and Approach, p. 99-100).

6. [By September 30, 2014, it is recommended that] 6. Create a better-defined outreach program for those individuals and groups which are supposed to function through the Beach Assembly. The function and method of operation of this program must either be better explained, or it has to be modified in some way (Beach Report, Section X. Action Items, p. 103-104).

III. BAAC Response to the Beach Report

The Beach Report provides conclusory statements but fails to identify any facts or specific issues giving rise to concerns and recommendations. This makes it difficult for the BAAC to respond to the Beach Report in a way that directly impacts any spoken and/or unspoken concerns and recommendations. We are open to and recommend direct and specific communication at any time. Moreover, if we are to enact or implement measures that directly affect Beach Report findings related to the BA and/or the BAAC, we must know details so that sound recommendations can be offered and, if necessary and possible, responsible action may be taken.

Nevertheless, the BAAC agrees with the statement that "The concept of creating a representative organization for players, officials and event organizers makes sense, but is again creating a single group to represent all beach interests vs. the existing, separate organizations to represent indoor officials (Officials Assembly), junior indoor players (Junior
Assembly) and Regional Indoor Associations (Regional Assembly)" (Beach Report, Section B. Recommendations: Goals and Approach, p. 100).

**In response to concern that the BAAC’s role is not well understood and needs more clarity among all of its intended audiences to function more effectively, the BAAC again agrees. Each of the current Commission representatives and the At-Large Representative, with the support of staff from both the National and Beach Offices, have been moving towards more clearly identifying its constituencies. Progress in this vane will promote improved communications with constituent group members and should directly impact understanding of the BAAC’s function and purpose. Additional efforts aimed at addressing concerns and issues from the recognized and identified membership include publishing minutes, obtaining more inclusive e-mail lists, holding conference calls, and meeting with groups at the AVCA convention. While more work needs to be done, changes/modifications to future operations of the BAAC will impact the amount of resources currently identified which allow the BAAC to function today.

Even with the above efforts, the BAAC agrees with the Beach Report that the function and responsibility of this body need much more publicity at all levels. We encourage USA Volleyball and the Board of Directors to join the BAAC and take an active role in promoting the BAAC as to its purpose and relevance.

The recommendation that "parts of it [BA] need to be distributed among the other assembly units" (Beach Report, Section B. Recommendations: Goals and Approach, p. 100) is not viewed as a credible recommendation. Doing so would likely result in lessening the voices representing the beach discipline as a whole, while each separate working part would be competing to have a voice. This may present an unorganized and/or a conflicting view. As it is currently functioning, all constituent pieces of the BAAC are working together for a common goal. To restructure the BAAC in a manner suggested above would allow those opposed to the beach to "divide and conquer."

As the Beach Report mentioned, in other U.S. national sports federations, such groups have separate commissions or committees and make recommendations to one or more designated Board members. This would suggest that each separate commission, that now makes up the BAAC, would be given separate and distinct Board representation. While this is a discussion in which we would happily engage, we look forward to the more real opportunities that are derived from existing governing structures that take a dual-focus approach on initiatives that affect both the indoor AND the beach disciplines. We strongly advocate that for the beach discipline, the BAAC remains a viable and representative mechanism to this end.

The Beach Report suggests that “At present, the groups which are designed to make up the Beach Assembly are swallowed by its omnibus nature” (Beach Report, Section D. Beach Assembly, p. 69). To a certain extent this is true. With the growth in the beach discipline, we agree that there is a need to restructure and/or create new commissions and expand the member representation to the BAAC. Such discussions are already underway.

IV. Rumors and Innuendos Addressed

While not presented in the Beach Report that we have been allowed to review, we are aware of rumors, innuendos and perceptions regarding the BAAC. The present perception of the
BAAC and/or perceived conflicts of interest seem to have been sparked by a general lack of understanding of how the BAAC was originally created and that some or several of its members were seated by appointment by Dave Williams, former Director of Beach Operations. There were perceptions, maybe rightly so, that there were inherent, personal conflicts of interest with the BAAC members. To date, any specific concerns that have been brought to our attention have been addressed.

Just as with the Board of Directors, there appears to be inherent conflicts of interest for representatives of the BAAC. As with the Board, representatives are people that may be directly impacted by the decisions being made. On the Board of Directors, Olympic athletes make decisions about Olympic teams; people running junior programs are involved in making decisions about junior programs; referees and coaches are making decisions that pertain to referees and coaches. This appears to be an inherent issue with all non-independent representation at USA Volleyball. The BAAC, as a group, is striving to ensure that all recommendations coming from the BAAC are proper and correct. By maintaining the BAAC as is, and even by supporting the Proposal for Reorganization/Restructure (reference BAAC document dated May 23, 2014), there exists a check and balance that prevents one individual or one commission from dictating policy or recommendations.

As we move forward and clarify our respective constituencies, the BAAC will ensure that selection processes are followed and that each commission is represented properly. If the Board has any specific concerns, we urge the Board to bring them forward to the BAAC so that they may be directly addressed. As referenced in the Beach Report, a significant element of the discomfort currently existing has been because of limited information and the accompanying rumors and speculation which take the place of detailed explanations.

The BAAC, and its current representatives believe in USA Volleyball and its mission. We see the beach discipline as an important and growing piece of USA Volleyball and would like to continue our work with the Board of Directors, Staff, and constituent members to guide this discipline going forward. This shared agreement on the basic role of USA Volleyball is a key to future success. As the Beach Report noted, the disagreements on specific decisions, policies and procedures currently plaguing the beach program can be resolved, but without a shared commitment to the end goals, meaningful and sustainable progress will be stifled.

We believe that the best chance for the BAAC to be successful moving forward is to strengthen the BAAC and thus, the Beach Assembly voices it represents.

The Beach Assembly Administrative Council of USA Volleyball
Appendix D

NGC Report May 2014

The NGC vetted for 5(five) Board of Director positions. Elected to these positions were:

Beach Development – Jeff Conover

RVA – John Hughes

Junior Indoor – Andy Reitlinger

Independent – Ashley Ledbetter Dombkowski

Beach Athlete Female – in progress

The NGC returned three (3) names for the International Female Beach athlete position to be voted on by the constituency group for the USAV BOD seat currently held by Kerri Walsh-Jennings.

The voting for the position was to take place thought a service purchased that is on the outside of USAV. USAV staff stated they had the most updated list. The voting began and was to be open for 3 weeks. Soon after the vote began I received a list from USAV containing 46 names which under the 10 year rule were allowed to have vote. My first thought was 46 for 10 years seemed like a small number. The next day I received notice that some of the emails on the list were incorrect and it was noted that one on the NGC members email, Dain Blanton, was not correct and he was unaware that the ballot had gone out. He questioned how Doug Beal and others at USAV could be sending him emails but have a list that sent his vote to an old address.

Athletes in the beach community also heard a ballot had gone out and wondered why some got a ballot to vote and others did not. I shared my list of 46 and asked if there should be others. I received two lists from different sources of those they felt might be eligible to vote.

I contacted John Ruger, the omnibus representative at the USOC, with a question about the definition of an Operation Gold event as stated in the 10 year rule. At this time I am informed that the USAV had given the NGC an incorrect 10 year rule reference. The rule given was from the USOC by-laws “Section 14.4 Athlete Representation on Boards and Committees. Athlete representatives shall equal 100 per cent of the AAC, at least 20 per cent of the voting power of the Board of the corporation and at least 20 per cent of the membership and all voting power of the corporation committees, task forces and other such groups operating under the authority of the Board or CEO. For the purposes of this Section 14.4 athletes representatives must have represented the United States in the Olympic, Pan American or Paralympic Games, World
Championships or an event designated as an Operation Gold event within the ten (10) years preceding the election.” This rule is for the Athlete’s Advisory Council of the USOC.

The rule that should have been applied for the athletes is USOC: Section 8.8.2 Standards. Athlete representatives on those NGB boards or committees described in Section 8.8.1 of these Bylaws shall meet the following standards: c) at the time of election, all NGB athlete representatives shall have demonstrated their qualifications as athletes by having: 1. within the ten (10) years preceding election, represented the United States in the Olympic or Pan American Games, or an Operation Gold event, or a World Championship recognized by the NGB’s IF for which a competitive selection process was administered by the NGB, or, in a team sport, an international championship recognized by the IF of the NGB; or 2. within the twenty-four (24) months before election, demonstrated that they are actively engaged in amateur athletic competition by finishing in the top half of the NGB’s national championships or team selection competition for the events outlined in subparagraphs (1) or (2) or in a team sport, have been a member of the NGB’s national team; ...

This rule added more athletes to the pool of voters. Also this rule is what is quoted in our own USAV by-laws Article IX, 9.01(c) Athlete representatives to the Board and those Committees of the Board as defined in Article VII shall be directly elected by athletes who meet the standards set forth in Article 8.8.2 of the USOC Bylaws.

Also 5.02 I, 1(a) Selection: Nominees shall be solicited broadly by the Nominating and Governance Committee (NGC) with self-nomination encouraged. Reasonable effort will be made to identify a minimum of two nominees for each available Board position. The NGC will evaluate the nominees against both the General and the Minimum Criteria taking the opportunity to solicit additional information from the nominee or others as useful and determine whether the nomination shall go forward or not. In the event a nominee was judged by the NGC to fail to meet the criteria, the nominee shall have the right to request and receive the rationale. International indoor athletes will elect the Indoor Athlete Directors (1 female and 1 male) and international beach athletes will elect the Beach Athlete Directors (1 female and 1 male). The determination of whether an athlete is voting as an “indoor eligible athlete” or “beach eligible athlete” will be established by that athlete’s last qualifying competition.

This means the individual keeping this list must keep track of the last qualifying event the athlete participates in, indoor or outdoor. Due to the addition of athletes the vote was stopped till the list can be corrected. Also those added to the eligible to vote list would have the right to run for the board position but were never notified that they were eligible. The updated list was copied to me recently with comments. Note the comment “left a message — spoke with Dain. Information is current”
The problem is this email address listed is what triggered the stoppage of the vote. I spoke with Dain and he has spoken to no one and the email address is still incorrect. Also on this list was an athlete that Todd caught who last played on the indoor team.

Who maintains this list? Currently USAV staff. There must be someone appointed to be responsible for maintaining this list. On a yearly basis this individual must add and delete athletes as necessary and update the information. I spoke with Todd, Kerri and Lori as beach board member representatives to get involved with fixing this beach athlete list so a proper and fair vote could be conducted. The athletes also have requested that the USOC conduct all votes.

Next year a female indoor athlete will be elected. Now is the time to get the indoor athlete list up to date to see that all athletes are given their right to run for the position as well as have a vote in the election. It is highly recommended by the NGC that the 2(two) current indoor athlete board members Sarah and Gabe, as the representatives of this group, be involved with the updating and how the rule 8.8.2 will be applied to the Indoor athletes.

NGC Members -information

NGC members whose term will expire December 31, 2014

International Indoor Athlete – Tom Hoff

Beach Discipline – Glenn Sapp

Independent – Larry Linne

The NGC is also looking at the other tasks that are assigned to them in the corporate by-laws.

d. Review the Board's committee and commission structure and, when requested, recommend to the Board for its approval possible candidates to serve as members of each substructure. The NGC shall review and recommend slates annually and shall recommend additional members to fill vacancies, as requested by the Board;

e. Work with the Corporation's CEO to develop and implement an appropriate orientation program for new Directors and continuing education of existing Directors;

f. Develop and recommend to the Board for its consideration a set of corporate governance guidelines. The NGC shall review the guidelines on an annual basis, or more frequently if appropriate, and recommend changes as necessary;

g. Develop and recommend to the Board for its consideration an annual self-evaluation process of the Board and its substructures. The NGC shall oversee the annual self-evaluations; and

h. Perform such other duties as assigned by the Board.
<table>
<thead>
<tr>
<th>#</th>
<th>Action Item</th>
<th>Timeline</th>
<th>Lead Person</th>
<th>Completed (Y/N)</th>
<th>Budget Impact</th>
<th>2014</th>
</tr>
</thead>
</table>
| 1 | Board commitment to greater transparency in communications and decision-making on all beach-related matters. | 3/31/14  | Adam Rymer          | Yes             | $0            | C1 Status: -  
C2 Status: -  
C3 Status: -  
C4 Status: -  
Comment: Board passed motion at the 2/16 BEC meeting. |
| 2 | Complete a study and recommend a plan for the integration of beach support tasks into existing USAV staff workloads, and complete specifications of needed additional hires to support beach programming. (Board Motion #8) | 3/31/14  | Chris Vadala/Sr. Mgmt | Yes             | $0            | Staff workload study completed. Submitted to Board on 3/31.  
Comment: No budget impact projected at this time. Report will be discussed in greater detail at the May Board of Directors meeting. (Attachment 1) |
| 3 | Form a five-person search committee to find and interview candidates for a USAV beach "general manager." (Board Motion #4) | 3/31/14  | Adam Rymer/Doug Beal | $5,000          | Supporting Info sent on 2/7/14. Council formed. Job Description completed. Recommendation to wait until St. Irving Beach is closed. |
| 4 | Form an "athlete council" to find, interview and create a list of 4-5 "qualified" national competition advisors for men and women. (Board Motion #5) | 3/31/14  | Kerri Walsh/Jennings & Todd Rogers | $2,000          | Completed. Submitted to Board on 3/31. |
| 5 | Begin discussions with the U.S. Olympic Committee on steps necessary (including those listed above) to merit additional funding for beach-athlete stipends and coaching support. (Board Motion #6) | 3/31/14  | Gabe Gardner/Doug Beal | Yes             | $0            | Incremental USOC funds are not available for 2014 per West Barnett. (Attachment 3) |
| 6 | Create a written protocol for the distribution of athlete stipends and support, including procedures for selection, review and appeals. | 3/31/14  | Kerry Klosterman & Sean Scott | Yes             | $0            | Completed. Beach Handbook distributed to national team athletes and coaches on 3/31/14  
Comment: (Attachment 3) |
| 7 | Create a review panel for athlete stipends and support decisions and an appeals panel for protests. | 3/31/14  | Sr. Mgmt            | Yes             | $0            | Discuss further with BOD as to mgmt view of this as a role & responsibility of the USOC AEC member & alternate.  
Comment: (Attachment 3) |
| 8 | Create a written protocol for the assignment of U.S. players to international competitions at the NORCECA and FIVB (youth up to World Tour) levels. | 3/31/14  | Kerry Klosterman & Sean Scott | Yes             | $0            | Completed.  
Comment: Refer to 2014 Beach Handbook. (Attachment 3) |
| 9 | Require the top U.S. beach players, based on their FIVB World Tour points, to specify the FIVB World Tour tournaments in which they plan to compete (assuming they remain eligible) during the 2014 competition season. This information should be published, so that other athletes can see what opportunities might be available. | 3/31/14  | Kerry Klosterman & Sean Scott | Yes             | $0            | Completed.  
Comment: Refer to 2014 Beach Handbook (Attachment 3). With respect to publishing the information please reference Attachment 4. |
| 10 | Meet, if possible, with representatives of the AVP to determine where it will be possible to cooperate during the 2014 season, and to establish a framework for future communications. | 3/31/14  | Doug Beal           | Yes             | $0            | Several meetings scheduled between AVP & USAV in May  
Numerous calls between Beal & Sun. Meeting confirmed between FIVB, AVP & USAV scheduled for 5/20  
Comment: Communications plan includes monthly conference calls, shared Dropbox links, pre-season meetings and monthly newsletter. (Attachment 5) |
<table>
<thead>
<tr>
<th>#</th>
<th>Action Item</th>
<th>Timeline</th>
<th>Lead Person</th>
<th>Completed (Y/N)</th>
<th>Budget Impact</th>
<th>2014</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>Complete a study, including costs and timelines, for the soonerest-possible</td>
<td>6/30/2014</td>
<td>Sr. Mgmt</td>
<td>Y</td>
<td>$0</td>
<td>Draft being developed.</td>
<td>No budget impact projected for 2014.</td>
</tr>
<tr>
<td></td>
<td>integration of beach player support into a combined National Training Center</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>to be shared with the national indoor teams.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Complete a forensic accounting review of all direct athlete support decisions</td>
<td>6/30/2014</td>
<td>Stacie Kearns</td>
<td>Y</td>
<td>$0</td>
<td>Information and records being compiled. Completed the planning phase and</td>
<td>No budget impact expected, but</td>
</tr>
<tr>
<td></td>
<td>made for beach athletes from 2011 to the present, to ensure that correct</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>now in the investigative phase.</td>
<td>would pay based on findings of</td>
</tr>
<tr>
<td></td>
<td>allocations and payments were made. (Board Motion #7)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Identify and hire a beach &quot;general manager.&quot;</td>
<td>6/30/2014</td>
<td>Doug Beal</td>
<td></td>
<td>$0</td>
<td></td>
<td>Budgeted position</td>
</tr>
<tr>
<td>15</td>
<td>Board to determine the format, if any, of an &quot;Olympic Trials&quot; program for</td>
<td>6/30/2014</td>
<td>Doug Beal &amp; Kerry</td>
<td></td>
<td>$0</td>
<td></td>
<td>Board will approve proposed format. Projected timeline for approval is</td>
</tr>
<tr>
<td></td>
<td>2016 Olympic qualification (assumes that the FIVB will have, prior to this</td>
<td></td>
<td>Klosterman</td>
<td></td>
<td></td>
<td></td>
<td>June 1, 2014</td>
</tr>
<tr>
<td></td>
<td>decision being taken, declared the Olympic qualification program for the</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Rio Games</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>Conclude USOC discussions regarding added funding (if any) and revise athlete</td>
<td>6/30/2014</td>
<td>Gabe Gardner &amp; Doug</td>
<td>Yes</td>
<td>$0</td>
<td></td>
<td>Incremental USOC funds are not available for 2014 per Wes Barnett</td>
</tr>
<tr>
<td></td>
<td>stipend amounts and procedures.</td>
<td></td>
<td>Beal</td>
<td></td>
<td></td>
<td></td>
<td>Attachment 2)</td>
</tr>
<tr>
<td>17</td>
<td>Create a formal plan for outreach to universities, community colleges, high</td>
<td>6/30/2014</td>
<td>Sr. Dir., Beach</td>
<td></td>
<td>$0</td>
<td></td>
<td>Refer until the Sr. Director, Beach Operations is hired and coincide with</td>
</tr>
<tr>
<td></td>
<td>school, civic parks &amp; recreation departments, youth organizations and others</td>
<td></td>
<td>Operations (TBD)</td>
<td></td>
<td></td>
<td></td>
<td>general strategic planning timeline.</td>
</tr>
<tr>
<td></td>
<td>to encourage and promote beach volleyball. This must include a budget and</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>staffing plan.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>&quot;National competition advisors&quot; for men and women interviewed and hired by</td>
<td>9/30/2014</td>
<td>Sr. Dir., Beach</td>
<td></td>
<td>$30,000</td>
<td></td>
<td>Refer to the Sr. Director, Beach Operations (TBD)</td>
</tr>
<tr>
<td></td>
<td>the beach &quot;general manager.&quot;</td>
<td></td>
<td>Operations (TBD)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>In view of any revisions (increases) to the athlete stipend program and</td>
<td>9/30/2014</td>
<td>Kerry</td>
<td>Yes</td>
<td>$0</td>
<td></td>
<td>Refer to the Sr. Director, Beach Operations (TBD)</td>
</tr>
<tr>
<td></td>
<td>support programming, all athletes receiving such support will be required to</td>
<td></td>
<td>Klosterman &amp; Sean</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>execute an agreement with the USAV which details this support and the rights</td>
<td></td>
<td>Scott</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>and responsibilities attendant to receiving it.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>Create a shared communications plan for indoor and beach volleyball in order</td>
<td>9/30/2014</td>
<td>Doug Beal &amp; Kerry</td>
<td></td>
<td>$0</td>
<td></td>
<td>No budget impact projected for 2014.</td>
</tr>
<tr>
<td></td>
<td>to (a) get existing players excited about doing both and (b) get existing</td>
<td></td>
<td>Klosterman</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>players to bring in new players in one or both disciplines.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>Working cooperatively with indoor coaching staff support personnel, create a</td>
<td>9/30/2014</td>
<td>Doug Beal &amp; Sr.</td>
<td></td>
<td>$0</td>
<td></td>
<td>No budget impact projected for 2014.</td>
</tr>
<tr>
<td></td>
<td>national outreach program to find and certify more beach coaches.</td>
<td></td>
<td>Dir., Beach Operations (TBD)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>22</td>
<td>Create a communications plan for greater fan outreach and visibility of beach</td>
<td>9/30/2014</td>
<td>Charlie Snyder</td>
<td></td>
<td>$0</td>
<td></td>
<td>No budget impact projected for 2014.</td>
</tr>
<tr>
<td></td>
<td>volleyball.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>23</td>
<td>Create a better-defined outreach program for those individuals and groups</td>
<td>9/30/2014</td>
<td>Bobby Clarke &amp; Chair</td>
<td></td>
<td>$0</td>
<td></td>
<td>No budget impact projected for 2014.</td>
</tr>
<tr>
<td></td>
<td>which are supposed to function through the Beach Assembly. The function and</td>
<td></td>
<td>Beach Assembly</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>method of operation of this program must either be better explained, or it has</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>to be modified in some way.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>24</td>
<td>The beach &quot;general manager&quot; and men’s &quot;national competition advisor&quot; to</td>
<td>12/31/2014</td>
<td>Sr. Dir., Beach</td>
<td></td>
<td>$0</td>
<td></td>
<td>No budget impact projected for 2014.</td>
</tr>
<tr>
<td></td>
<td>develop a plan for the (a) scouting, recruitment and development of male</td>
<td></td>
<td>Operations (TBD)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>beach players and (b) establish working links with the national indoor</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>coaching staff regarding lower-ranked national squad players who might be</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>high-quality beach players.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>25</td>
<td>Create a framework for event sanctions which will assist event promoters with</td>
<td>12/31/2014</td>
<td>Sr. Dir., Beach</td>
<td></td>
<td>$0</td>
<td></td>
<td>No budget impact projected for 2014.</td>
</tr>
<tr>
<td></td>
<td>insurance, pre-event promotion and post-event reporting. This must be</td>
<td></td>
<td>Operations (TBD) &amp; JP</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>disseminated as widely as possible.</td>
<td></td>
<td>Roegge</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>#</td>
<td>Action Item</td>
<td>Timeline</td>
<td>Lead Person</td>
<td>Completed (Y/N)</td>
<td>Budget Impact</td>
<td>2014 Q1 Status</td>
<td>2014 Q2 Status</td>
</tr>
<tr>
<td>----</td>
<td>----------------------------------------------------------------------------</td>
<td>----------------</td>
<td>---------------------------</td>
<td>----------------</td>
<td>--------------</td>
<td>----------------</td>
<td>----------------</td>
</tr>
<tr>
<td>26</td>
<td>Create and implement a standards and training program for U.S. delegation/team leaders for international events.</td>
<td>12/31/2014</td>
<td>Kerry Klostermann &amp; Sean Scott</td>
<td>N</td>
<td>$10,000</td>
<td>Manual created</td>
<td></td>
</tr>
<tr>
<td>27</td>
<td>Create a plan to expand the USAV’s “owned audience” to allow better marketing opportunities. This is an area which can be closely related to membership efforts, and could be explored in concert with other U.S. national governing bodies.</td>
<td>12/31/2014</td>
<td>Kerry Klostermann &amp; Charlie Snyder</td>
<td>N</td>
<td>$0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>28</td>
<td>Liaison with, and encouragement of, universities considering the addition of sand volleyball, and with the Association of Volleyball Coaches of America (AVCA).</td>
<td>Ongoing</td>
<td>Bobby Clarke</td>
<td>N</td>
<td>$0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>29</td>
<td>Continue to hold (and expand) the “Beach Tryout” camps, especially at facilities which add sand courts (such as universities).</td>
<td>Ongoing</td>
<td>Patch Daugherty</td>
<td>N</td>
<td>$0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>30</td>
<td>Communicate support for the Beach Volleyball Database Web site to the site owner and obtain an agreement for back-up copies of the site data (to ensure against losing the site in case of disaster).</td>
<td>Ongoing</td>
<td>Bobby Clarke &amp; Charlie Snyder</td>
<td>N</td>
<td>$0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>31</td>
<td>Explore opportunities for beach programming, possibly in league with other U.S. national governing bodies, on cable and broadcast TV. Continue urging the U.S. Olympic Committee to establish a U.S. “Olympic Channel.”</td>
<td>Ongoing</td>
<td>Doug Beal</td>
<td>N</td>
<td>$0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>32</td>
<td>Search for a qualified and creative licensing and merchandising organization which can offer a compelling sales program to beach volleyball players and fans.</td>
<td>Ongoing</td>
<td>Kerry Klostermann</td>
<td>N</td>
<td>$0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>33</td>
<td>The beach “general manager” must study the possibilities for a USAV “national beach championship” at the elite level, to go along with the youth championships. This may include discussions with potential contracted promoters, such as the AVP or NVL.</td>
<td>For later study</td>
<td>Sr. Dir, Beach Operations (TRD)</td>
<td>N</td>
<td>$0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
USA Staff Allocation Report & Action Plan

I. BOARD OF DIRECTORS APPROVED MOTION (1/27/14)

Staff is instructed to prepare a report, by no later than March 31, 2014, on the current allocation of all staff with respect to time spent on beach and/or indoor and to make recommendations on the practicality of increasing, with current staff, the allocation of human resources to support beach operations as well as recommending a timeline for appropriate new beach hires.

II. FINDINGS

An analysis was done for each employee and the amount of estimated time they allocate between Indoor, Beach and “Other.” For purposes of this study, the beach department was not included as the study was geared toward non-beach staff and the amount of time they are currently and could potentially devote to beach operations. From the study it is evident there is a strong willingness among all staff to help more with beach operations and programs as the scope of the programs increase. It appears Coaching Education, Sport Development and Communications & Creative Services are the three departments that can (or already have plans in place) to dedicate more staff time, resources and attention to beach programs, operations and initiatives. In addition, it appears there can be numerous benefits to starting cross-functional meetings in the areas of High Performance, Sport Development and Events.

The average estimated time breakout percentage (%) by department is listed below.

<table>
<thead>
<tr>
<th>Dept.</th>
<th># Employees</th>
<th>Est. Time (%)</th>
<th>Est. Time (%)</th>
<th>Est. Time (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nat. Team Ops</td>
<td>2</td>
<td>75% Indoor</td>
<td>1% Beach</td>
<td>24% Other</td>
</tr>
<tr>
<td>Nat. Team Coaches</td>
<td>10</td>
<td>98% Indoor</td>
<td>0% Beach</td>
<td>2% Other</td>
</tr>
<tr>
<td>Sitting Program</td>
<td>2</td>
<td>4% Indoor</td>
<td>0% Beach</td>
<td>96% Other</td>
</tr>
<tr>
<td>High Performance</td>
<td>7</td>
<td>98% Indoor</td>
<td>1% Beach</td>
<td>1% Other</td>
</tr>
<tr>
<td>Region Services</td>
<td>8</td>
<td>41% Indoor</td>
<td>15% Beach</td>
<td>45% Other</td>
</tr>
<tr>
<td>Events</td>
<td>8</td>
<td>90% Indoor</td>
<td>2% Beach</td>
<td>8% Other</td>
</tr>
<tr>
<td>Coaching Education</td>
<td>8</td>
<td>57% Indoor</td>
<td>32% Beach</td>
<td>11% Other</td>
</tr>
<tr>
<td>Comm. &amp; CS</td>
<td>4</td>
<td>43% Indoor</td>
<td>18% Beach</td>
<td>40% Other</td>
</tr>
<tr>
<td>Foundation</td>
<td>2</td>
<td>48% Indoor</td>
<td>33% Beach</td>
<td>20% Other</td>
</tr>
<tr>
<td>Executive Operations</td>
<td>5</td>
<td>21% Indoor</td>
<td>23% Beach</td>
<td>56% Other</td>
</tr>
<tr>
<td>IT</td>
<td>3</td>
<td>10% Indoor</td>
<td>10% Beach</td>
<td>80% Other</td>
</tr>
<tr>
<td>Finance</td>
<td>5</td>
<td>31% Indoor</td>
<td>22% Beach</td>
<td>47% Other</td>
</tr>
<tr>
<td>Human Resources</td>
<td>July hire</td>
<td>n/a Indoor</td>
<td>n/a Beach</td>
<td>n/a Other</td>
</tr>
<tr>
<td><strong>Avg. by Department</strong></td>
<td></td>
<td><strong>51%</strong> Indoor</td>
<td><strong>13%</strong> Beach</td>
<td><strong>36%</strong> Other</td>
</tr>
</tbody>
</table>
Summary of responses by department:

- **National Team Operations** – Unable to provide additional meaningful support.
- **National Team Coaches** – Unable to provide additional meaningful support.
- **Sitting Program** – Unable to provide additional meaningful support.
- **High Performance** – Unable to provide additional meaningful support.
- **Region Services** – Support will be as needed based on growth of beach membership and programming at the region level.
- **Sport Development** – Assist with beach specific skill and drill videos and develop a beach specific sport kit for educators.
- **Events** – Provide help at beach events if available and needed.
- **Officials** – Assist with officials and game management if needed.
- **Resource Library** – Expand archival of beach materials.
- **Coaching Education** – Produce beach specific educational courses, clinics, materials, etc. As demand and opportunity for beach coaches rises, more and more time and resources will be applied.
- **Communication & Creative Services** – Expand beach content and have more of an overall presence at beach events.
- **Foundation** – Continue to cultivate prospects that have interest in beach volleyball / programs.
- **Executive Operations** – Continue supporting the Beach Department as needed. Make the necessary time available to meet the goals and objectives of the beach program and spend more time at the beach office.
- **IT** – Continue supporting the Beach Department based on their IT needs.
- **Finance** – Continue supporting the Beach Department as needed. Assist with beach events, if needed.
- **Human Resources** – (July 2014 hire). Review and evaluate all job descriptions and where applicable ensure the additional beach duties are included in the job descriptions.

III. ACTION PLAN FOR EXISTING STAFF

- **National Team Coaches**
  - As part of the High Performance Plan process, the coaches from each discipline (indoor, beach & sitting) will present their plan to the other coaches for peer review, input and feedback.

- **Sitting Program**
  - The sitting program is currently unable to provide additional support, but if standing beach volleyball is added to a future Paralympic program, then the sitting program would likely be expanded to support standing beach volleyball as well.
- **High Performance**
  - Conduct regularly scheduled functional meetings in which all staff responsible for high performance (indoor, beach & sitting) meet to discuss a wide range of topics including, but not limited to: best practices, evaluation tools, camp & tryout scheduling, look for areas in events and programs that could cross disciplines, potential for shared services and overall cooperation and coordination in the area of High Performance. In addition, Beach HP staff will attend and participate in the Indoor HP department planning retreat.

- **Region Services (Sport Development)**
  - Conduct regularly scheduled functional meetings in which all staff responsible for sport development (indoor, beach & sitting) meet to discuss a wide range of topics including, but not limited to: best practices, RVA initiatives, and overall cooperation and coordination in the area of Sport Development.

- **Events**
  - Conduct regularly scheduled functional meetings in which all staff responsible for events (indoor, beach & sitting) meet to discuss a wide range of topics including, but not limited to: best practices, vendors, USAV event property, potential for shared services and overall cooperation and coordination in the events area. In addition, Beach Event staff will attend and participate in the Event department planning retreat.

- **Coaching Education**
  - Make Beach IMPACT OnDemand fully operational by 6/30/14.
  - Hire Beach Education Consultant (approved in 2014 budget) to produce beach specific educational courses, clinics, materials, etc.
  - Devote more LMS related time to beach course/certification.
  - Create and upload more beach specific content for Dartfish.tv channel.
  - Assist with and devote more time to Webpoint related beach courses/ certifications/ scheduling, etc.

- **Communications & Creative Services**
  - Restructure department responsibilities to ensure and increase the interaction with the beach department, which includes regularly scheduled meetings.
  - Have more of an overall presence at beach events, camps, tryouts, etc.
  - Develop a landing page that has a beach volleyball look and feel all of its own and has expanded beach content.
  - Conduct a Junior Beach Volleyball Tour social media campaign.
➤ Develop a Women’s NCAA Sand Volleyball awareness campaign.
➤ Assist beach and sport development departments with beach volleyball basic skills video.

• **Executive Operations**

➤ All members of the senior management team will spend more time at the beach office (and at the national training center). Create a calendar and have management team members rotate through the beach office (1 ½ days at beach office & 1 ½ days at national training center). On average this would require each member of the management team to take two trips to Southern California per year.

• **Human Resources**

➤ The projected hire date for the Human Resources Manager is July, 2014. A high priority for this new hire will be to review and evaluate all job descriptions and where applicable ensure the additional beach duties are included in the job descriptions.

**IV. TIMELINE FOR BEACH HIRES**

The 2014 approved budget already includes three new beach department positions. Those positions are:

- Assistant, Beach Office Operations
- Coordinator, Beach National Programs
- Manager, Beach Development Programs

Per the May 2013 board approved motion, these positions are budgeted as full-time temporary positions.

The timeline for new beach hires is as follows:

1. **Hire the Senior Director, Beach Operations** (“General Manager”) by June 30, 2014.

2. All other positions will be hired after the Senior Director, Beach Operations is hired and has an opportunity to put together his/her staffing plan. Moving forward the initial staff projections for the beach department include:

- Beach Competition Advisor
- Beach National Program Head Certified Trainer
- Assistant, Beach High Performance
- Assistant, Beach Events
- Coordinator, Finance (California operations)
Any recommended new hires proposed by the Senior Director, Beach Operations will go through the same process, evaluation and prioritization as all other USAV departments.