
USA VOLLEYBALL BOARD OF DIRECTORS

MEETING MINUTES

October 9-10, 2016

Las Vegas, NV

Sunday October 9: 2:00 pm - 6:30 pm

I. CALL TO ORDER/INTRODUCTIONS

Lori Okimura

A. Roll Call and Declaration of Quorum

Kerry Klostermann

Present: Conover, Dombkowski, Donaghy, Gardner, Haneef-Park, Hughes, Mailhot, Okimura, Rasmussen, Reitingner, Reynaud, Rogers, Ross, Shropshire.

Present by Phone:

Absent: Barnum, Fasbender, Stemm

Guests: Bernie MacLean, Stacie Kearns, Margie Mara, Fred Wendelboe, Nancy Funk, Melissa Walker, Ken Cain, Bob Baker, Scott Fortune, Tamara Tranter, Carla Hall, Glenn Hall, June Sander, Ann Davenport, Shannon Davenport, Jennifer Armsen-Dyer, John Ruger, Lawrence Lee, Gary Moy.

B. Board Directory

Kerry Klostermann

Mr. Klostermann circulated the Board directory for updating.

C. Introduction of Guests

Lori Okimura

Ms. Okimura acknowledged the guests

D. Acknowledgment of Olympians & Paralympians

Lori Okimura

Ms. Okimura acknowledged the Olympians and Paralympians present.

II. ANNOUNCEMENTS

Lori Okimura

A. Ms. Okimura noted the retirement recognitions for Doug Beal at FIVB Grand Prix and FIVB World League.

B. Introduction of New Board Members

Ms. Okimura then welcomed new Board members M. Stemm and D. Donaghy.

III. APPROVED MINUTES - May 26, 2016

Lori Okimura

**Minutes of the Annual Meeting held May 26-27 in Orlando and the Special Meeting held June 13, in Los Angeles, were electronically approved in advance of the meeting.*

IV. APPROVAL OF AGENDA / ADDITIONS

Lori Okimura

Ms. Okimura suggested that, in tomorrow's executive session to swap places of A and B on Monday morning.

Mr. Reitingger asked to add to item 12.A "Code amendments" in addition to Bylaws amendments.

Motion #1, to approve changes to agenda, made by Reitingger, seconded by Reynaud. Approved unanimously

V. BOARD ADMINISTRATIVE OVERVIEW

Lori Okimura

A. Next Meetings 2017

- January 28, 2017 proposed Board Strategic Planning Session (Los Angeles, CA)
- January 29-30, 2017 proposed Board Meeting (Los Angeles, CA)

Ms. Okimura suggested that these two meetings be moved to Denver or Colorado Springs, so it will be closer to the headquarters, given that we likely will have a new CEO then.

Ms. Okimura also suggested that Board meetings go back to one day, but with more Board conference calls between in-person meetings.

Motion #2, to move the January meetings to Denver or Colorado Springs, made by Dombkowski, seconded by Mailhot. Approved unanimously.

- May 24-25, 2017 (unconfirmed) - U.S. Open Nationals in Minneapolis.
- October, 2017 - Denver or Colorado Springs.

Ms. Okimura indicated that October 7-8 are the tentative dates.

VI. 2016 Olympic / Paralympic Games Recap

Doug Beal / Kerry Klostermann / Chris Vada

A. Team Leader, Staff & Delegate activity summary Q&A (submitted in writing in advance)

Mr. Beal indicated that staff and delegates are in the process of doing a debrief, and should have a report on what worked and what needs to be improved on from Rio. Mr. Beal also stated that he felt that, given the challenges in Rio, the Organizing Committee, Rio and the IOC pulled off an amazing Olympics. NBC told Mr. Beal that the number of hours of volleyball available for viewing in Rio exceeded all other Olympics combined. He noted that, in Olympic Beach Volleyball, the US and Brazil have combined to win 50 percent of the available medals. From Mr. Beal's perspective, the quality of the people representing USA Volleyball may have been the most impressive thing coming out of Rio. Overall, it was a terrific Olympics.

Ms. Dombkowski asked how volleyball ranked against other sports as far as demand, and what that means for sponsors and broadcasters, noting the relevance for the next quadrennium. Mr. Beal responded that NBC is reluctant to provide more detailed information like this. Mr. Beal suggested that the board consider inviting NBC officials to the next meeting. He indicated that he believes that volleyball is among the top four sports for NBC, along with swimming, track and field and gymnastics. Ms. Dombkowski asked if he was satisfied with the broadcast coverage of volleyball, and Mr. Beal responded that he was, noting that he did not see a lot of it since he was in Brazil. Ms. Dombkowski noted that, in her area, it was hard to see volleyball on television (on the network), and wished it was broadcast more broadly. Ms. Reynaud noted that it was on a lot on other channels.

Ms. Reynaud asked how the midnight matches worked out, noting that the first couple were OK, but became harder over time. Mr. Beal noted this would not be done in Tokyo. Ms. Okimura noted that NBC put a

lot more emphasis on the digital space. She also noted that the crowds at the midnight matches were vibrant since there were no other sports being played at that time, and that FIVB spent a lot of money to provide entertainment in venue. Mr. Klostermann has asked Peter Diamond for a digital and broadcast report, NBC is working on this but has not finished yet. Mr. Shropshire noted that the key demographics are watching digitally, and not TV. Mr. Beal noted that the Olympic Channel has started, and this could have a big impact on Tokyo. Mr. Vadala added that staff has started the survey process. Also, he complimented the great support from the USOC and the State Department. He expects to have a comprehensive report at the next Board meeting.

Ms. Okimura thanked the USAV staff who were in Rio for an outstanding job. She also thanked the athletes for being such great ambassadors. The families who went to Rio indicated that there was a lot more interaction at this Games.

Ms. Ross said she thought the Games were amazing, and for her, it seemed to run seamlessly. She felt like she had everything she needed as an athlete. Staying close to the venue helped a lot, the food was great and the transportation worked very well. All of this helped the athletes performed their best.

Mr. Beal also applauded the great investment made by FIVB for in-arena entertainment. This is becoming more and more important, and that was almost entirely by FIVB, and they are getting good at it. He also noted that the challenge posed by the cost of the Games will continue, noting that there are almost daily articles about Tokyo facing these challenges.

B. Preliminary recommendations for Tokyo 2020

Mr. Beal thinks FIVB will do a volleyball house again in Tokyo, and other sports will follow suit.

VII. ATHLETE REPORTS

A. USOC AAC Report Katie Holloway

B. USAV Athlete's Council Report Katie Holloway

C. Beach Athlete Update Todd Rogers / April Ross

Ms. Ross referred to her report on the Olympics. She added that the Long Beach tournament was perfectly timed, the fans were fired up. The Chicago AVP event was held after that and some new rules were tried. She thought the players were open to it, but the results were mixed. Ms. Okimura asked if there were any issues for planning for next quad. Mr. Rogers reported that they will meet with athletes to get their feedback.

D. Indoor Athlete Update Gabe Gardner / Tayyiba Haneef-Park

Ms. Haneef-Park noted that the women raised a concern about a lack of information on whether the team would remain in Anaheim. They feel they should have had more involvement in the negotiation. They also would like to see a huge marketing campaign to push their names and teams out there, citing the excitement for the Long Beach event right after the Games. She also felt this would help with the Mayor of Anaheim. She then raised the issue of stipends for housing, noting there are a few younger players and the expense of living off campus is high, and for young athletes the salaries don't cover those costs. She then emphasized the importance of career services for those who are contemplating retirement. Finally, she noted an issue with the payment of medical bills. Mr. Reitingner noted that Regions want athletes to come to the Regions and asked how that could happen more. Ms. Haneef-Park noted the challenge of scheduling, but indicated that she would like to work with Mr. Reitingner on this. Ms. Donaghy also noted the desire of the Regions to see athletes on the Regional level.

Mr. Gardner reported that the men gave lots of good feedback from the Olympics. He did receive calls from those who did not make the team asking about career opportunities, and he encouraged the Board to reach out to those players to talk about opportunities. From his meeting with the men's athletes, the main issue that

came out was the transition to the new CEO, and the concern of athletes that USAV not hire just another business person who could change the operations of the indoor men's national team. He suggested that communication and athlete involvement is important. Another concern of the men is the continued push by governance for changes to term limits, noting that athletes are not able to serve three terms due to the USOC's 10-year rules, unless they serve while they are athletes. The players are aware of the possible changes, and they are upset about it.

E. Sitting Athlete Update

Brent Rasmussen

Mr. Rasmussen lauded the women's team for bringing back the Paralympic Gold Medal. He also complimented staff for the emails that came out about scheduling so people could watch the matches. He also passed along that Ms. Holloway is very highly regarded in the Paralympic movement. He expects a number of athletes will retire now that Rio is over, so everyone should be aware of that impact. He reported that the men and women are having issues with understanding the scheduling. Some athletes also said that their payments were not getting to them quickly enough to pay rent before Rio. Mr. Klostermann noted that USAV typically pays the last three days of the month, but he did not get any requests to pay early, as USAV would have been happy to try to accommodate. Also, Mr. Rasmussen noted that getting flights booked earlier would help. At the Games, the women spoke highly of Michelle Goodall. On the other hand, the men feel there needs to be a better fit with the Team Leader. He then noted that the athletes are very interested in the ongoing contract negotiations and whether they can go back to the University of Central Oklahoma (UCO), so they are very interested in more communication. Finally, the men are wondering what the situation is with coaching and whether there will be another interview process or whether the current hire will be made permanent. Mr. Beal responded that he cannot tell when the situation will be solidified, but there are ongoing discussions.

Ms. Reynaud asked when athletes tend to announce their retirement. Mr. Beal noted that it is now more formal, as they must notify USADA that they are not to be included in the registered testing pool. He also stated that some retirements may not last the full quad. Mr. Gardner asked whether those who have announced their retirement have also asked for their transition funding. Mr. Klostermann indicated that all have done so.

VIII. STRATEGIC PLAN (Staff) & DEPARTMENT OPERATING PLAN

Chris Vadala

A. 2016 Dashboard Update & Goals Review

Mr. Vadala discussed the 2016 Dashboard, which is the way for USAV to monitor the goals of the organization three times per year. Green means USAV is progressing well, yellow means USAV is a little behind where we want to be, and red indicates some challenges. He noted that 100 percent success is not necessarily the goal, because that would likely indicate that staff is not pushing itself enough. There are 58 goals and over 100 additional tactics. He also noted that RVA is working on its strategic plan, which would be advantageous for USAV for that to happen. Mr. Vadala acknowledged the assistance of Avery Wilson of the USOC for all of her assistance, which has come without charge. Mr. Vadala then walked through the documents, which are attached to these minutes.

B. 2017 - 2020 Staffing and Revenue Plan

Mr. Vadala reported on the Staffing and Revenue Plan (which is attached to these minutes), noting that there have not been a lot of changes to the original documents. The feeling is that this is a good starting point for the anticipated January retreat. Ms. Okimura agreed that these documents would be very helpful for the January retreat.

C. CEO & Staff activity calendar Oct 2016 to January 2017

Mr. Vadala noted that this document (which is attached to these minutes) was requested so the Board could understand the staff's activities and time out of the office during the transition period, noting that this is a fluid document that will undergo changes as schedules change.

D. Board Reports from Operational Department Plan Groups

Mr. Vadala indicated that this is an updated document (a copy is attached to these minutes), with Board assignments for the Department Plans. The draft Department Plans were due on September 1, and the budget plans were due by September 30. At the January meeting, Mr. Vadala expects that the Departments will be in a position to submit final plans by the January Board meeting.

IX. STAFF REPORTS (written and distributed prior to the meeting)

A. USA Indoor, Sitting Teams & International Relations

Doug Beal

a. FIVB World Congress Summary

Mr. Beal along with Ms. Okimura were at the FIVB Congress. President Graca was re-elected to an 8-year term, his second and final according to new FIVB guidelines. The FIVB has implemented term limits which mirror those of the IOC, which means a maximum of 12 years. The Congress did not deal with the identification of Vice Presidents. None of Commissions were populated, although Mr. Beal was told privately that this would happen in November. He noted that the Congress needed a long time to fill the gender and diversity positions. The most significant policy change is that FIVB will not be paying for travel expenses of teams traveling to FIVB events. This will be a significant issue for USAV. The World Championships for Beach in 2017 will be held in Vienna. Indoor Championships for women will be held in Japan in 2018, and for men they will be shared between Bulgaria and Italy. There was some discussion about Street Volley and Snow Volley, and President Graca indicated that he expects Snow Volley to be in the Winter Olympics someday.

Mr. Beal then discussed concerns about revenues for FIVB, which is affecting travel and is likely to affect prize money for beach events. The vast majority of revenues for FIVB (approximately \$45M - \$55M annually) come from sanctioning fees and licensing of broadcast rights. Because FIVB could not provide details and conditions for hosting certain events, USAV has decided not to host certain events, but will participate in those events. He also mentioned the World Tour (beach volleyball), which could provide new opportunities for athletes. Ms. Okimura noted that there was some concern about the ability of promoters to execute consistently at these events. There was also some concern about the impact of having multiple events on the same weekend, and how this might impact national-level participation. Also, there is some concern that the promoters for one-star and two-star events are largely from the Middle East, where women's events are a challenge. Ms. Okimura also recognized the problems with women and minorities in FIVB, noting that there are only three women out of 33 on the Board. Ms. Okimura also noted that there was no marketing presentation made, despite representations that significant presentations would be made. Both Mr. Beal and Ms. Okimura felt that this was the most unorganized conference they had attended.

b. FIVB Marketing & Event Bid Update, contractual obligations and satellite marketing office relocation

Mr. Reitingger asked about the marketing office. Mr. Beal indicated that the CMO of FIVB has communicated that he'd like to establish a satellite office in the U.S. Mr. Beal indicated that having a partnership with FIVB in this area could be beneficial for USAV, as well as FIVB. Mr. Beal said there has been no request for funding from the U.S.

c. Olympic Assembly

Mr. Beal reported on the National Medical Network that the USOC is working with that would provide medical care for NGB athletes, including some surgeries. He noted that there is not as significant of a network in So. California as one would expect. There was also a lot of discussion about LA 2024. The USOC has also hired Sarah Wilhelmi to facilitate relations between NGBs and collegiate programs. Finally, the Chula Vista training center, in which USAV invested heavily in, is being transitioned to the City and a private operator, Point Loma

Nazarene University, with the caveat that the USOC will fund for the next 4-5 years, which will guarantee current users to be able to use at the same level as they have been, thus protecting USAV's investment.

B. Operations, Information Technology, Diversity & Inclusion

Chris Vadala

Mr. Vadala followed up on the Olympic Assembly, passing out a summary of the topics that were covered and most relevant. The NCAA Olympic Sport liaison meeting was interesting - over the past 12 months, Beach Volleyball: 2 women's schools were dropped, but 8 were added; Indoor: 2 men's programs were dropped, 7 were added, and 2 more women's programs were added.

Mr. Vadala also handed out information on the USOC's diversity and inclusion program. The USOC is now posting a diversity inclusion scorecard for each NGB on the USOC's website. Both Mr. Beal and Mr. Vadala felt that the scorecard was a little confusing. Mr. Vadala suggested that Jason Thompson of the USOC come to the January meeting to discuss the scorecard and how it works. This is in draft form, and the USOC is open to changes that NGBs might suggest. Mr. Rasmussen asked where the benchmarks come from. Mr. Vadala responded that it is a combination of NCAA and NGB numbers.

Mr. Vadala noted that the AAC call for elections just went out. For the Nominating Committee, there are three positions that need to be filled.

C. USOC, Sponsorship, Television & Int'l Events

Kerry Klostermann

Mr. Klostermann added to his written report. There was a meeting with the Board contracts committee, and USAV is close to having a counter-proposal draft agreement to send back to Visit Anaheim. For the 2017 World League and World Grand Prix, Mr. Klostermann is in discussions with NBC about windows of broadcast for those events. UCO has indicated that they cannot pay for everything they have in the past, as well as what they can no longer pay for. Staff is evaluating those numbers and proposed commitments. Mr. Klostermann and Mr. Vadala met with the USOC in Rio about a resident sitting program in Colorado Springs. The USOC is open to this. The USOC has indicated that they would fund the women's residence program, but USAV would have to fund the men's program. This could be an issue for athletes and coaches who would have to relocate, as well as the impact of altitude. Mr. Rasmussen noted that there have been some synergies in Oklahoma and surrounding areas in recruiting, which might be lost if the program is transferred. Mr. Klostermann also noted that the educational opportunities offered by UCO are important to consider.

On sponsorships, USAV is in the ongoing negotiation phase with several key sponsors for the Tokyo 2020 Quad. In addition, several other opportunities continue to be investigated by staff.

D. Q & A for written reports submitted by department

1. *Communications & Creative Services (Charlie Snyder) *Include media report from Rio*
OG & PG

Ms. Okimura asked if there was an ETA for a brand study since it had been reported in previous meetings a study was underway. Mr. Vadala reported that there was an RFP, but at the end of the year the Creative Services staff decided to postpone the brand study originally commissioned in 2015. Staff is considering this as part of the 2017 budget process.

2. *Indoor High Performance & Domestic Events (Tom Pingel)*

Ms. Okimura asked for an explanation about what happened at the Junior Girls Championships and housing. Also, was restitution equally dispersed among affected clubs? Mr. Vadala agreed to have Mr. Pingel submit a report before the next meeting. Mr. Beal indicated that this problem cost USAV around \$50,000 in restitution, noting this was a terrible situation. Staff spent a lot of time trying to create a formula for restitution. Ms. Okimura asked if this is a problem not likely to happen with the new housing company coming online. Mr.

Beal indicated that he was not sure how much of the problem was due to the housing company or the City. Mr. Reitingger noted that the housing company made some warning about other events being there at the same time. Ms. Reynaud asked if the City was aware of this problem, which they were. Ms. Donaghy asked if THS contributed to the resolution. Mr. Beal responded that they did, but USAV's contribution to the compensation was \$50,000.

3. ***USA Beach Teams and High Performance (John Ruger)***

Ms. Okimura asked about the JBT event held in conjunction with the Long Beach Grand Slam. Mr. Ruger reported that all sponsorship was cleared from the JBT event, and they were accommodating. HP ran an invitational as a makeup for the FIVB Under-17 Beach Volleyball World Championships which were cancelled, and the juniors were very happy with the event.

4. ***Region Services, Sport Development, Coaching & Officials (Margie Mara)***

Mr. Reitingger asked about the new person hired in the official's division. Is the long term plan for that to replace current contractors, or in addition to those? Ms. Mara reported that just hiring the director would not phase out the contractors, but over the next five years the plan is to hire new employees, so the need for contractors would be less over time.

Ms. Mara reported that the new U.S. Center for Safe Sport is being targeted to open in January, 2017. USAV was told that there will be a new requirement that Safe Sport must be renewed every two years - this requirement will go into effect at the end of 2017 or beginning of 2018. Ms. Okimura reminded the Board to re-certify before the next annual meeting. Mr. Hughes asked if this needs to apply so broadly, such as to chaperones, as this is a heavy burden to comply with. In the future, clubs may decide to eliminate chaperones, which will hurt memberships. Ms. Mara responded that chaperones probably need the course as much as anyone, but she also understands the burden. She also noted that there is a 30-minute refresher course.

Ms. Okimura asked for an update on the Transgender Policy. Ms. Mara reported that she had a lot of communication with Dr. William Briner, chair of the USAV Sports Medicine and Performance Commission, on this topic. They are following up on the comments made from the Board. He thinks that there should be something scientific incorporated into the program, but handle each case on an individual basis.

5. ***Finance (Stacie Kearns) *additional verbal report in AFB summary***

No questions were raised for Ms. Kearns.

X. **5:30 to 6:30 p.m. EXECUTIVE SESSION - Part I. *Participants to be confirmed.**

Motion #3, to move into Executive Session, made by Reitingger, seconded by Rasmussen, approved unanimously.

A. **Ethics & Eligibility Committee Report** Jon Lee

B. **USA Volleyball Foundation** Lori Okimura / Steve Smith / Andy Reitingger / Donna Donaghy

Monday October 10: 8:00 am - 2:30 pm

XI. **8:00 am to 11:30 am EXECUTIVE SESSION - Part II continued *Participants to be confirmed.**

A. **Contract Review Committee Report** Lori Okimura / Andy Reitingger
B. **Human Resources & Safe Sport Staff Report*** Chris Vadala / Bernie MacLean
C. **Personnel Committee & CEO Search Report*** Cecile Reynaud / Ashley Dombkowski
D. **Legal Report*** Lori Okimura, et al.

Motion #4, to come out of executive session, made by Reitingger, seconded by Rasmussen,

Ms. Okimura reported that the Board heard the Ethics and Eligibility Report and recommended that E&E align with and work with staff on the transgender policy and Safe Sport. The Board discussed the Foundation, the Contract Committee, and HR, the Personnel Committee and the Executive Search. The Board also discussed Safe Sport, noting that USAV continues to be at the forefront of Safe Sport activities.

XII. 12:00 pm to 2:30 pm OPEN SESSION

Attendance, Day 2:

Present: Barnum, Conover, Dombkowski, Donaghy, Haneef-Park, Hughes, Mailhot, Okimura, Rasmussen, Reitingger, Reynaud, Rogers, Ross, Shropshire

Present by phone: Stemm, Fasbender and Gardner

Absent: None

XIII. BYLAWS and GOVERNANCE

A. Bylaws Revisions -

Kerry Klostermann / Andy Reitingger

Mr. Reitingger reported on the discussions of the Governance Committee, and the proposed changes suggested by the Committee. The list of proposals is attached to these minutes. Mr. Hughes asked for several clarifications on the proposals, which Mr. Reitingger addressed.

Motion #5, to approve all proposed amendments, except Section 4.06, made by Reitingger, seconded by Mailhot, approved unanimously,

Mr. Reitingger then addressed the proposed amendments to the Conflict of Interest Policy, a copy of which is attached to these minutes.

Motion #6, to approve the amendments to the Conflict of Interest policy, made by Reitingger, seconded by Rasmussen, approved unanimously,

Mr. Reitingger then addressed the proposed changes to the Operating Code, a copy of which is attached to these minutes. Mr. Reitingger noted the need to develop a document retention policy. Mr. Klostermann suggested that the Governance Committee look at the USAV policy as a starting point.

Motion #7, to approve the amendments to the Operating Code, made by Reitingger, seconded by Rogers, approved unanimously,

Motion #8, to amend the Operating Code to waive 30-day notice for next two items, made by Reitingger, seconded by Dombkowski, approved unanimously,

Motion #9, to change language in 4.01(a)(1)(g) as follows: Register participants only with the Regional Volleyball Associations of USA Volleyball who shall be considered members of the RVA's or with the Corporation, made by Hughes, seconded by Reitingger, with friendly amendment proposed by Donaghy and accepted by Hughes and Reitingger, approved unanimously,

Motion #10, to change 5.02(I)(4) to eliminate the word indoor, made by Reitingger, seconded by Mailhot, approved unanimously,

Motion #11, to add language in the Bylaws, where appropriate, that reasonable effort will be made to identify a minimum of two candidates for each position, made by Reitingger, seconded by Barnum, approved unanimously.

Motion #12, to revise the Bylaws on term limits and sitting out as follows: "An Individual may be eligible for election/selection to the same position (the 3 independent and 3 RVA seats are all defined as the same position) on the Board after their term limit has expired provided they sit out four (4) years," made by Reitingger, seconded by Barnum, approved unanimously.

Mr. Beal expressed concern that this could be discriminatory.

Motion #13, to table Governance Proposals 8 and 9, made by Gardner, dies for lack of a second.

Proposal 8: amend the Bylaws as follows: "An Individual may be eligible for election/selection to a different position (the 3 independent and 3 RVA seats are all defined as the same position) on the Board after their term limit has expired provided they sit out one (1) year."

Proposal 9: amend the Bylaws as follows: "A member of the Board shall be eligible to serve a maximum of two (2) three (3) consecutive terms..."

Motion #14, to amend the Bylaws as follows: " An Individual may be eligible for election/selection to a different position (the 3 independent and 3 RVA seats are all defined as the same position) on the Board after their term limit has expired provided they sit out one (1) year," made by Reitingger, seconded by Barnum, fails 7 in favor, 7 against and 1 abstention.

Mr. Gardner suggested a friendly amendment that the time to sit out be changed to two years, which was declined by Mr. Reitingger.

Motion #15, to change one (1) year to two (2) years in Motion #14, made by Gardner seconded by Hughes, failed with one vote in favor and one abstention.

Motion #16, to rescind Motion #9 from the Orlando Board meeting, dealing with on term limits, made by Reitingger, seconded by Mailhot, failed 5 votes in favor, 10 opposed.

Motion #17, to approve the Revised Board Policy Manual, made by Reitingger, seconded by Dombkowski, approved with one abstention.

Ms. Reynaud noted that there are a number of random policies in this document.

Motion #18, to table for 30 days the Motion to add Section 4.06 on Registration Privilege, made by Donaghy, seconded by Rasmussen, approved unanimously.

B. Audit, Finance & Budget Committee Report

Ashley Dombkowski / Stacie Kearns

1. 2016 Budget Status

Ms. Dombkowski went over the First Period Review. At the end of 2015, there was a \$1.67M surplus, that was allocated into four almost \$437K budget support, \$350K facilities, \$434K for contingency fund, and \$450K for Olympic/Paralympic. As of now, the projected net operating deficit is \$800K, which would be debited against the surplus. There would be \$408K in capital purchases for the year. This leaves us with a balance of \$444K, leaving budget support at \$0, facilities would have \$47K, the contingency fund would have \$397K and the Olympic/Paralympic fund would be \$0.

Ms. Kearns discussed variances in the girls JNC budget, with \$50K paid back to clubs, and losses in revenues of approximately \$190,000, for a total negative budget impact of \$240,000. In international operations, there was a net loss of \$125,000 in revenue. For Rio Games, USAV is projecting a \$100,000 deficit. USAV has made up a lot of this by having departments make savings wherever they could. 10-20 departments were able to save \$20,000 or more. Ms. Dombkowski summarized that the program variances have a net negative impact of \$130,000. There was a positive variance of \$180,000 driven by payroll. Mr. Reitingger also noted that not having to go with the new website was a positive variance of \$300,000.

Ms. Dombkowski noted that the IRS Form 990 was sent to the Board for review. Ms. Kearns noted that AFB approved this Form 990 and recommend to the Board that it be approved by the Board for filing.

Motion #19, from AFB and made by Dombkowski to approve IRS Form 990 and to submit to the IRS, approved unanimously.

** The following reports have either been provided or will be provided in writing and no verbal reports were made.

- C. Governance Committee Report** Andy Reitingger/Donna Donaghy
 - a. Motions for consideration as voted by committee
 - b. Items for discussion

- D. Nominating Committee Report *provided in writing** Chris Brown

- E. Assembly Reports (written reports provided prior to meeting or given verbally)**
 - 1. Beach Assembly Report Jeff Conover
 - 2. Junior Assembly Report Andy Reitingger
 - 3. Officials Assembly Report Sue Mailhot
 - 4. RVA Assembly Report Jon Lee & BOD reps

- F. Commission Reports (if any)**
 - 1. Sitting Commission Report Brent Rasmussen

- G. Administrative Council Report *provided in writing** Margie Mara
- H. Coaching Update** Reynaud / Conover
- I. NCAA Update** Kristin Fasbender

XIV. NEW BUSINESS Lori Okimura

A study on men's collegiate volleyball forwarded by John Speraw, men's indoor national team head coach, will be forwarded to the Board for review. Ms. Okimura will submit a call for nominations to a new USAV Diversity Committee. Nominations are due back by October 30th. And, Ms Okimura will respond to the FIVB and NORCECA regarding a request for updated CEO transition timelines and information regarding additional action required.

Motion #20, to go into Executive Session made by Conover, seconded by Reitingger, approved unanimously.

Motion #21, to come out of Executive Session, made by Conover, seconded by Reitingger, approved unanimously.

The Board completed a discussion about the Foundation and voted on directives regarding the Foundation Board election.

Motion #22, to adjourn, made by Reitingger, seconded by Dombkowski, approved unanimously.



Board of Directors

**Actions between Meetings
May 27, 2016 to October 10, 2016**

Date: July 25, 2016

Motion: To approve the members of the USAV AUDIT, FINANCE & BUDGET COMMITTEE

Chair: Ashley Dombkowski (Independent Director & USAV Treasurer)

Members:

- Todd Rogers (BOD Male Beach Athlete Rep)
- Judy Praska (North Country Region)
- Andy Reitingger (BOD Junior Rep & North Texas Region)
- Stew McDole (USAV Foundation Treasurer)
- AD HOC MEMBER: Scott Fortune (USAV Foundation President)
- Ex-officio (non-voting) members: USAV Board Chair, Chief Executive Officer, Chief Operating Officer, Secretary General or equivalent position, and Chief Financial Officer.

Vote Results: YES - 15
NO - 0
ABSTAIN - 0
NO RESPONSE - 2

MOTION PASSES

Date: September 26, 2016

Motion: To approve the minutes of the May 26-27, 2016 Board Meeting.

Vote Results: YES - 13
NO - 0
ABSTAIN - 4

MOTION PASSES

Date: October 3, 2016

Motion: To approve the addition of Lauren Fendrick (international athlete) to the USAV Governance Committee.

Vote Results: YES - 17

NO - 0

ABSTAIN - 0

MOTION PASSES

**USA Volleyball
2016 Other Key Tactics - 2nd Period Review**

Department	#	Other Key Tactics	"Owner"	Status			Key Tactic Achieved (Y/N)	Comments
				Jan-Apr	May-Sept	Oct-Dec		
Nat. Teams - Indoor	1	Assist with Olympic/Paralympic year local activity (Anaheim & Southern California) related to USAV sponsor obligations, Rio activation, City of Anaheim, USOC obligations, etc.	Moy					2nd period - Continue to support activities.
	2	Complete the project to define the operational timeline (department calendar of events/activities) and map key processes for the Secretary General and Senior Manager, International Programs & Executive Operations as it pertains to national teams operations.	Kosbab					2nd period - This project is on hold given RS staffing situation. Will be pushed to 2017.
	3	Discuss with Volleyball Canada the possibility of running NORCECA Central Zone tournaments as a cost effective way to increase opportunities for BNP athletes to gain FIVB points.	Scott				NO	Lack of interest from other federations. Will revisit in the future based on FIVB rule changes and other NF interest levels.
Nat. Teams - Beach	4	Sign a National Tour/USAV agreement.	Ruger					2nd period review - On going discussions.
	5	Work with NORCECA to enhance their programs, including scheduling, reducing cancellations, reducing entry withdrawals, NF exchange programs, age classifications for Underage World Championship qualifiers, entry of results into FIVB VIS, etc.	Ruger					1st period - USAV in conjunction with the new chair of the NORCECA Beach Commission was able to positively change several rules and regulations regarding the NORCECA Beach Tour.
	6	Create structured procedures for athletes of the BNP including athletes in the beach pipeline to gain access to the new strength and conditioning facility and USAV contracted strength and conditioning trainers.	Scott				YES	Policies for accessing the facility and S&C coach BNP were published in the 2016 BNP Handbook.
Nat. Teams - Sitting/Paralympic	7	Initiate project to define the operational timeline (department calendar of events/ activities) and map key processes.	Kosbab					1st period - Timeline will be completed, but mapping may take longer than expected. 2nd period - This project is on hold given RS staffing situation. Will be pushed to 2017.
	8	Investigate Hermosa or Torrance as the official home of Beach Volleyball.	Ruger				NO	Will not achieve in 2016. Made progress and committed to achieving this in 2017.
	9	Create a promotion video of the Sitting National Teams.	Hamiter				YES	Video created and will be used as promotional material and shown at key regional tournaments and national meetings/events.
TP - Indoor	10	Continue to work with World Paravolley and International Hall of Fame on upgrading the Sitting Volleyball Display and submitting names for induction.	Hamiter					1st period - Information sent to WPV, work still needs to be done on upgrading the display. 2nd period review - Attending HOF in Oct. to plan and work on display.
	11	Continue and finalize discussions with UCO about extending the Host City Agreement for 2017-2020.	Klostermann					1st period - Discussions are ongoing. 2nd period - Both USAV & UCO remain interested but USAV is exploring other options.
	12	Initiate project to define the operational timeline (department calendar of events/ activities) and map key processes.	Kosbab					1st period - Timeline will be completed, but mapping may take longer than expected. 2nd period - This project is on hold given RS staffing situation. Will be pushed to 2017.
	13	Conduct inventory study to implement changes to gear ordering and logistics.	Hubbard				YES	Study completed and recommendations implemented to assist with dept. efficiencies.
	14	Pilot a "fantasy camp" and evaluate the impact and ROI for an event of this nature.	Sheldon				NO	Did not meet minimum registration target and consequently decided to cancel the pilot program.
	15	Develop a measure for staff work-life balance.	Powers					2nd period - First thing that needs to be completed is the map key processes (#16).
	16	Initiate project to define the operational timeline (department calendar of events/ activities) and map key processes.	Kosbab					1st period - Timeline will be completed, but mapping may take longer than expected. 2nd period - Project on hold given RS current staffing situation. Plan to pick back up in Q4.

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**USA Volleyball
2016 Other Key Tactics - 2nd Period Review**

Department	#	Other Key Tactics	"Owner"	Status			Key Tactic Achieved (Y/N)	Comments
				Jan-Apr	May-Sept	Oct-Dec		
HP - Beach	17	Create Beach HP Coaching Standards Manual and hiring procedures.	Ruger				YES	
	18	Develop National Team Coaching Contract that details relationship with Beach including requirements and expectations.	Ruger				YES	
	19	Utilize independent labor contract coaches to staff the HP program including national team camps, trials and international trips.	Ruger				YES	
	20	Weekly posts from Manager Beach HP through a dedicated Beach VB app to all athletes in the HP program detailing items of interest including: upcoming events, results of recent camps and/or competitions, registration for future events, merchandise store, training tips.	Burgdorf					1st period - Behind schedule. 2nd period - Project delayed.
	21	Submit results of every match from every HP competition/camp to USOC for ranking in order to establish a new USAV competitive ranking system.	Burgdorf					1st period - Behind schedule. 2nd period - Project delayed.
	22	Further define the Beach National Program pipeline by giving athletes a comprehensive road map that defines the path from Junior Beach Tour to Beach High Performance to Beach National Team.	Scott					1st period - Work in progress, but behind schedule. 2nd period - Will be focusing on the initiative post Rio.
	23	Add authorized vendors present to sell USAV merchandise at the BHP Championships.	Ruger				YES	
	24	Initiate project to define the operational timeline (department calendar of events/ activities) and map key processes.	Kosbab					1st period - Timeline will be completed, but mapping may take longer than expected. 2nd period - This project is on hold given RS staffing situation. Will be pushed to 2017.
	25	Restart the USAV Best Practices sessions, where 2-3 sessions are conducted annually.	Mara					1st period - Hosted SafeSport Working Group in late April. 2nd period - Exploring possibility of Best Practices webinar after polling at Oct. RVA meeting.
	26	Compile, organize and index identified topics across all RVAs and make them available on USAV's website.	Hoke				YES	
Region Services	27	Work with all USAV Departments to formalize processes and educate appropriate staff member with regard to membership status definitions and eligibility requirements for national programming. Include protocol for notification if membership or background screening status changes during the season. Develop process for Regions to notify USAV regarding these situations or questionable participants.	Hoke					2nd period - In progress
	28	Organize and index all resources and information that can serve as a resource to RVAs and clubs. This information will be promoted and easy to find on USAV's website.	Hoke					2nd period - In progress
	29	Oversee and ensure the completion of the Junior Athlete SafeSport Education Video: complete script, film, edit, distribute on USA Volleyball multimedia platforms (website, Twitter, Facebook, monthly newsletters.)	Miller				YES	Completed.
	30	Work with Events Department to investigate potential solutions for Foreign Team Participant paperwork submittal and tracking.	Kosbab					2nd period - In progress

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Department	#	Other Key Tactics	"Owner"	Status			Key Tactic Achieved (Y/N)	Comments
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	31	In conjunction with the RVA Insurance Committee, go through the RFP process and select a risk management firm.	Mara				YES	
	32	Do a comprehensive feasibility study relating to the potential of providing financial support to regions for temporary staffing positions and/or office space.	Crockett					2nd period - Behind schedule on the study. However, \$10,000 membership initiative may offset this tactic.
	33	Ensure the following groups adhere to the SafeSport Timeline for implementation of required certification: USAV Board of Directors, Regional Commissioners/Executive Directors, Regional SafeSport Contacts, national officials, junior club personnel and other groups according to the agreed upon timeline.	Miller				YES	RVA passed motion to require SafeSport training for anyone attending national event in 2016-17 season, and beginning in 2017-18 all adults required to complete background screening will be required to complete training.
	34	Initiate project to define the operational timeline (department calendar of events/activities) and map key processes.	Kosbab					1st period - Timeline will be completed, but mapping may take longer than expected. 2nd period - Project on hold given RS staffing situation. SafeSport piece on target for EOY completion.
Sport Development	35	Create a "Sitting Game Booth in a Box" package where regions could borrow the set for RVA events and showcase the sitting discipline. The box contains back drop, pictures/posters, fliers, video, etc.	Fadum				YES	Completed. Done in conjunction with the Iowa Region.
	36	Initiate project to define the operational timeline (department calendar of events/ activities) and map key processes.	Kosbab					1st period - Timeline will be completed, but mapping may take longer than expected. 2nd period - Project on hold given RS current staffing situation. Plan to pick back up in Q4.
Coaching Education	37	Develop a plan of action based on the Q4, 2015 educations meetings.	Cole					2nd period - Continue working in conjunction with cadre and RVA Education Committee.
	38	Mark all USAV Coaching Education materials and courses with new USOC Rings Program logos; Re-submit official application materials including the SafeSport section for approval.	Small					
	39	Make major revision to IMPACT manual (Indoor and Beach) and power point presentation for IMPACT.	Cole					1st period - Working in conjunction with the RVA Education Committee. 2nd period - A little behind schedule but revised manual will be sent out first week of Oct.
	40	Increase public recognition of CAP certified coaches as well as the visibility, awareness, and attendance in the CAP and BCAP certification programs via the annual CAP Coach Recognition Program events, social media & advertising, the USAV website and Sidelines e-newsletters.	Small					2nd period - Also piloted at JBT Championships.
	41	Increase staff presence & increase outreach to RVA's, on-site course hosts, and HS State Associations/Coaching Associations/State Tournaments, & outside coaching clinics	Small					1st period - Not as extensive as would have liked at this point in the year.
	42	Work proactively and liaison with the newly formed RVA Education Committee.	Cole					2nd period - Same as first period.
	43	Work closely with new video/streaming department to continue producing multimedia education resources and online education course content/materials.	Cole					2nd period - Pleased with ongoing communication and exchange of ideas.
	44	Research and develop a plan for the potential of making IMPACT free to USAV members.	Cole					2nd period - Some projects behind due to Olympic year video production schedule & major edits to IMPACT Manual.
	45	Initiate project to define the operational timeline (department calendar of events/ activities) and map key processes.	Cole					2nd period - Discussed at dept. retreat and looking at how fits within the organization and timing.
	45	Initiate project to define the operational timeline (department calendar of events/ activities) and map key processes.	Kosbab					1st period - Timeline will be completed, but mapping may take longer than expected. 2nd period - Project on hold given RS current staffing situation. Plan to pick back up in Q4.

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**USA Volleyball
2016 Other Key Tactics - 2nd Period Review**

Department	#	Other Key Tactics	"Owner"	Status			Key Tactic Achieved (Y/N)	Comments
				Jan-Apr	May-Sept	Oct-Dec		
Officials/Development	46	Produce a domestic beach rules casebook.	Larson					2nd period - Progress has not been reported despite requests for information.
	47	Collaborate with Coaching Education to integrate rules & protocols into the Beach CAP program.	Larson					2nd period - Beach presentation was made at CAP course in Gulf Coast in May. It will be presented again at AVCA in December and will be recorded.
	48	Improve indoor Regional Volleyball Associations' officials' education process by encouraging RVAs to use Commission-recommended guidelines for both provisional and regional referee and scorer certifications.	Mara					1st period - Initiative is progressing. It is hard to objectively measure this initiative. 2nd period - Still hard to measure as some regions accepted the recommendations and some did not.
	49	Explore options for the Officials Department to co-op with other organizations.	Beal					1st period - Exploring options, but lower priority. 2nd period - No progress since 1st period.
	50	Combine AAJA divisions to increase participation in the club divisions and enhance parity.	Damy				YES	
Events - Indoor	51	Redesign city bid manuals into electronic RFP format.	Eisenbeis				NO	2nd period - Have not started. Most events are in the process of being booked thru 2020 which makes this less time sensitive. Will pursue in 2017.
	52	Initiate project to define the operational timeline (department calendar of events/ activities) and map key processes.	Kosbab					1st period - Timeline will be completed, but mapping may take longer than expected. 2nd period - This project is on hold given RS staffing situation. Will be pushed to 2017.
	53	Evaluate the Girls' 18s Championships and research ways to improve it.	Pingel					
	54	Increase input in future contract negotiations that affect the Events Dept.	Pingel					1st period - Concern that this is not happening. 2nd period - Scheduling a meeting to discuss ways to ensure better integration.
Events - Beach	55	Invite and pay an Olympic Medalist to attend the JBT Nationals to hand out awards, pose for pictures, interact with junior athletes and in general be a goodwill ambassador for Beach Volleyball.	Paaluhi					2nd period - Attempted to get an athlete to be an ambassador during JBT Nationals. Currently working on potential budget for 2017.
	56	Retain a photographer to shoot the National Championships and allow them to sell their photos directly to athletes and families in return for the use of their stock for Beach Volleyball to use to promote the sport and JBT/HP events.	Mathews				YES	Retained a photographer, and allowed for sale of photos to anyone who requested them.
	57	Within three (3) days of the close of each Junior Beach Tour (JBT) event, post results. Each JBT competition will record all matches (not just final results) and submit them within three days of the conclusion to the event.	Mathews					2nd period - Working on details to manage this more effectively. Need to re-evaluate recording results of each JBT match.
	58	Add authorized vendors present to sell USAV merchandise in a quality setting at the JBT Championships.	Paaluhi				YES	Accomplished. An authorized vendor was present at JBT Nationals and had a successful weekend.
	59	Work with LA24 on a possible event to support their bid.	Ruger					1st period - Ongoing communication and exploring possibilities with LA24. 2nd period - Still working through potential details.
	60	Add an Under-23, 21 and 19 to JBT events.	Paaluhi					1st period - Rethinking this concept.
	61	Initiate project to define the operational timeline (department calendar of events/ activities) and map key processes.	Kosbab					1st period - Timeline will be completed, but mapping may take longer than expected. 2nd period - This project is on hold given RS staffing situation. Will be pushed to 2017.

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**USA Volleyball
2016 Other Key Tactics - 2nd Period Review**

Department	#	Other Key Tactics	"Owner"	Status			Key Tactic Achieved (Y/N)	Comments
				Jan-Apr	May-Sept	Oct-Dec		
Sponsorship	62	Complete the project to define the operational timeline (department calendar of events/activities) and map key processes for the Secretary General with respect to his sponsorship responsibilities.	Kosbab					1st period - Timeline will be completed, but mapping may take longer than expected. 2nd period - Project on hold given RS current staffing situation. Plan to pick back up in Q4.
	63	Work with the FIVB to solidify the bid process for international events in the USA.	Ruger					2nd period review - Ongoing discussions with FIVB in Rio were positive.
	64	Complete the project to define the operational timeline (department calendar of events/activities) and map key processes for the Secretary General with respect to his sponsorship responsibilities.	Kosbab					2nd period - This project is on hold given RS staffing situation. Will be pushed to 2017.
Foundation	65	Develop a comprehensive staffing plan.	Beal					1st period - Staffing plan is in place, but hiring process is taking longer than would like. 2nd period - Working with USAVF board and new Development Director to put together a staffing plan.
	66	Plan Foundation/donor activities leading up to, during and following the Olympic and Paralympic Games.	Klostermann					2nd period - On going. Plan to host an event for the women's sitting team.
	67	Work with the Finance Department in establishing agreed upon Foundation Accounting Practices.	Klostermann					2nd period - Will work with Sr. Director, Philanthropy on this project.
	68	Create an Operational Calendar.	Klostermann					2nd period - Will work with Sr. Director, Philanthropy on this project.
Communications & Creative Services	69	Create the project to define the operational timeline (department calendar of events/activities) and map key processes for the Secretary General with respect to his Foundation responsibilities.	Kosbab					2nd period - This project is on hold given RS staffing situation. Will be pushed to 2017.
	70	Update "Where in the World" global map.	Kauffman					
Information Technology	71	Create infographics for Olympic legacy web pages.	Grice					2nd period - Used during the Games and now being updated with Rio medals.
	72	Initiate project to define the operational timeline (department calendar of events/ activities) and map key processes.	Kosbab					2nd period - This project is on hold given RS staffing situation. Will be pushed to 2017.
	73	Develop a plan to provide additional coverage to the two California offices.	Buzbee					
	74	Develop action plan and begin implementation of recommendations from the IT audit.	Buzbee					
	75	Deploy Network Log Management & Analysis system.	Buzbee					Yes
	76	Deploy Network Configuration Management & Audit system.	Buzbee					Yes
	77	Deploy Network Intrusion Detection/Intrusion Prevention System (IDS/IPS).	Buzbee					Yes
	78	Upgrade Torrance datacenter to include replacement of end-of-life (EOL) servers and storage area network (SAN).	Buzbee					2nd period - Deployment scheduled for 4th Q.
	79	Complete the calling phone tree for main switch board.	Buzbee					2nd period - Programming complete, working on deployment plan
	80	Make scheduled, quarterly visits to the California offices.	Buzbee					
	81	Develop a comprehensive IT Recovery Plan.	Buzbee					
	82	Initiate project to define the operational timeline (department of events/activities) and map key processes.	Kosbab					1st period - Timeline will be completed, but mapping may take longer than expected. 2nd period - This project is on hold given RS staffing situation. Will be pushed to 2017.

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**USA Volleyball
2016 Other Key Tactics - 2nd Period Review**

Department	#	Other Key Tactics	"Owner"	Status			Key Tactic Achieved (Y/N)	Comments	
				Jan-Apr	May-Sept	Oct-Dec			
Finance	83	Full conversion of all officials into Arbiter Pay system.	Young				YES	Completed.	
	84	Send finance staff to budget training which encompasses forecasting, projections, and strategic planning.	Kearns					2nd period - Training freeze due to budget constraints. Will pursue in 2017.	
	85	Initiate project to define the operational timeline (department of events/activities) and map key processes.	Kosbab					1st period - Timeline will be completed, but mapping may take longer than expected. 2nd period - This project is on hold given RS staffing situation. Will be pushed to 2017.	
Human Resources/Leadership Development	86	Implement workforce planning tools to support staffing decisions.	MacLean					1st period - Behind schedule. 2nd period - Progress has been made other than implementation.	
	87	Provide 9-box training for implementation of phase 2 and 3 of Succession Planning.	MacLean					1st period - Behind schedule. 2nd period - Lower priority and may be moved back to 2017.	
Diversity & Inclusion	88	Execute the Succession Planning strategy (Phase 1)	MacLean				YES	Phase 1 completed.	
	89	Revise the Employee Handbook.	MacLean					1st period - Behind schedule. 2nd period - In progress.	
	90	Develop a formalized program where staff are able to assist other departments during their busy time of year.	MacLean					2nd period - In progress.	
	91	The USAV D&I Working Group select an initiative to pursue in 2016 and put together a plan of action.	Vadala					2nd period - Behind schedule.	
	92	Compile an inventory of all the D&I programs that are currently being conducted by USAV departments.	Sheldon						
	93	Introduce stronger D&I language in the USAV bylaws.	Vadala					2nd period - Behind schedule. Will work with new Governance Committee.	
	94	USAV Diversity Working Group meet on a quarterly basis.	Sheldon					1st period - Scheduling is making the quarterly meetings a challenge. 2nd period - Scheduling continues to be a challenge.	
	Governance/International Relations	95	Assign Board members to oversee and interact with staff in corresponding areas of the Strategic Priorities and Operating Plan that apply to their representative constituent base or professional area of interest.	Okimura					
		96	Conduct at least one meeting of the Ad Hoc Governance Task Force and begin formulating recommendations.	Beal					2nd period - Standing Governance Committee was established and meeting on a regular basis.
	Governance/International Relations	97	Develop recommendations for future representatives on FIVB and NORCECA Commissions.	Beal					
98		Take an active role and closely monitor NCAA and USOC initiatives as it relates to Olympic Sports.	Beal						
99		Continue to work with the FIVB on enhancing their partnership; with the Volleyball Hall of Fame.	Beal						
Governance/International Relations	100	Complete the project to define the operational timeline (department calendar of events/activities) and map key processes for the Secretary General with respect to his sponsorship responsibilities.	Kosbab					2nd period review - Project on hold given RS staffing situation. Plan to pick back up in Q4.	

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**USA Volleyball
2016 Department Goals - 2nd Period Review**

Department	#	Goal	"Owner"	Strategic Priority	Status			Goal Achieved (Y/N)	Comments
					Jan-Apr	May-Sept	Oct-Dec		
Nat. Teams - Indoor	1	House and support athletes and technical staff (indoor) outside the Olympic Village in close proximity to the competition venue (Maracanazinho) and the Navy School (USOC HPC).	Klostermann	SUCCESS				YES	
Nat. Teams - Beach	2	Ensure scouting needs of the BNP teams are being met prior to and at the 2016 Olympic Games.	Scott	SUCCESS				YES	
	3	House and support athletes and technical staff (beach) outside the Olympic Village in close proximity to the competition venue (Copacabana Beach) and the Navy School (USOC HPC).	Klostermann	SUCCESS				YES	
	4	Ensure Olympic bound teams needs/expectations leading up to and at the Games are met.	Scott	SUCCESS				YES	
	5	Review and update the Athlete Handbook to reflect possible new strategic priorities for the 2017-2020 Quad, including elite athlete programs: Direct Athlete Support (DAS), Elite Athlete Health Insurance (EAHI), funding priorities to international events, selection of athletes to international events, coaching stipends, training center access.	Scott	SUCCESS					1st period - Held discussions with USOC about instituting Performance Markers. 2nd period - On schedule. We still start to address post Rio.
Nat. Teams - Sitting/Paralympic	6	Increase the number of new sitting athletes in the A2 Sitting program by 4.	Blake	SUCCESS				YES	10 New athletes participating in A2 Camps
	7	Increase the training support within the A2 program by assisting at least 5 non-military and 8 military/veteran A2 athletes.	Blake	SUCCESS				YES	Received \$6k from Women's Sports Foundation supporting multiple women's athletes. Received \$10K from DoD to support military athletes at Opens.
	8	Increase the awareness of Sitting Volleyball through hosting 6 sport development events.	Blake	GROWTH				YES	New tournament in San Diego. Five grassroots clinics held so far, clinic scheduled for Dallas in November.
	9	Create and implement a "Go for Gold" plan for Women's Team.	Hamiter	SUCCESS				YES	Plan was completed and worked.
High Performance - Indoor	10	Improve the identification methods, feedback and evaluation process and ultimately increase nationwide participation of top-performing athletes at USAV HP Tryouts.	Powers	SUCCESS				YES	Received 200 nominations from 40+ coaches from around the country (mostly DI institutions). These athletes have raised the level of tryouts and improved A1 programs. DI coaches are now evaluating at tryouts.
	11	Increase active HP Coaches' Pipeline by 10% through recruitment, retention, and training efforts and providing advancement opportunities for HP Pipeline Coaches and HP National Team support staff.	Powers	SUCCESS				NO	Did not achieve the 10%, but did provide new opportunities in the higher level programs for new coaches. All HP Nat. Team Coaches were first time head coaches. Also had new coaches at the A1 programs.
High Performance - Beach	12	Establish trials for the Underage World Championships and select the teams that participate.	Burgdorf	SUCCESS				YES	
	13	Conduct the first Beach High Performance Coaches Clinic.	Ruger	SUCCESS					1st period - tentatively scheduled for October. 2nd period - Scheduled for end of October.
	14	Finalize the plan for multiple Beach "Centers of Excellence" outside of SoCal to ultimately provide year-round training opportunities for top underage athletes.	Ruger	SUCCESS					1st period - Have had initial conversations; on track. 2nd period - Progress delayed during 2nd period.

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2016 Department Goals - 2nd Period Review**

Department	#	Goal	"Owner"	Strategic Priority	Status			Goal Achieved (Y/N)	Comments
					Jan-Apr	May-Sept	Oct-Dec		
Region Services	15	Reward and incentivize the Regional Volleyball Associations to increase memberships nationally by more than 10,750 (3.3%) in the 2015-16 Season.	Hoke	GROWTH				YES	7 Regions will be awarded \$4,000 each.
	16	Administer changes in Webpoint with regard to SafeSport certification to provide tools for enforcing Region-specific and USAV requirements.	Mara	GROWTH					2nd period - in progress
	17	Implement enhancements to national registration system and database (Webpoint) to improve Region administrative use and member's processes.	Mara	GROWTH					2nd period - in progress
Sport Development	18	Develop 5 new programs to assist RVAs.	Kessel	GROWTH					2nd period review - One more to do.
	19	Develop STEM package in cooperation with Hudl Group for distribution to 250 schools.	Kessel	GROWTH					2nd period review - Package is done, sales and distribution happening with first check due Dec 15
Coaching Education	20	Host 1 Best Practices Club Directors' Summit.	Kessel	GROWTH				YES	Inaugural summit was held on March 3rd. Evaluations of the summit indicate the event was well received.
	21	Work closely with 5 RVAs to expand resources and program outreach for disadvantaged Communities.	Kessel	GROWTH					2nd period review - One more to do.
	22	Increase Beach CAP I, II and Beach IMPACT attendees in 2016 (by 25%) to promote and grow the profession, and pool of certified Beach Volleyball coaches.	Cole	GROWTH				YES	Beach IMPACT increased by 225% and Beach CAP increased by 26%.
	23	Expand delivery options beyond the traditional weekend model for onsite CAP/BCAP (& IMPACT) courses and clinics to include at least 2 additional delivery formats (CAP I OnDemand, CAP I Live/Remote Streamed) to increase accessibility to certification opportunities.	Cole	GROWTH					2nd period - Piloted successful test of streamed CAP I model.
Officials/Development	24	Recruit, train, and retain officials for all levels and disciplines to increase the overall number of national-level officials by 45 certified members in 2016, using existing programs already in place.	Mara	GROWTH				YES	Beach added 39 new national and zonal officials.
	25	Refine the referee recruiting pipeline at the provisional and regional level to increase the number of new officials.	Mara	GROWTH				YES	Difficult to measure based on reporting.
	26	Ensure all users understand the changes made to USA Volleyball Academy with regard to ease of registration, access of coursework, and administrative issues. Decrease the volume of end-user issues by at least 5%.	Webster	GROWTH				YES	The change to the new LMS, the help desk, and the single log in reduced the volume of end-used issues by much more than 5% during the heavy volume period, November-February.
	27	Grow Officials Development Department in accordance with plan established at May 2015 Planning Meeting.	Mara	GROWTH				YES	Paul Albright was hired as the first Director, Officials Development with responsibilities starting September 1.
	28	Increase number of Certified Zonal and National Beach Officials by 5%.	Larson	GROWTH				YES	National Beach Officials increased by 12% and Zonal Beach Officials by 23%.
	29	Increase online educational materials for beach officials by doubling the modules and materials that are available.	Larson	GROWTH					2nd period - Added two new modules.

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					Jan-Apr	May-Sept	Oct-Dec		
Events - Indoor	30	Provide a Beach Head Official for all Junior Beach Tour (JBT) Events.	Mira	GROWTH				NO	Had a head official at the Carolina Grand Slam and well received. It was a challenge to get officials scheduled. Will make this a priority in 2017 and moving forward.
	31	Identify seven event management improvements and enhancements to be implemented in 2016.	Pingel	RESOURCE					2nd period review - Upgraded POS system, awarded banners to gold medal teams, rented portables at Opens & introduced housing grant to Open participants. Remainder enhancements not implemented due to budget constraints.
	32	Evaluate boys' bid tournaments and bid allocations to determine any necessary changes in current structure to take place starting 2018.	Eisenbeis	GROWTH					2nd period review - Much work and collaboration continues on this initiative.
	33	Increase net revenue by 6% across all Championship events from 2015 through 2017. Phase 1 - Develop fee schedules for independent contractors and tournament entry fees.	Pingel	RESOURCE					2nd period - This is a unique two year goal. GJNC losses in 2016 will make this a challenge but will continue to monitor closely.
Events - Beach	34	Expand Junior Beach Tour (JBT) programs throughout the country by holding events in 30 regions, with 9500+ participants while recruiting non-volleyball, non-member participants.	Ruger	GROWTH					2nd period - Accomplished region goal by obtaining 30 regions locations. Currently we are at 9,458 participants for the year.
	35	Establish a USA National Championships for Beach Volleyball with the event to kick off in 2017.	Ruger	GROWTH					1st period - Employee scheduled to take lead on this is no longer with the organization. Has delayed the timeline. 2nd period - Remains priority but unlikely to have first event in 2017. Will continue to pursue in 2017 for 2018
	36	Pilot the Beach VB app to include weekly post to all JBT participants, upcoming events, results of recent camps and/or competitions, registration for future events, merchandise store, training tips, etc.	Ruger	GROWTH					2nd period - Good progress was made and beta version is completed, but unable to integrate with Webpoint. Will continue into 2017 on the integration.
Sponsorship	37	Where possible, host HP tryouts in same location and dates of JBT events, thus reducing logistical costs and allow coaches to evaluate athletes at a tryout and in real competition.	Ruger	GROWTH				YES	Piloted the concept in 2016 at four locations. Although athletes benefited from the logistical pairing, evaluation of athletes could only be given during the tryouts as evaluating during competition would not have been standardized at each tryout.
	38	Develop recommendations for sponsorship / marketing department staffing for 2017 onward.	Klostermann	RESOURCE					1st period - Revenue/Staffing plan completed and will be discussed with AFB & BOD.
	39	Renew or replace all existing sponsors / categories.	Klostermann	RESOURCE					1st period - Will engage after new CEO is hired. 2nd period - Discussions underway in all categories. Molten & Sports Imports renewed. 2nd period - Discussions continue.
	40	Endeavor to include in sponsor renewal agreements the commitment for sponsors to produce USAV brand print collateral and TV commercials.	Klostermann	BRAND					1st period - Part of renewal discussions. 2nd period - Remains a continuing objective in renewal / replacement discussions.
	41	Finalize USAV / RVA; Club brand affinity Mark.	Klostermann	BRAND				YES	
	42	Create updated generic sponsor deck for 2017 - 2020 sponsor sales efforts.	Klostermann	RESOURCE					2nd period - Creating a new template for the deck and waiting until 2017 event schedule is more fully determined.

Green = On Target
Yellow = Delayed
Red = Concern

**USA Volleyball
2016 Department Goals - 2nd Period Review**

Department	#	Goal	"Owner"	Strategic Priority	Status			Goal Achieved (Y/N)	Comments
					Jan-Apr	May-Sept	Oct-Dec		
International Events & Television	43	Produce the NORCECA Olympic Qualifier in a world-class competitive format such that the athletes are set-up for optimal success.	Weymouth	SUCCESS				YES	Highly successful event and the women's team qualified for the 2016 Olympics.
	44	Add a high level women's international completion (Grand Prix) to the event schedule for 2016.	Weymouth	SUCCESS				YES	Hosted FIVB Grand Prix in Long Beach.
	45	Increase branding and relationships with athletes and families by enhancing the on-site experience for US friends and family attending the Olympic Games.	Weymouth	AFFINITY				YES	USAV created hashtag for athletes, families, sponsors & friends, disseminated F&F planning guide. In Rio provided on-site communication, hosted USA House event for athletes, families & friends. Goodie bags distributed to athletes.
Foundation	46	Raise at least total of \$200,000 in fundraising initiatives.	Klostermann	RESOURCE					1st period - Unlikely to meet this goal without Development Director hire. 2nd period - Development Director hired in July.
	47	Implement a donor management system.	Klostermann	RESOURCE					1st period - Exploring using the USOC's system. 2nd period - New Development Director exploring options. Plan to have system by EOY.
Communications & Creative Services	48	Create a departmental and company-wide Style Guide.	Grice	BRAND AFFINITY					2nd period - On target. Created all procedures & policies.
	49	Conduct a brand study.	Snyder	BRAND AFFINITY				NO	Organization decision not to conduct study in 2016.
	50	Plan and execute the Rio Communications Plan, maximizing Olympic window of opportunity.	Snyder	BRAND AFFINITY				YES	
	51	Execute the marketing of the post-Games promotion, "OPEN COURT."	Calabro	BRAND AFFINITY				YES	
	52	Maximize media opportunities by placing 20 individual feature stories in national media outlets.	Evans	BRAND AFFINITY					
	53	Create a departmental continuity plan book.	Kauffman	BRAND AFFINITY				NO	Goal deleted and consolidated with the mapping key process initiative.
	54	Create independent, mobile responsive website.	Snyder	BRAND AFFINITY				NO	Reviewed finalists. Decision was made to remain on the USOC's website platform.
Finance	55	Implement software enhancements to increase streamlined reporting and operational efficiencies.	Spanton	RESOURCE					2nd period - Foreign person software identified but delayed due to budget constraints. POS system launched & extremely successful.
	56	Confirm every revenue division's incremental recurring revenue strategy is incorporated into the 4-year forecast projections.	Kearns	RESOURCE					2nd period - Revenue strategies were put on hold to focus on budget cuts for 2016 & 2017. Will try to get this done in Q4.
Governance/International Relations	57	Develop enhanced processes for budgeting and projecting financial performance that aligns with strategic priorities.	Kearns	RESOURCE					
	58	The USAV Board reviews the Foundation activities and develops a plan for reorganization that more effectively define the role of the Foundation.	USA Board Chair/Committee Chair	RESOURCE					

Green = On Target
Yellow = Delayed
Red = Concern

USAV Revenue & Staffing Plan

OVERVIEW

The USAV management team met February 9-10 for a two-day retreat and a follow-up on July 20th to outline a staffing plan for the 2017-2020 quadrennium. The first step in the process was to identify revenue streams that would allow the organization to support the staff positions necessary to enhance existing program and/or implement new programs identified through the strategic plan process.

The report is broken into two sections – Revenue Streams and Staffing Plan.

REVENUE STREAMS

In 2005 USAV's gross revenue was **\$8.5M**. A snap shot of the last three quads of gross revenue is:

2008 - \$12.8M
 2012 – \$22.8M
 2016 – \$30.5M (approved budget)

(Details of actual gross revenue streams for 2010 – 2015 is included as **Attachment A**.)

For the 2020 quad (2017-2020) a range of **\$39M - \$44M** in gross revenue was identified. A summary of the gross revenue streams is outlined in the chart below.

PROGRAM	2010 \$	2015 \$	2020 \$	COMMENTS	Staffing Impact
USOC	1.8M	\$2.9M	3.5M	USOC going to new 5 tier system. <u>Projections based on continued medal performances in Olympic & Paralympic Games</u> and classified in the USOC's top tier.	-0-
Olympic Trials – Beach	-0-	-0-	0- \$250K	Tentative first time event in 2020. At a minimum the Trials would break even with the potential to be a revenue producing event.	-0-

PROGRAM	2010 \$	2015 \$	2020 \$	COMMENTS	Staffing Impact
Membership	1.86M	5.0M	7.2M – 7.6M	Avg. 3% membership increase each year. 5% increase equates to \$1.1M inc. in gross revenue. Explore a one-time per quad fee increase in the year before the Olympics/ Paralympics (2019/2020 season), with detail of how increase reinvested back into the sport. Also explore some type of booster/supporter/parent non-participatory category, especially at the championship events.	-0-
Sponsorship / VIK / Licensing	2.2M	3.6M	6.0M – 10.0M	Sponsorship revenue could reach \$10M by 2020 with a full-time dedicated department and/or increased staffing, or a sales agency with compelling /entertaining events (existing and new).	2
Jr. Girls Qualifier Fees	480K	1.2M	2.2M	15% for '17 & '18. Possible add a new division. Also, explore adding club level qualifiers or additional qualifiers during 2017-2020 quad. Also explore joint sponsorship opportunities with Qualifiers and USAV branded merchandise at Qualifiers.	.5
Events	4.6M	7.1M	8.0M	Will develop a strategic approach for increase of entry fees. By 2020 increase entry fees accordingly: GJNC to \$1000 (\$900 in 2016), BJNC to \$1000 (\$900 in 2016) and Opens' to \$850 (\$750 in 2016). This increase equates to an incremental \$250K. Will also explore a U.S. Open Beach (2018) and U.S. Open Grass (2020).	2.5
Jr. Beach Tour	44K	303K	500K	Continued event registration growth.	1
HP Camps & Champs – Indoor	1.5M	2.6M	3.4M	Includes tryouts, camps and coaches clinic.	2
HP Camps & Champs – Beach	211K	424K	800K	Includes tryouts and camps.	1
Prize Money	400K	1.6M	1.0M	Indoor prize money only. Many factors beyond our control, including the amount of prize money made available by the FIVB and performance of the teams.	-0-

PROGRAM	2010 \$	2015 \$	2020 \$	COMMENTS	Staffing Impact
Foundation	-0-	200K	300K	Area of emphasis for the Foundation should be alumni, boosters, ancillary events, special events, college boosters, club parents and disabled programs. Contribution from Foundation to USAV would go towards operating budget.	-0-
Gross Other	2.7M	5.8M	5.7M - 6.3M	Includes coaching education, international events, international transfers, etc.	-0-
	\$16M	\$31M	\$38.6M - \$43.9M		

Reaching gross revenue of \$39M by 2020 is realistic. Achieving \$44M in gross revenues by 2020 is a stretch goal that would require an investment of additional staff, resources and a commitment to a comprehensive and aggressive revenue generation plan.

Other areas which deserve further discussion and exploration as potential for new revenue streams include:

1. Comprehensive and extensive merchandising (in house)
2. USAV owned website. Would allow monetization opportunities and increased flexibility.
3. Beach programming
 - a. Membership
 - b. Product Sales
 - c. Events
 - d. Camps
4. In-house Housing Company. Post 2020 for USAV events.
5. PHIT Act. Could be a significant member benefit, but is beyond USAV's control.
6. Grants and Foundations.
7. Fantasy Camps
8. National Training Center for all three disciplines. Post 2020 and could be a USAV Foundation campaign.
9. TV. Offset against production costs and/or rights fees.
10. USAV Consulting Services
11. Sitting programming
12. USAV Centers. Licensing USAV's brand.
13. Partnership with agencies / broadcasting partners / other organizations and high profile athletes
14. Prize money split on beach results
15. STEM Initiative
16. Olympic Trials – Beach
17. Streaming pay-per-view

USAV SENIOR MANAGEMENT STAFFING PLAN

There were several areas identified and strategically discussed before finalizing the staffing projections for the 2017-2020 quad. The staffing plan is broken into five sections:

- I. Current Staffing
- II. Infrastructure
- III. Future Skill Sets
- IV. USAV Structure
- V. Future Staffing

I. Current Staffing

USAV embarked on an exercise to assess current and future staffing needs. When examining current staffing, it was concluded that many departments are currently understaffed and none, at this time are overstaffed.

In determining future staffing requirements there are a number of areas to consider to include but not limited to: succession, operational peaks, turnover and the increase in human capital needed to support growth as well as future demands and initiatives.

To aid in this endeavor, USAV started an organization wide initiative to define each department's operational timeline, map key processes, and discern peak periods as well as opportunities for flexible staffing options. In doing so there is also an opportunity to identify operational and or technical efficiencies that may reduce labor intensive tasks or duplication of efforts across disciplines. This may have a cost saving component.

The challenge is to meet growing demands while also minding operational and budgetary constraints. Current and future staffing options being currently used and considered to meet future requirements include the use of interns, temporary employment, temporary staff through professional agencies, cross-functional utilization, overtime in lieu of adding to head count as well as restructuring.

Developing a formalized program where staff can assist other areas of the organization during high volume periods or with special projects is a key tactic in the 2016 HR Department Operating Plan.

II. Infrastructure

One of the ways USAV supports its Quad Financial Goals is by "Investing in necessary operational infrastructure." Departments identified as "infrastructure" and supporting the operations of the organization are:

- Facilities / Facilities Management
- Finance
- HR

- IT
- Operations / Administrative Support

It was agreed and emphasized that as USAV programs and staff grow that to keep front of mind that the infrastructure will also need to grow to effectively support the new programs and staff. Moreover, this likely means there will need to be an emphasis for the California offices as they are lacking in infrastructure support.

III. Future Skill Sets & Competencies

Areas identified where a skill set and/or expansion may be needed over the next quad for USAV include:

- Business Analyst
- Purchasing Agent
- Computer Programmer
- Database Management
- Facilities Management
- In-house general counsel
- Marketing / Sales
- Merchandise / Retail
- Risk Manager
- SafeSport
- Web Master

IV. USAV Structure

Currently USAV is structured by departments and by particular area of competency and responsibility, and in some departments it is also by discipline (e.g. Indoor Events, Beach HP, Indoor National Team, etc). A long term analysis should be done to determine if some level of restructure would be appropriate that consolidated the three disciplines (beach, indoor & sitting). However, until that analysis is done, it was agreed there is a need for more internal communications and regular meetings. There needs to be a more seamless and consistent operations between departments running similar/like programs and for sharing of appropriate information. Departments identified for regular meetings and sharing of best practices and enhanced coordination are:

- Events (indoor, beach & international)
- High Performance (indoor, beach & sitting)
- Coaches Education (indoor, beach & sitting)
- National Team Staffs (indoor, beach & sitting)
- Officials and Events Departments
- Coaching Education and High Performance Departments
- National Team, Coaches Education and High Performance

In general, as the beach programs continue to grow and mature there will be more interaction across the organization.

V. Future Staffing

The last step in the staffing plan process was to identify potential new staff positions for the 2017-2020 quad. A total of **33.5** staff positions were identified at this time.

A chart comparing staff growth since 2011 as compared to gross revenue and the operating budget is included as **Attachment B**.

The first **nine** staff positions identified tie directly back to USAV meeting its 2017-2020 revenue projections. Those **nine** positions correspond to the revenue streams/programs on page 1-2 of this report:

Revenue Generation Staff Positions:

Revenue Stream /Program	#	Discipline	Location	Level	Comment
USOC	0	n/a	n/a	n/a	Additional staff not necessary.
Membership	0	n/a	n/a	n/a	Additional staff not necessary.
Sponsorship	1	All	Colo Spgs	Director	To reach \$6M no new staff needed. To reach \$10M two new full-time dedicated staff.
Sponsorship	1	All	Colo Spgs	Manager	Day-to-day responsibility of sponsor fulfilment.
Qualifier Events	.5	Indoor	Colo Spgs	Assistant	As this area grows need more administrative help. Other time shared within Events dept.
Events	.5	Indoor	Colo Spgs	Assistant	Position shared with Qualifier fees. Provide administrative support as events grow.
Events	1	Indoor	Colo Spgs	Coord.	Implement & oversee indoor event enhancements
Events	1	Beach	Torrance	Manager	Oversee an increase in the number of events.
Events	1	Beach	Torrance	Coord.	Assist with the demands of enhancing existing events and the addition of new events.
High Performance	1	Indoor	Colo Spgs	Coord.	Expanding tryouts & camps
High Performance	1	Indoor	Colo Spgs	Assistant	Expanding tryouts & camps
High Performance	1	Beach	Torrance	Assistant	Provide administrative support as tryouts & camps increase.
	9				

The operating budget would need to increase by approximately **\$670,000** (salary, benefits, IT & travel) over the course of the quad for these **nine** new staff positions to support the pursuit of next quad’s revenue goal.

Program Support Staff Positions:

Other infrastructure support (highlighted in bold) and staff growth areas identified over the next four years are (in alphabetic order):

Position / Area	#	Discipline	Location	Level	Comment
Archivist	.5	All	Colo Spgs	Coord.	Part-time positing to oversee the resource center and catalog all archival information.
Assistant Coach (Sitting)	1	Sitting	Edmond	Manager	Current sitting resident coach converts to an assistant coach position, which then allows for a men's and a women's assistant coach.
Athletic Training (Sitting)	1	Sitting	Edmond	Sr. Mgr	Full-time athletic trainer to support the national sitting teams.
Communications	1	Shared CA	Torrance	Coord.	Infrastructure support. Shared between CA offices.
Education	1	Beach	Colo Spgs	Manager	Oversee BCAP program & content
Education	1	All	Colo Spgs	Coord	Provide administrative support.
Finance	1	All	Colo Spgs	Coord.	Infrastructure support.
HR	1	All	Colo Spgs	Coord.	Infrastructure support
HR	1	All	Colo Spgs	Coord.	Infrastructure support
International Events	1	Indoor	Colo Spgs	Coord.	Assist Sr. Mgr. NT Events as take on more int'l events.
IT	1	Shared CA	Torrance	Coord.	Infrastructure support. Shared between CA offices.
Nat. Team Coach	1	Beach	Torrance	Director	Later in the quad. Responding to NCAA growth and structure, and USOC priority.
Nat. Team Director	1	All	Anaheim	Director	Oversee national team programs for all three disciplines, or by discipline. Requires additional discussion.
Officials Dept.	2	All	Colo Spgs	Managers	Part of quad plan to create an Officials Dept. One manager primarily for beach & one for indoor.
Officials Dept.	1	All	Colo Spgs	Coord.	Provide administrative support.
Region Services / Sport Development	4	All	Colo Spgs	Coords.	Funded through fee increase to support regions & clubs. One per zone.
S&C Coach	1	Indoor	Anaheim	Sr. Mgr	Currently IC shared with USOC
S&C Coach	1	Beach	Torrance	Sr. Mgr	Currently IC shared with USOC
Technical Coord.	1	Beach	Torrance	Manager	DataVolley position.
Web Master	1	All	Colo Spgs	Coord.	Dedicated position to manage website, with or without being on the USOC platform.
Women's Sitting Head Coach	1	Sitting	Edmond	Director	Current women's sitting head coach would oversee entire pipeline, then requiring a dedicated women's head coach.
	24.5				

The operating budget would need to increase by approximately \$2,150,000 (salary, benefits, IT & travel) over the course of the quad to support the 24.5 identified staff positions. [NOTE:

Every two years USAV will re-evaluate its salary multiplier for the California offices to ensure compensation packages remain competitive. Current salary multiplier for the California offices is 6%.]

A break down and analysis of the staffing plan is as follows:

Total staffing projection: **33.5** (9 – Revenue Generation & 24.5 – Program Support)

Breakout by Level:

Director	- 4
Senior Manager	- 3
Manager	- 7
Coordinator	- 16.5
Assistant	- 3

Breakout by Location

Colorado Springs	- 20.5
Torrance	- 8
Anaheim	- 2
Edmond	- 3

Breakout by Disciplines

All	- 15.5
Beach	- 7
Indoor	- 6
Sitting	- 3
Shared CA	- 2

Total cost projections: **\$2,820,000**

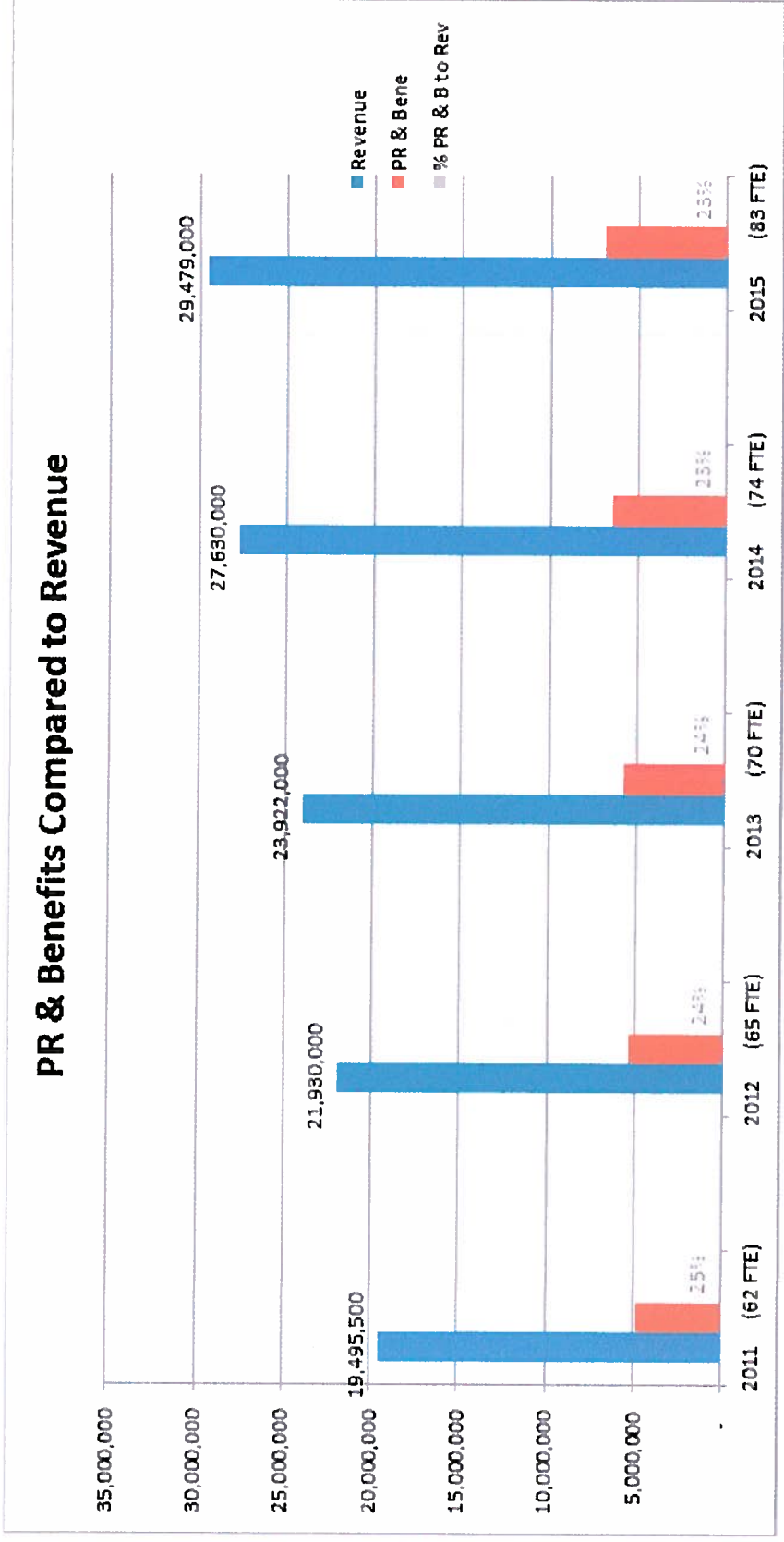
CLOSING

It is an aggressive but doable goal to achieve **\$44M** in gross revenues by 2020. The overall investment in staff to achieve the revenue goal and the corresponding programs and infrastructure support is **33.5** positions, costing a projected **\$2.82M** by the end of the quad (2020).

Attachment A

Income	2015	2014	2013	2012	2011	2010	Total	Comments
	Actual	Actual	Actual	Actual	Actual	Actual		
USOC Funding (includes DAS)	2,852,000	2,685,000	2,545,000	2,669,000	2,424,000	1,887,000	15,062,000	
Fees – Junior Qualifiers	1,175,000	1,052,000	832,000	757,000	558,000	479,000	4,853,000	
Fees – Registration – Admin RVA	4,912,000	4,755,000	4,439,000	4,387,000	4,135,000	1,857,000	24,485,000	
Sponsorship	3,603,000	2,985,000	3,229,000	2,344,000	2,435,000	2,233,000	16,829,000	Rights Fees, Anaheim Hosting & VIK
Gross Revenue – Events	7,139,000	7,158,000	6,814,000	5,134,000	5,090,000	4,628,000	35,963,000	Does not include VIK or Qualifier Fees
Gross Revenue – Opens	477,000	650,000	550,000	558,000	1,044,000	574,000	3,853,000	Does not include VIK
Gross Revenue – GJNC	3,143,000	2,811,000	530,000	1,920,000	1,919,000	1,793,000	12,116,000	Does not include VIK
Gross Revenue - BJNC	993,000	1,214,000	864,000	1,183,000	767,000	1,080,000	6,101,000	Does not include VIK
Gross Revenue – HP Tryout Indoor	479,000	437,000	366,000	323,000	301,000	261,000	2,167,000	
Gross Revenue HP Tryouts Beach	103,000	126,000	79,000	66,000	25,000	88,000	487,000	
Gross Revenue – HP Indoor	2,085,000	1,820,000	1,776,000	1,445,000	1,404,000	1,238,000	9,768,000	Does not include VIK, Qualifier Fees or HP Tryout Registration
Gross Revenue – HP Beach	321,000	411,000	353,000	273,000	126,000	-	1,484,000	Does not include VIK or HP Tryout Registration
Gross Other	7,358,000	7,081,000	4,805,000	5,391,000	3,947,000	3,102,000	31,684,000	
TOTAL INCOME	30,027,000	28,510,000	25,238,000	22,789,000	20,445,000	15,773,000	142,782,000	
% Increase	5.32%	12.96%	10.75%	11.46%	29.62%	-		

Attachment B



ACTIVITY CALENDAR
OCTOBER - DECEMBER 2016

Start Date	End Date	Staff Member	Purpose
9/29/2016	10/4/2016	Lizzy Briones	Personal
9/29/2016	10/2/2016	June Sander	Personal
9/30/2016	10/4/2016	Kristy Cox	Personal
10/2/2016	10/7/2016	Doug Beal	FIVB World Congress - Buenos Aires, Argentina
10/3/2016	10/7/2016	Angel Lattimer	Personal
10/4/2016	10/11/2016	Melissa Weymouth	Personal
10/4/2016	10/9/2016	Quintiya Miller	USAV RVA Meetings Las Vegas, NV
10/6/2016	10/9/2016	Tom Pingel, John Kessel and Tori Hoke	RVA Meetings, Las Vegas, NV
10/6/2016	10/8/2016	Daniel Becker	USAV RVA Meetings Las Vegas, NV
10/6/2016	10/10/2016	Diana Cole	USAV RVA Meetings Las Vegas, NV
10/6/2016	10/11/2016	Kerry Klostermann, Chris Vadala, Stacie Kearns, Margie Mara, June Sander, John Ruger and Bernie MacLean	USAV RVA, BOD and Foundation Board Meetings, Las Vegas, NV
10/7/2016	10/8/2016	Mark Paaluhi	RVA Meetings, Las Vegas, NV
10/8/2016	10/11/2016	Doug Beal and Tami Tranter	USAV BOD and Foundation Board Meetings, Las Vegas, NV
10/6/2016	10/7/2016	Phil Noyes	Personal
10/7/2016	10/7/2016	Brendan Ledwith	Personal
10/7/2016	10/7/2016	Valencia Lanier	Personal
10/7/2016	10/7/2016	Kristy Cox	Personal
10/10/2016	11/4/2016	Barbara Eisenbeis	Personal
10/14/2016	10/14/2016	June Sander	Personal
10/14/2016	10/24/2016	Rose McPherson	Personal
10/14/2016	10/14/2016	Tom Pingel	Personal
10/17/2016	10/19/2016	Melissa Weymouth	Personal
10/17/2016	10/21/2016	Tom Pingel	Personal
10/20/2016	10/23/2016	Doug Beal, Tami Tranter, John Ruger and Bill Kauffman	Volleyball Hall of Fame, Holyoke, MA
10/20/2016	10/21/2016	Brendan Ledwith	Personal
10/21/2016	10/21/2016	June Sander	Personal
10/21/2016	10/21/2016	Kristy Cox	Personal
10/24/2016	10/28/2016	Kerry Klostermann	Personal
10/24/2016	10/24/2016	Doug Beal	Personal
10/26/2016	10/29/2016	Brendan Ledwith	Personal

ACTIVITY CALENDAR
OCTOBER - DECEMBER 2016

10/27/2016	10/28/2016	Tom Pingel	Personal
10/27/2016	10/29/2016	Jason Jody	NCVF Site-visit, Kansas City, MO
10/28/2016	11/5/2016	Kristy Cox	Personal
10/31/2016	11/2/2016	Kerry Klostermann	Personal
10/31/2016	11/2/2016	Tom Pingel	Personal
10/31/2016	11/4/2016	Tori Hoke	Personal
11/3/2016	11/4/2016	Brendan Ledwith	Personal
11/4/2016	11/22/2016	Barbara Eisenbeis	Personal
11/4/2016	11/4/2016	June Sander	Personal
11/5/2016	11/8/2016	Tom Pingel	Customer Advisory Board, Ft. Lauderdale, FL
11/12/2016	11/16/2016	Stephen Munson	Personal
11/18/2016	11/23/2016	BJ Evans	Personal
11/18/2016	11/18/2016	June Sander	Personal
11/18/2016	11/23/2016	Kristy Cox	Personal
11/18/2016	11/18/2016	Tom Pingel	Personal
11/21/2016	11/23/2016	Tom Pingel	Personal
11/22/2016	11/23/2016	Stacie Kearns	Personal
11/23/2016	11/29/2016	Corinne Calabro	Personal
11/23/2016	11/23/2016	USAV Office Closing at 12 noon	Holiday
11/24/2016	11/25/2016	USAV Office Closed for Thanksgiving Holiday	Holiday
12/2/2016	12/2/2016	June Sander	Personal
12/2/2016	12/2/2016	Kristy Cox	Personal
12/4/2016	12/8/2016	Kristy Cox	US Sports Congress, Ft. Meyers, FL
12/8/2016	12/9/2016	Doug Beal, Kerry Klostermann, Stacie Kearns and Chris Vadala	AF&B Meeting, Colorado Springs, CO
12/9/2016	12/9/2016	June Sander	Personal
12/9/2016	12/9/2016	Kristy Cox	Personal
12/12/2016	12/18/2016	Kristy Cox	AVCA, Columbus, OH
12/13/2016	12/18/2016	Margie Mara	AVCA and PAVC, Columbus, OH
12/13/2016	12/18/2016	Denise Sheldon	AVCA, Columbus, OH
12/14/2016	12/18/2016	Tom Pingel	AVCA, Columbus, OH
12/15/2016	12/16/2016	Stacie Kearns	Personal
12/16/2016	12/16/2016	June Sander	Personal
12/19/2016	12/23/2016	Kristy Cox	Personal

ACTIVITY CALENDAR
OCTOBER - DECEMBER 2016

12/19/2016	12/23/2016	Valencia Lanier	Personal
12/23/2016	12/23/2016	USAV Office Closing at 12 noon	Holiday
12/24/2016	1/2/2017	USAV Office Closed for Winter Break	Holiday
12/26/2016	12/30/2016	HP Holiday Camps	TBD

Department Operating Plan - Board Assignments (as of 8/1/2016)

USA SENIOR NATIONAL TEAMS INDOOR

- Jeff Conover
- Gabe Gardner
- Tayyiba Haneef-Park
- Cecile Reynaud

USA SENIOR NATIONAL TEAMS BEACH

- Jeff Conover
- Gabe Gardner
- Lori Okimura
- Cecile Reynaud
- Todd Rogers
- April Ross

USA NATIONAL TEAMS SITTING / PARALYMPIC

- Jeff Conover
- Brent Rasmussen
- Andy Reitingger
- Cecile Reynaud

USA TEAMS HIGH PERFORMANCE PIPELINE INDOOR

- Jeff Conover
- Kristin Fasbender
- Gabe Gardner
- Tayyiba Haneef-Park
- Andy Reitingger
- Cecile Reynaud
- April Ross

USA TEAMS HIGH PERFORMANCE PIPELINE BEACH

- Jeff Conover
- Lori Okimura
- Andy Reitingger
- Cecile Reynaud
- Todd Rogers
- April Ross

REGION SERVICES

- Donna Donaghy
- John Hughes
- Sue Mailhot
- Andy Reitingger
- Mitch Stemm

SPORT DEVELOPMENT

- Donna Donaghy
- John Hughes
- Sue Mailhot
- Andy Reitinge
- Mitch Stemm

COACHING EDUCATION / CAP

- Jeff Conover
- Andy Reitinge
- Cecile Reynaud

OFFICIALS DEVELOPMENT

- Jeff Conover
- Donna Donaghy
- Sue Mailhot
- Cecile Reynaud
- Mitch Stemm

EVENTS INDOOR

- Kristin Fasbender
- Sue Mailhot
- Lori Okimura
- Andy Reitinge

EVENTS BEACH

- Jeff Conover
- Kristin Fasbender
- Sue Mailhot
- Lori Okimura
- Andy Reitinge

SPONSORSHIP

- Ashley Dombkowski
- Kristin Fasbender
- Tayyiba Haneef-Park
- Brent Rasmussen
- Lori Okimura

INTERNATIONAL EVENTS & TELEVISION

- Ashley Dombkowski
- Kristin Fasbender
- Lori Okimura
- Andy Reitinge

USA VOLEYBALL FOUNDATION

- Bill Barnum
- Ashley Dombkowski
- Tayyiba Haneef-Park
- John Hughes
- Lori Okimura
- Brent Rasmussen
- Todd Rogers

COMMUNICATIONS & CREATIVE SERVICES

- Kristin Fasbender
- Lori Okimura
- Andy Reitingner
- Ken Shropshire

INFORMATION TECHNOLOGY

- Sue Mailhot
- Brent Rasmussen

FINANCE

- Ashley Dombkowski
- Donna Donaghy
- Todd Rogers
- Mitch Stemm

HUMAN RESOURCES / LEADERSHIP DEVELOPMENT

- Donna Donaghy
- Gabe Gardner
- Lori Okimura
- Cecile Reynaud
- Todd Rogers
- Ken Shropshire
- Mitch Stemm

DIVERSITY & INCLUSION

- Ashley Dombkowski
- Tayyiba Haneef-Park
- Lori Okimura

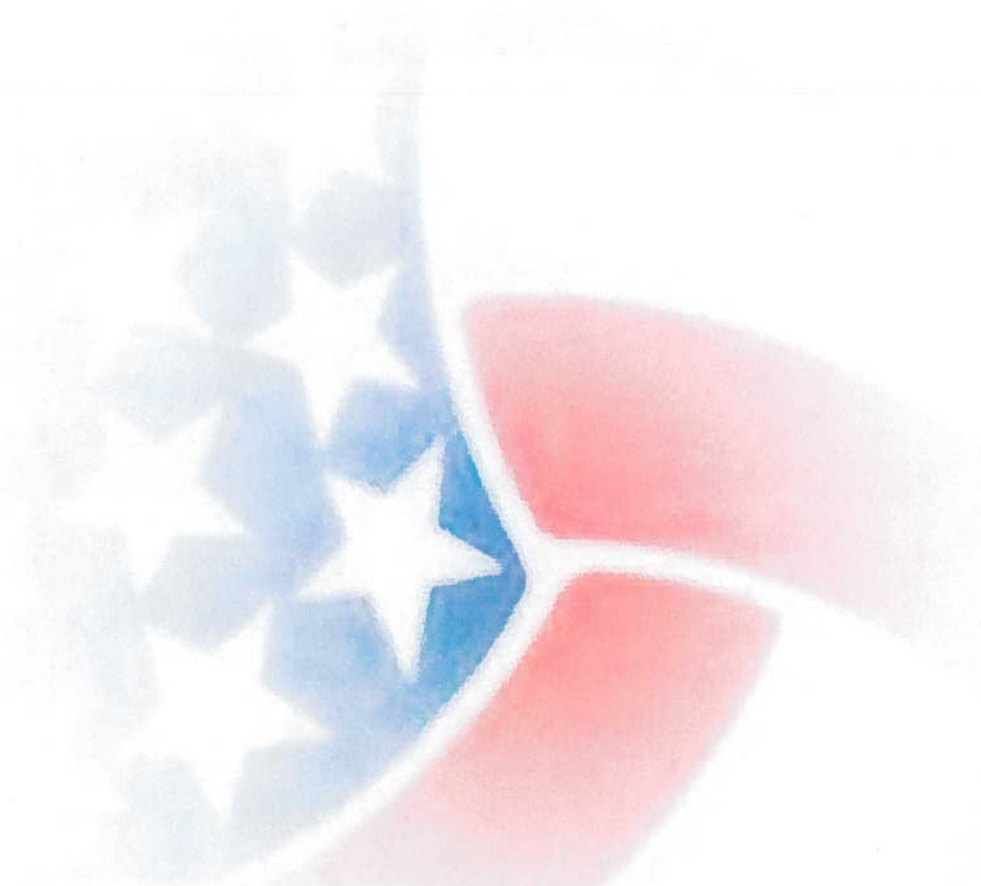
GOVERNANCE & INTERNATIONAL RELATIONS

- Donna Donaghy
- Lori Okimura
- Andy Reitingner
- April Ross
- Mitch Stemm

**Operating Code
of
USA Volleyball**

Adopted: May 23, 2008

Last Amended: October 10, 2016



**OPERATING
CODE**

USA VOLLEYBALL

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Article I. PREAMBLE

This Operating Code is a supplement to the Bylaws of USA Volleyball (Corporation or USAV). If there is an actual or apparent discrepancy between this Operating Code and the Bylaws, the Bylaws shall prevail. The Board of Directors has authorized Administrative Manuals to delineate the specific policies, procedures and functions of each substructure. Administrative Manuals shall be consistent with the governing documents of the Corporation. Each substructure shall ensure that its Administrative Manual is updated annually and shall submit changes to the Structure and Function Commission for review of language and format. The Administrative Manuals shall be subject to review and approval by the Board of Directors. In addition, the Board of Directors has authorized a Policies and Procedures Manual that includes specific policies and procedures approved by the Board of Directors for lay volunteers.

Article II. GOVERNANCE

2.01 Board of Directors, Refer to Bylaws Article V.

A. Policies.

1. All members of the Board of Directors shall register annually with the Corporation or a Regional Volleyball Association of USA Volleyball in whose geographical area they reside.
2. Service as a director shall be considered the highest priority within Corporation responsibilities, and shall pre-empt participation in all other Corporation activities and events. Meetings of the Board shall take priority over all other Corporation responsibilities. Only those directors with volleyball responsibilities which are vocational in nature shall be deemed as having a legitimate conflict.

2.02 Officers.

A. Chair. Refer to Bylaws 6.02.

1. Shall supervise the CEO and such committees as authorized by the Board of Directors.

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2. Shall approve the appointment of the Secretary as recommended by the CEO.
 3. Shall be responsible for ensuring the CEO or designee maintains the Policies and Procedures Manual.
- 2.03 Secretary. Refer to Bylaws 6.04.
- Shall be the staff liaison to the National Structure and Function Commission and shall verify the presence of a quorum at meetings of the Board of Directors. The Secretary shall also perform such other assignments as authorized by the Board of Directors and / or the CEO.
- 2.04 International Athlete Representatives to the USOC Athletes' Advisory Council (AAC).
- A. Election. An international athlete representative and alternate of the opposite sex shall be elected to the Athletes' Advisory Council of the USOC no later than November 15 of the last year of the Quadrennium as follows:
 1. All athletes meeting the eligibility requirements shall be notified of the vacancy. Each shall be asked to indicate an interest in serving.
 2. The names of all interested international athletes shall be placed on a ballot and distributed to all international athletes identified in (a) above. The individual receiving the highest vote count shall be elected. The individual of the opposite sex receiving the highest vote count shall be the alternate.
 3. If otherwise eligible, the representative may be re-elected.
 4. If an otherwise eligible athlete is a paid employee of the Corporation or the USOC, such athlete is not eligible for election.

Article III. CHIEF EXECUTIVE OFFICER

- 3.01 Authority: Refer to Bylaws, Article XII.
- 3.02 Accountability: The Chief Executive Officer (CEO) of the Corporation shall be accountable to the Board of Directors. Other employees of the Corporation shall be accountable to the CEO.
- 3.03 Mission/Responsibilities:
- A. Primary. Refer to Bylaws, Article XII.
 - B. Others.
 1. The CEO shall be responsible for the appropriate staffing necessary for the Corporation to achieve its objectives.
 2. The CEO, or designee, shall serve as a liaison to each substructure of the Corporation.

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3. The CEO, or designee, shall make relevant recommendations to the Board of Directors, officers or committee chairs after reviewing appropriate legal documents, policies and long-range plans of the Corporation.
4. The CEO, or designee, shall develop and maintain an appropriate Employee Handbook and the USA Volleyball Financial Internal Controls Manual.
5. The CEO, or designee, shall attend all meetings of the Board of Directors in an ex-officio, non-voting capacity. The CEO may request the attendance of additional employees in ex-officio, non-voting capacities at all meetings of the Board of Directors or other specified meetings of the Corporation.

3.04 Commissions Reporting to the CEO.

A. Diversity Commission

1. **Authority:** The Board of Directors may establish a Diversity Commission.
2. **Accountability:** The CEO shall appoint a Chair for the Diversity Commission and recommendations of the Commission shall be directed to the CEO for review and action, if any.
3. **Mission/Responsibilities:**
 - a. Identify, recruit and mentor individuals from underrepresented populations within volleyball;
 - b. Interact with all Member Organizations to assess the status of volleyball involvement of underrepresented populations in participation and leadership roles;
 - c. Develop and maintain a strategic plan for diversity in volleyball and periodically review the corporation's compliance with the plan;
 - d. Engage the Member Organizations in implementing the diversity in volleyball plan; and
 - e. Identify and recognize individuals and organizations that demonstrate a successful commitment to diversity.
4. **Composition:** qualified individuals appointed by the Commission Chair in consultation with the staff liaison.

B. Rules Commission (RC): The FIVB Rules of Play shall be the official rules of play in the United States.

1. **Authority:** The Board of Directors may establish a Rules Commission.
2. **Accountability:** The CEO shall appoint a Chair for the RC and recommendations of the Commission shall be directed to the CEO for review and action, if any.

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3. Mission/Responsibilities:
 - a. Review FIVB Rules of Play and recommend a publication format for the United States that includes brief notations when dictated by United States insurance regulations or safety issues. Only in those cases where the FIVB rules are vague or confusing due to language translations may the Commission add visibly differentiated commentary to clarify the intent of the rule. A United States representative to a FIVB Rules-related Commission shall review and approve the commentaries prior to final approval by the Board.
 - b. Identify and implement the testing of changes to the rules where the Commission may see a compelling need for change at the international level. Any testing done shall be followed by a written analysis. Should the test results support a need for change, recommendations approved by the Board shall be forwarded to the FIVB Rules Commission for consideration.
 - c. Recommend a publication format for Domestic Competition Regulations that includes:
 - i) FIVB and World ParaVolley (WPV) rules with safety notations and translation commentaries;
 - ii) Modifications for outdoor, developmental recreational and other play;
 - iii) Modifications for special categories of play to include Co-Ed, Reverse Co-Ed and other rules as requested by Member Organizations; and
 - iv) Modifications for USA Volleyball nationally-sanctioned championship events.
 - d. Send a Commission member to represent the RC at the meeting of the rules committees of the NCAA, the National Federation of State High School Associations (NFHS) and of any other organization deemed appropriate by the Commission. All appointments shall be made by the Chair and approved by the CEO.
 4. Composition: qualified individuals appointed by the Commission Chair in consultation with the staff liaison.
- C. High Performance Commission (HPC)
1. Authority: The Board of Directors may establish a High Performance Commission.
 2. Accountability: The CEO shall appoint a Chair for the HPC and recommendations of the Commission shall be directed to the CEO for review and action, if any.
 3. Mission/Responsibilities:

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- a. Serve as the primary lay substructure to assist and advise the High Performance Department of USAV with all areas of the High Performance Pipeline.
 - b. Monitor and evaluate the activities conducted to identify and train international caliber athletes within USAV.
4. Composition: qualified individuals appointed by the Commission Chair in consultation with the staff liaison.

D. Championship Events Commission (CEC)

1. Authority: The Board of Directors may establish a Championship Events Commission to assist the Events Department of the Corporation by addressing issues and making recommendations regarding various areas related to USA Volleyball Championship Events.
2. Accountability: The CEO shall appoint a Chair for the CEC and recommendations of the Commission shall be directed to the CEO for review and action, if any.
3. Mission/Responsibilities:
 - a. Serve as the primary lay substructure to assist and advise the Events Department of the Corporation with regard to all USA Volleyball National Championships and USA Volleyball National Qualifier Events.
 - b. Evaluate programs of USA Volleyball Championships and USA Volleyball National Qualifier Events to ensure the quality of the events and the quality of event management.
 - c. Ensure that the events meet the needs of all participants.
 - d. Forward the concerns of the USAV constituencies that are involved in championship events for discussion and recommendation to the Events Department of the Corporation.
 - e. Continually evaluate the selection process and the assignment of teams to appropriate tournaments and levels of play.
 - f. Assist Member Organizations, through a defined process, on how they may access USA Volleyball Championship Events.
 - g. Identify needs and propose appropriate budget adjustments for recommendation to the Events Department of the Corporation.
 - h. Ensure established policy related to the conduct of all USA Volleyball Championship Events is followed.

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- i. Assist with the training and mentoring of a cadre of arbitrators and event specialists.
 - j. Ensure USA Volleyball Championship Events adhere to the established policies, rules and regulations of all entities which may have regulatory authority over USAV events.
 - k. Forward recommendations from individual events regarding site selection, championship staff additions or changes, arbitrator issues, procedures of ethics and eligibility panels, computer needs, equipment/supplies upgrades and awards/recognitions to the Board of Directors and/or the Events Department of the Corporation.
4. Composition: qualified individuals appointed by the Commission Chair in consultation with the staff liaison.
- E. Sports Medicine & Performance Commission (SMPC)
1. Authority: The Board of Directors may establish a Sports Medicine and Performance Commission.
 2. Accountability: The CEO shall appoint a Chair for the SMPC and recommendations of the Commission shall be directed to the CEO for review and action, if any.
 3. Mission/Responsibilities:
 - a. Serve as the coordinating group for sports medicine and performance research within USA Volleyball.
 - b. Be the clearinghouse for the dissemination of sports medicine and performance information to the volleyball community.
 4. Composition: qualified individuals in the sports medicine field appointed by the Commission Chair in consultation with the staff liaison.
- F. Recognitions and Awards Commission (RAC)
1. Authority: The Board of Directors may establish a Recognitions and Awards Commission.
 2. Accountability: The CEO shall appoint a Chair for the RAC and recommendations of the Commission shall be directed to the CEO for review and action, if any.
 3. Mission/Responsibilities: Subcommittees may be established to recommend to the Board recognition of leaders, administrators, officials and athletes. In addition, this committee shall be responsible for conducting the "Dorothy C. Boyce Annual Awards Banquet."

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4. **Composition:** One representative for each recognition category (i.e. Leadership, Athletes and Coaches, Officials and Juniors) appointed by the Commission Chair with the appointments preferably from among incumbent award committee chairs in consultation with the staff liaison.

G. Coaches' Commission (CC)

1. **Authority:** The Board of Directors may establish a Coaches' Commission.
2. **Accountability:** The CEO shall appoint a Chair for the CC and recommendations of the Commission shall be directed to the CEO for review and action, if any.
3. **Mission/Responsibilities:**
 - a. Serve as the primary lay substructure to assist and advise all departments of USAV with all areas relating to coaching.
 - b. Monitor and evaluate the activities conducted to identify and train all levels of coaches within USAV.
 - c. Work with staff on making all coaching education accessible, affordable, and flexible.
 - d. Evaluate ongoing programs and recommend methods of delivery and funding options for USAV coaching education options.
4. **Composition:** qualified individuals with expertise in various areas of coaching males, females, indoor, beach, youth and adults appointed by the Commission Chair in consultation with the staff liaison.

H. Disabled Sports Commission (DSC)

1. **Authority:** The Board of Directors may establish a Disabled Sports Commission.
2. **Accountability:** The CEO shall appoint a Chair for the DSC and recommendations of the Commission shall be directed to the CEO for review and action, if any.
3. **Mission/Responsibilities:**
 - a. Serve as the primary lay substructure to assist and advise the USAV staff with respect to all areas relating to volleyball athletes with physical and mental disabilities.
 - b. Monitor and evaluate the activities conducted to identify and train international caliber disabled athletes within USAV.
 - c. Monitor and evaluate the activities conducted to provide opportunities for all levels of disabled athletes within USAV.

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- d. Assist Member Organizations as requested to evaluate activities for athletes with physical and mental disabilities.
 4. Composition: qualified individuals appointed by the Commission Chair in consultation with the staff liaison.
- I. National Structure & Function Commission (NSFC)
1. Authority: The Board of Directors may establish a National Structure and Function Commission.
 2. Accountability: The CEO shall appoint a Chair for the NSFC and recommendations of the Commission shall be directed to the CEO for review and action, if any.
 3. Mission/Responsibilities:
 - a. Review the Corporation Articles of Incorporation, Bylaws, Operating Code, Policies and Procedures Manual and Administrative Manuals in terms of accuracy and applicability and to ensure compliance with the Amateur Sports Act of 1978, as amended by the Ted Stevens Olympic and Amateur Sports Act of 1998, Subsection 220522, and the policies of the USOC.
 - b. Recommend appropriate changes to the Secretary and the Board of Directors.
 - c. Ensure changes are made to all printed documents to comply with responsibilities of the Corporation.
 4. Composition: qualified individuals appointed by the Commission Chair in consultation with the staff liaison.
- J. Marketing Commission (MC)
1. Authority: The Board of Directors may establish a Marketing Commission.
 2. Accountability: The CEO shall appoint a Chair for the MC and recommendations of the Commission shall be directed to the CEO for review and action, if any.
 3. Mission/Responsibilities:
 - a. Assist staff development of a strategic plan for "selling" the sport of volleyball in the marketplace.
 - b. Advise, discuss and report to the CEO opportunities for new marketplace penetration.
 - c. Monitor the volleyball and sporting culture marketplace for changes, new developments and new companies that may be interested in investing in volleyball.

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- d. Develop both a domestic and international strategy.
 4. Composition: qualified individuals with marketing and sales expertise and knowledge of the various constituencies of USA Volleyball (e.g. juniors, beach, international) appointed by the CEO.
- K. Member Relations Commission (MRC)
1. Authority: Refer to Bylaws, Article 8.02 G.
 2. Accountability: The CEO shall appoint a Chair for the MRC and recommendations of the Commission shall be directed to the CEO for review and action, if any.
 3. Mission/Responsibilities: Refer to Bylaws, Article 8.02 F. 3.
 4. Composition: Refer to Bylaws, Article 8.02 F. 2.
- L. Other Commissions, Sub-Commissions and Caucuses:
1. Authority: The Board of Directors, upon the recommendation of the CEO may establish other Commissions, Sub-Commissions and/or Caucuses that may include:
 - a. Beach High Performance Commission;
 - b. Indoor Championship Director's Sub-Commission;
 - c. Qualifier / Bid Event Director's Caucus;
 - d. Indoor Junior Events Sub-Commission;
 - e. Indoor Adult Events Sub-Commission;
 - f. Grassroots Commission;
 - g. Boy's and Men's Commission;
 - h. Officiating Commission;
 - i. Officials Caucus;
 - j. Beach Championship Events Commission;
 - k. Beach Championship Director's Commission;
 - l. Beach Junior Events Sub-Commission; and
 - m. Beach Adult Events Sub-Commission.

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Article IV. REGIONAL VOLLEYBALL ASSOCIATIONS OF USA VOLLEYBALL

- 4.01 Authority: Refer to Bylaws, Article 4.01 A.
- 4.02 Accountability: In order to maintain affiliated status each Regional Volleyball Association of USA Volleyball (RVA) shall be required to continue to be in compliance with the criteria stated in the Bylaws Article 4.01 A.
- 4.03 Requirements:
- A. In addition to being in compliance with the requirements specified in Article 4.01 A of the Corporation's Bylaws, each RVA shall be required to:
1. Determine the plan of organization and create substructures required for optimum development and accomplishment of the mission of the RVA.
 2. Cooperate with local branches of other Member Organizations and attempt to ensure their representation on committees of the RVA.
 3. Sanction/approve, promote and conduct volleyball competitions, exhibitions and events held within the geographical area of the RVA.
 4. Enforce all policies, rules, regulations and guidelines, as adopted by the Board of Directors of the Corporation and/or the Board of Directors of the RVA.
 5. Appoint and identify to the Corporation the current referees' chair, scorers' chair or an officials' chair.
 6. Be responsible for the regional certification of referees and scorers and recommendation of candidates for national certifications.
 7. Be responsible for compliance with the Corporation's requirement for any person coaching a junior team to have at least IMPACT or USAV-approved equivalent coaching certification within a reasonable amount of time after participation as a coach in junior levels.
 8. Be responsible for compliance with the RVA Assembly Background Screening Policy.
 9. Submit the following reports:
 - a. The RVA shall inform the Corporation of the date when Tax Form 990 was filed with the Internal Revenue Service.
 - b. The first regional membership report, fee payment and data transfer to the National Office is due no later than the 15th of the second month of the season. Data transfers shall be done no less than twice a month. Such data transfers shall include all membership data available at that time. Membership reports and fee payments shall be done no less than once a

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month through the end of the season. The membership and insurance start date for the RVA season shall be September 1st.

10. Discipline individual and team registrants for any period of time the RVA deems appropriate for any rules, regulations, and code or policy violations of that RVA and/or the Corporation. All such disciplinary actions shall be subject to the due process requirements of the RVA and the Corporation's Bylaws Article XIII.

4.04 Redistricting

- A. Preamble: USA Volleyball continues to experience a steady growth of its membership and interest in Volleyball. It also continues to experience the desire by applicant members toward the formation of new or Sub-RVAs within the existing geographic configuration forming the present corporation. In facilitating the growth of Volleyball, USA Volleyball adopts the following guidelines concerning redistricting of both the geographic and membership of the Volleyball community.
- B. USA Volleyball further recognizes that each existing Regional Volleyball Association (RVA) has been formed under the laws of the state(s) in geographic areas. Redistricting may occur within a single state, or may affect a number of states and their laws. Not all state laws are identical. Likewise, redistricting will have an impact on Parent RVAs, how they are left to operate, their financial structure, and on how bids are allocated for National Championships. In order to assist the existing RVAs and members toward redistricting in a harmonious manner, the following process and procedure has been approved. Each applicant and RVA should consult counsel of their choice and comply with their own state laws in effectuating a change of existing Regional Volleyball Associations (RVAs).
- C. Definitions.
 1. "Redistricting". Refers to the process in which an RVA is formed, whether by separating from an existing RVA within one state, or separating from existing RVAs and forming one RVA within a geographical area.
 2. "Parent RVA". Refers to those geographic areas whose physical boundaries are presently recognized by USA Volleyball.
 3. "Sub-RVA". Refers to that separated geographic area of an existing Parent RVA within one state/RVA's geographic area, whose application has been approved by the RVA, Zone, and the RVA Assembly. Sub-RVA status shall be computed beginning the date the application is approved by the RVA Assembly, for a minimum of one (1) year or longer, when necessary, until all requirements of a RVA are satisfied, as reflected in the RVA Administrative Manual. Once the requirements are met and the trial period completed, the application shall be submitted by the RVA Assembly to the USAV Board of Directors for final approval as a new Regional Volleyball Association (RVA).

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4. "Provincial RVA". Refers to that separated geographic area of more than one existing Parent state/RVA whose application has been submitted and approved by each impacted Parent RVA, zone, and the RVA Assembly. Provincial RVA status shall be computed beginning the date the application is approved by the RVA Assembly, for a minimum of one (1) year or longer, when necessary, until all requirements of a RVA are satisfied, as reflected in the RVA Administrative Manual. Once the requirements are met, and the trial period completed, the application shall be submitted by the RVA Assembly to the USAV Board of Directors for final approval as a new Regional Volleyball Association (RVA).
 5. "Associate RVA". Refers to that separated geographic area of one or more existing Parent RVA(s) whose application has been rejected by one or more of the existing Parent RVA(s), but whose application is approved by the RVA Zonal Committee after an independent review. An Associate RVA status shall be computed beginning the date the application is approved by the RVA Assembly, for a minimum of one (1) year or longer, when necessary, until all requirements of a RVA are satisfied as reflected by the RVA Administrative Manual. Once the requirements are met and the trial period completed, the application shall be submitted by the RVA Assembly to the USAV Board of Directors for final approval as a new RVA.
 6. "RVA Zonal Committee". Refers to the committee chaired by the appropriate Zonal Chair and will be comprised of all Regional Commissioners within a designated USAV geographic Zone where the redistricting proposal is originating. Presently these Zones are: Atlantic (North and South), Border (East and West), Central (East and West), and Pacific (North and South).
 7. "Corporation". Refers to USA Volleyball (USAV), the national organization.
 8. "RVA"s. Refers to Regional Volleyball Associations: A RVA Member Organization of USA Volleyball.
 9. "RVA Assembly" [formerly the Regional Operations Division]: Refers to the collective organization of Regional Volleyball Associations (RVAs).
- D. Application Process. The following process/procedure should be followed by all applicants seeking redistricting.
1. A written application shall be filed with each RVA impacted by a redistricting proposal, with copies provided to the RVA Zonal Committee Chair, the RVA Assembly Chair, and the USAV Administrative Office.
 2. All written applications shall follow RVA redistricting procedures, if any, prior to any application being considered by the RVA Zonal Committee, the RVA Assembly, or USA Volleyball.

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3. Each written application shall be signed by at least five (5) persons supporting the redistricting, under penalty of perjury, with applicants attesting that the information provided for in the application is true, accurate and brought in good faith.
4. Each written application shall include, but not be limited to:
 - a. The name of the proposed Sub, Provincial or Associate RVA.
 - b. The name(s) of all Parent RVA(s) and all USAV Zone(s) impacted by the redistricting.
 - c. A reference to whether prior application(s) has/have been presented to the Parent RVA(s), the date, and a written summary regarding the prior application(s) status.
 - d. A clear description of the geographic area impacted by the application; whether it impacts more than one RVA (a detailed map should be provided); the population base of the new applicant area; the population base of the existing Parent RVA(s) being impacted; and membership base of the new and Parent RVA(s).
 - e. A clear description of the membership and teams (adult, juniors, boys and girls) impacted by the application, including the number of members and teams to be in each RVA, the growth rate of volleyball in the area over the last three (3) years, the number of referees and scorekeepers in each RVA, and any other information which the applicant deems helpful to the review committee.
 - f. An accurate summary of the impact the application has on existing membership in each impacted Parent RVA, including but not limited to fiscal impact on the existing Parent RVA(s); impact on adult and junior tournament schedules; impact on junior team bid allocation; and other issues which the RVA Zonal Committee may determine to be relevant.
 - g. A clear statement of the purpose for which the application is made.
 - h. The names, addresses and USAV membership number of persons proposed as the Commissioner, the Board of Directors and Officers, and the Officials Chair.
 - i. A list of at least 200 adults or 500 members, their names, addresses, phone numbers, USAV membership number, team affiliation, and signature supporting the application. These 500 members shall include at least two-thirds (2/3) players (both adults and juniors) as well as coaches and team representatives.
 - j. A copy of the applicants proposed Articles of Incorporation; proposed By-laws, and handbooks, which shall include due process procedures, sexual harassment policy, fiduciary policy concerning financial matters, and steps taken to obtain non-profit tax status.
 - k. A copy of the applicant's proposed budget and inventory of capital assets, financial status, income sources, and liabilities.
 - l. A copy of a proposed reciprocity agreement with existing Parent RVA(s) authorizing members of each RVA to participate in tournaments sponsored or sanctioned by the new RVA or Parent RVA(s).
 - m. A statement whether the applicant provided a copy of the application or notice of intent to seek redistricting to the existing Parent RVA(s), and a summary of the steps the Parent RVA(s) have taken:
 - i. To inform the Parent RVA(s) membership;
 - ii. Information on any polls and their results, and

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- iii. The number of occasions the Parent RVA(s) and applicants have met and the results of those meetings. Such statement shall include any agreements or recommendations a RVA may have to such application.

E. Procedure.

1. Each applicant shall submit a copy of the application for redistricting or a notice of intent to seek redistricting to each existing Parent RVA impacted by the application at least ninety (90) days prior to an application being submitted to the RVA Zonal Committee Chair, with copies provided to the RVA Zonal Committee Chair, the RVA Assembly Chair, and the USA Volleyball Administrative Office.
2. Each Parent RVA shall have a redistricting policy to address such applications. Each Parent RVA shall submit the application or notice to its members and obtain a consensus of the majority of its members for the application to be considered.
3. A summary of the RVA's action, manner of polling its members, polling results, and/or membership responses shall be submitted in written form to the RVA Zonal Committee Chair no later than thirty (30) days prior to the RVA Assembly Annual Meeting. The summary shall include, but not be limited to, any information the Committee deems relevant and helpful toward its consideration of the application. The scope of the review shall also consider steps taken by the Parent RVA to inform and poll its members, the fairness of the procedure used to allow the application full and fair consideration, and any other information the Committee deems appropriate.
4. An applicant whose application for redistricting is rejected by the Parent RVA(s) may submit the same for reconsideration by the RVA Zonal Committee.
5. The RVA Zonal Committee in which the redistricting application is initiated shall meet, review, and make appropriate inquiries regarding the redistricting application or request for reconsideration prior to the RVA Assembly Annual Meeting, and submit a status report or recommendation to the RVA Assembly. The Committee shall make appropriate recommendations regarding the redistricting application or reconsideration motion to the RVA Assembly. The RVA Zonal Committee may elect to (a) support the application and recommend to the RVA Assembly the formation of a Sub or Provincial RVA; (b) reject the application; (c) recommend a formation of an Associate RVA, or (d) direct that further action be taken on the application.
6. If the RVA Zonal Committee believes, by a majority, that the impacted Parent RVA(s) have failed to provide the application a fair investigation, review, hearing or fair assessment in the determination as to whether such redistricting application is favored by the majority of the membership of the impacted RVA(s), the Committee may recommend to the RVA Assembly that the application be submitted as an Associate RVA. Such recommendation may be considered by the RVA Assembly. Alternatively, the RVA Assembly may hold its own poll and determine whether such an action is in the best interest of the RVA(s) and area membership. The cost of such poll shall be assessed against the Parent RVA(s).

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7. If the RVA Zonal Committee finds that an application is supported by the impacted Parent RVA(s), the Committee shall recommend that the redistricting be approved by the RVA Assembly.
 8. If the RVA Zonal Committee finds insufficient basis for redistricting to occur, the Committee may in writing reject the application. Such rejection shall be final. A copy of this determination letter should be sent to the RVA Assembly Chair.
 9. If the RVA Zonal Committee, after full evaluation, finds support for the redistricting, opposite of the Parent RVA(s) recommendation, the Committee may recommend that an Associate RVA be established.
 10. If the RVA Zonal Committee believes, by a majority, that the applicant has brought the application in bad faith, or has provided false information or misrepresented facts to the Committee, the Committee may elect to reject the application. If the Committee finds insufficient basis to recommend redistricting, the Committee may in writing recommend rejection of the application. A copy of this determination letter should be sent to the RVA Assembly Chair.
 11. If an application is rejected by the RVA Zonal Committee for bad faith or because it was based on false or misleading information, the Committee may recommend sanction of the applicants whose signature appear on the application and that no application for redistricting be permitted for a period of two (2) years.
- F. Limitations on Redistricting.
1. No application for redistricting shall be approved by the RVA Zonal Committee or RVA Assembly unless applicant RVA shall have at least one third (1/3) of the impacted Parent RVA(s) registered members, with no less than twenty-five percent (25%) of the new RVA members registered as adult members and the remainder junior members, provided the Committee may relax such limitation if the Parent RVA(s) support an application.
 2. No application for redistricting shall be approved if the impact of such redistricting will reduce an impacted Parent RVA(s) by more than one half of its membership in any existing category, or below a minimum of 250 adult members and 750 junior members.
- G. Dispute Resolution. The Corporation encourages mutual agreements between Parent RVA(s) and applicant members who seek redistricting consideration. If the Parent RVA(s) are unable to reach mutual agreements with an applicant, any disputes shall be submitted to arbitration before a three-person panel comprised of RVA representatives or an arbitrator agreed to by the parties. Each of the parties agrees that the arbitrator's decision shall be binding.

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H. Trial Period.

1. A redistricting application supported by the impacted Parent RVA(s) shall enjoy Sub or Provincial RVA status for a period of one (1) year following approval of the RVA Assembly and the USAV Board of Directors. Supervision of the Sub or Provincial RVA shall be by the Parent RVA(s).
2. A redistricting application approved by the RVA Zonal Committee and not supported by the impacted Parent RVA(s) shall enjoy Associate RVA status for a period of one year following approval of the RVA Assembly and the USAV Board of Directors. Supervision of the Associate RVA shall be by the RVA Zonal Committee.
3. A new RVA shall conduct elections, obtain appropriate non-profit tax status, complete all organization legal requirements and otherwise demonstrate to the RVA Zonal Committee that it has complied with all RVA requirements as reflected in the Corporate By-laws and RVA Administrative Manual prior to final approval of the RVA Assembly and USAV Board of Directors.

I. Redirection of Assets, Liabilities and Responsibilities on Redistricting.

1. At no time shall the impacted Parent RVA(s) be placed in such a posture that they are required to obtain financial loans to meet their operation expenses, or be placed in such financial posture that their credit status is jeopardized.
2. If a redistricting application is made and approved, all Parent RVAs shall provide minimum "start-up" assistance comprised of services, monies or materials to provide the fledging RVA with rulebooks, guidebooks, or funds to begin a new season. Such start-up assistance shall be based on the proration of expected membership. Any further assistance shall be at the option of the Parent RVA(s) and shall be based on fairness.
3. If a new RVA lacks financial resources or funding to properly equip their offices and meet the requirements of an RVA, as set forth in the RVA Administrative Manual and the By-laws of the Corporation, the application shall be suspended until proper funding can be available to allow the new RVA to function appropriately.

- J. Allocation of Championship Bids. Each RVA shall be entitled at least one bid per age division to the Junior National Championships (JVC) based on Junior membership. A Sub, Provincial, or Associate RVA shall be entitled to share in any bids available to the Parent RVA(s) if more than one is available based on a pro rata formula of junior memberships in each of the RVAs. If a Parent RVA is afforded only one bid, then a Sub, Provincial or Associate RVA may be allocated a bid from the at-large bid pool by the championship bid committee, provided the new RVA has been approved.

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- K. Reciprocity Agreements. Each Parent RVA and any Sub, Provincial or Associate RVA, shall enter into a reciprocity agreement for the first three (3) years of the new RVA's existence, allowing teams and player members to continue to participate in tournaments in the Parent RVA(s). Likewise, Parent RVA(s) teams and player members may participate in tournaments sanctioned by the Sub, Provincial or Associate RVA during the same time period.
- L. Membership Obligations. Membership requirements for Sub, Provincial or Associate RVA are as follows:
1. Communication Obligations.
 - a. RVA newsletter - minimum of two (2) issues during its year(s) as a Sub, Provincial or Associate RVA. (See Chapter 12, Newsletter).
 - b. RVA Player Handbook. (See Chapter 13, Player Handbook).
 - c. RVA Tournament Schedule must be made available to the members. (See Chapter 18, Tournaments).
 - d. USAV Guidebook material must be submitted at the RVA Assembly Annual Meeting just prior to the USA Volleyball Championship, or June 1, whichever comes first. (See Chapter 25, USAV Guidebook).
 2. Administrative Obligations.
 - a. Register players and teams.
 - b. A Sub or Provincial RVA should pay the individual member's insurance premiums with its monthly membership fees/insurance report to the Parent RVA.
 - c. An Associate RVA should pay the individual members' insurance premiums with its monthly membership fees/insurance report to the USAV Administrative Office, with a copy of each report sent to the Zonal Committee Chair.
 3. Train and certify referees and scorekeepers with a minimum of two clinics for each category.
 - a. Establish minimum requirements.
 - b. Schedule as many clinics as possible which are reasonably accessible to all members.
 4. Coordinate and sanction tournaments.
 - a. Schedule adequate competition at various levels of play.
 - b. Establish a Court Conduct Code outlining minimum standards of conduct at tournaments.
 - c. Conduct Sub, Provincial or Associate RVA Regional Championships.
 5. Establish Due Process Appeal Procedures.
- M. Membership Benefits. Liability and secondary Sports Accident Insurance for currently registered players and voice with no vote at all RVA Assembly meetings.

Article V. NATIONAL REGISTRATION CATEGORIES

5.01 Authority: USA Volleyball Board of Directors.

5.02 Definitions.

A. Registration Categories. Registration categories are subject to approval by the Board of Directors.

B. Registration. Registration is the process of recording and filing with the Corporation the name of an Individual, Team and Club with required ancillary information and the receipt of required fees(s).

C. Registered with the Corporation. Individuals, Teams and Clubs that are registered through any RVA or directly with the Corporation shall be considered registered with the Corporation.

1. Individuals. Individuals may register in one of the following registration categories:

a. Full Memberships. These memberships are considered unrestricted and are available for adult and junior registrants.

i) Adult Registrants. Registration is required of adult individuals participating in any RVA or Corporation-sanctioned activities in any capacity (as athletes, coaches, officials, chaperones and/or administrators, for example). Participants in RVA competitions and USA Volleyball Junior National Championships, including all qualifying events, shall register with the RVA in the geographical area in which they reside or in which their club/team is registered. Participants in other programs sanctioned by the Corporation are required to register and may do so either through the Corporation or with the RVA as applicable.

b. Junior Registrants: Registration is required of junior individuals participating in any RVA or Corporation-sanctioned activities in any capacity. Participants in RVA competitions and USA Volleyball Junior National Championships, including all qualifying events, shall register with the RVA in the geographical area in which they reside or in which their club/team is registered. Participants in other programs sanctioned by the Corporation are required to register and may do so either through the Corporation or with the RVA as applicable.

i) Junior registration is restricted to individuals who are:

a) 18 years of age or younger on September 1 of the current season or

b) 19 years of age or younger on September 1 of the current season and a high school student during some part of the academic year.

ii) Once a junior registrant, regardless of age, participates (including but not limited to practicing, training, attending workouts and/or competing) in a

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club or varsity program for any university, college, community college, or junior college, he/she is ineligible to take part in any regional and national programming, which includes but is not limited to USA Volleyball National Championships including all qualifying events.

- c. Limited Memberships: These memberships are considered restricted, either in length of membership or participation, as per RVA or Corporation policy, and are available for adults and junior registrants.
2. Teams. Each team participating in any RVA or Corporation –sanctioned activities shall be considered registered with the Corporation by registering with its respective RVA.
 - a. Teams shall register in one of the following categories:
 - i) Regular. Registration required of teams composed either entirely of regular athletes or a composite of regular, junior volleyball and/or "other" athletes.
 - ii) Junior Volleyball. Registration required of teams composed entirely of junior volleyball athletes.
 - iii) Recreational. Registration which may be required of teams affiliated with recreational organizations and/or agencies. Team members are not required to register with a RVA. They are not eligible to participate in open USAV-sanctioned competition but may be eligible for specified USAV-sanctioned competition within their category. The contact person designated by the team shall be considered registered with the Corporation by registering with a RVA and shall receive appropriate mailings and publications.
 - iv) Each team shall register with the RVA in whose area the team representative resides.
 3. Clubs: Each Club, consisting of one or more teams, shall be considered registered with the Corporation by registering with its respective RVA. Individuals and teams shall register in the same RVA in which the Club is registered. Each Club shall register with one RVA, as determined by the principal address of the designated club leadership and where the majority of its members reside.

EXCEPTION: A club composed of individuals primarily residing in one RVA may request to register in an adjacent RVA with the permission of the Principal Representatives of both RVAs.

- D. The registering RVA shall be empowered to govern activities within its geographic boundaries and of Individuals, Teams and Clubs registered with the RVA, for the duration of its registration. If a conflict occurs within a RVA's approved geographical boundaries Principal Representative may prohibit the sanctioning of events and activities within these approved boundaries by the registering RVA.

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- E. Registration and/or sanctioning disputes shall be referred first to the RVA where the complaining party registered or seeks to register or sanction an event, then to the Ethics and Eligibility Committee of the RVA Assembly, only to determine whether due process was provided.

Article VI. MEMBERSHIP, ADMINISTRATIVE FEES AND BENEFITS

- 6.01 Authority: Refer to Bylaws, Article IV.
- 6.02 Membership Fees. The Board of Directors may establish annual membership fees for all Member Organizations and include them in the Corporate Policies and Procedures Manual.
- 6.03 Affiliated Organization Benefits. Each Affiliated Organization shall receive a subscription to "Volleyball USA," a copy of the Official Guidebook, Domestic Competition Regulation and such other benefits as from time to time are provided.
- 6.04 Administrative Fees. The Board of Directors shall establish a standard national administrative fee for each approved national registration category (Refer to Appendix E of the Corporate Policies and Procedures Manual). This national administrative fee shall not cover the costs for publications of the Corporation, general liability and sport accident insurance or other ancillary materials. The administrative fee shall be established by the Board of Directors annually no later than the Annual Meeting of the Board of Directors and shall apply to the subsequent membership season. Each RVA has the authority to assess an additional fee for each of the approved registration categories, subject to Board-approved restriction. Upon request, Principal Representative(s) shall make available to the Corporation a copy of his/her regions fee schedule.

Article VII. PARTICIPANT, TEAM ELIGIBILITY AND CHAMPIONSHIP EVENTS

These conditions and rules shall govern entrance to and competition in all Corporation events.

- 7.01 Authority: Refer to Bylaws, Article XIV.
- 7.02 Definitions.
 - A. Disciplines

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1. Volleyball: traditional six-person competition played primarily indoors.
2. Beach Volleyball: traditional two-person competition played primarily outdoors on sand.
3. Sitting Volleyball: traditional six-person competition played primarily indoors.

B. Athletes.

1. Eligible Athlete. An athlete who is eligible for Olympic, FIVB, Paralympic, WPV and USAV competition pursuant to the current codes of eligibility of the International Olympic Committee (IOC), the International Paralympic Committee (IPC), the FIVB, the USOC and USAV. Eligibility rules for athletes who desire to compete in domestic and/or international volleyball competitions shall be no more restrictive than those of the FIVB or the WPV.
2. Ineligible Athlete. An athlete ruled to be in violation of the current eligibility requirements of the IOC, the IPC, the FIVB, the WPV, the USOC or USAV.
3. International Athlete. Refer to Bylaws, Article 2.01 L.
4. Domestic Athlete. Refer to Bylaws, Article 2.01 H.
5. Foreign Athlete. An athlete who is not a citizen of the United States and desires to participate in any event sanctioned by the Corporation.
6. USA National Team Athlete. An athlete who has competed in protected competition (Indoor or Beach) as defined by the USOC Constitution and Bylaws or whose name has been included on a National Team roster (Senior, Junior, Youth).
7. Foreign National Team Athlete. A foreign athlete who has been certified by his or her National Federation to be a current member of one of its National Teams.
8. Junior volleyball athlete. An athlete who meets the age/grade requirements, as specified in Article, 5.02 C 1 b. of this Code, and is registered by a Member Organization that has been authorized by the Corporation to conduct junior volleyball activity.
9. Adult Athlete. An athlete who does not meet the definition of a junior volleyball athlete.

C. Teams.

1. Classification. Team assignment by age groups or skill level, i.e. AA, A, BB, B. In junior age group competition, it may be single age only or a maximum age and under. In master and seniors competition, it shall be minimum age and over. When the number of entries into a USA Volleyball National Championship cannot be accommodated with a single tournament, multiple tournaments may be scheduled within a single classification.
2. Division. A group of teams defined for tournament competition by gender of the participating athlete; e.g., female, male or co-ed.

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3. **Team.** A combination of athletes participating as a single playing unit restricted to one division and classification.
4. **National Team.** A team officially recognized by a National Federation for international competition.

D. Clubs.

1. **Club.** A single team or teams registered with one RVA under the same club name, which may or may not have the same team name.
2. **Club Team.** A team affiliated with a club as defined in 1 above. If a club has more than one playing unit, each unit shall be registered as a separate team in only one RVA.

E. Divisions of Competition. The divisions for competition are:

1. **Men's Division.** Shall consist of teams composed of males only.
2. **Women's Division.** Shall consist of teams composed of females only.
3. **Co-Ed Division.** Shall consist of teams composed of females and males consistent with the regulations adopted by the Corporation.

F. Types of Team Competition.

1. **Junior volleyball competition.** Competition for athletes meeting the definition of a junior volleyball athlete in Corporation-approved age group classifications.
2. **Adult Competition.** Competition primarily for athletes not meeting the eligibility standards for junior volleyball competition.
3. **Co-Ed Competition.** Competition for teams composed of females and males playing in various combinations consistent with the regulations adopted by the Corporation.

G. Classification of Teams for Corporate Events. Teams are classified by their Member Organization in order to identify their competitive level. (Athletes are not classified by the Corporation.) For events of the Corporation, the highest level of classification for a team shall be "Open" in all adult indoor events, "Open" in all indoor junior events, and triple A (AAA) in all outdoor events. Lower levels may be expressed by single and/or double letters of the alphabet in alphabetical order; e.g., AA, A, BB, B.

H. USA Volleyball Championship Events. There shall be USA Volleyball Championship Events. The Board of Directors shall establish entry fees for USA Championship events no later than the Annual Meeting (in the previous calendar year). Entry fees shall be stated in the Pre-Tournament information.

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- I. US National Championship Tournaments: Tournaments may be conducted within each USA Volleyball Championship Events. Specific Eligibility Requirements shall be included in the USAV Pre-Tournament Manuals and on USAV's website (<http://usavolleyball.org>).
- J. Rules Governing Play. The FIVB Rules of Play shall be the official rules of play in the United States. For domestic competition, the USA Volleyball Domestic Competition Regulations may be selected to promote the game.
- K. Eligible Officials. Referees and scorer who (1) are currently registered with the Corporation through a RVA and (2) are certified with a USAV-approved rating.

7.03 Eligibility Requirements for Sanctioned Competitions of the Corporation.

A. Registration.

- 1. All athletes, coaches, managers, team trainers, officials, chaperones, teams and others who are involved in a sanctioned competition shall be registered with the Corporation and/or a RVA, as specified in Article V in this Operating Code.
- 2. Eligibility for Foreign Participants is defined in the Policy on Foreign Participation as well as the Foreign Guest Coach Policy. Refer to the section on "Other Policies of the Corporation" in the USAV Official Guidebook or the USA Volleyball website (<http://usavolleyball.org>).

B. Participant's Code of Conduct. All participants shall abide by the Participant's Code of Conduct to which they have agreed as included in their membership application.

C. Substance Abuse Policy. All participants shall abide by the United States Anti-Doping Agency protocols, which have been adopted by the USOC and USAV (Refer to the section on "Other Policies of the Corporation" in the USAV Official Guidebook).

Article VIII. ZONAL STRUCTURE

8.01 Purpose. To standardize the subdivision of the United States into geographic areas to accomplish one or more of the following:

- A. A specific program or administrative function.
- B. Strategically located trials and events.
- C. A culminating open competition conducted by the Corporation or a substructure.
- D. A national primary event(s) to ascertain entry or seeding into a USA Volleyball Championship Event.

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- 8.02 Criteria. Two intermediate levels of organization, zones and sections, have been established with the following criteria considered: travel time and distance and the number of registered athletes.
- 8.03 Zones and Sections. Four zones have been established, with each subdivided into two sections:
- A. Atlantic Zone.
 - 1. The North-Atlantic Section shall be composed of the Chesapeake, Garden Empire, Iroquois Empire, Keystone, New England, Ohio Valley, and Western Empire Regional Volleyball Associations.
 - 2. The South-Atlantic Section shall be composed of the Carolina, Florida, Old Dominion, Palmetto and Southern Regional Volleyball Associations.
 - B. Border Zone.
 - 1. The Border-East Section shall be composed of the Bayou, Delta, Gulf Coast, Lone Star, North Texas and Oklahoma Regional Volleyball Associations.
 - 2. The Border-West Section shall be composed of the Arizona, Southern California and Sun Country Regional Volleyball Associations.
 - C. Central Zone.
 - 1. The Central-East Section shall be composed of the Badger, Great Lakes, Hoosier, Lakeshore, North Country and Pioneer Regional Volleyball Associations.
 - 2. The Central-West Section shall be composed of the Gateway, Great Plains, Heart of America and Iowa Regional Volleyball Associations.
 - D. Pacific Zone.
 - 1. The Pacific-North Section shall be composed of the Alaska, Columbia Empire, Evergreen, Puget Sound and Rocky Mountain Regional Volleyball Associations.
 - 2. The Pacific-South Section shall be composed of the Aloha, Intermountain, Moku O Keawe and Northern California Regional Volleyball Associations.
- 8.04 Realignment. These boundaries may be modified by the Board of Directors.

Article IX. OFFICIAL PUBLICATIONS

- 9.01 Official Guidebook. The Articles of Incorporation, the Bylaws, the Operating Code, a list of the names and addresses of Member Organizations, the Directors, the Officers, the various directories of personnel and descriptions of responsibilities for substructures, reports of RVAs and other appropriate information shall be published annually in the Official Guidebook. It shall be distributed to all Member

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Organizations, members of the Board of Directors and registered team representatives. It shall be available for sale.

- 9.02 Domestic Competition Regulations. A single volume of the Domestic Competition Regulations, based on the FIVB Rules of Play, (both Indoor and Beach) shall be published biennially. It shall be available to all registered individuals and distributed to organizations designated by the Board of Directors. It shall be available for sale and included on the USAV website.
- 9.03 Magazine of the Corporation. An informational periodical shall be published a minimum of four times a year. It shall be distributed to Member Organizations, members of the Board of Directors, persons registered with RVAs and other selected individuals.

Article X. AMENDMENTS

- 10.01 Authority: Refer to Bylaws, Article XVIII.
- 10.02 Procedures for Submission. Proposed additions, deletions or amendments to this Operating Code may be generated in the following ways:
- A. By any Member Organization, substructure or individual, provided such proposal is submitted in writing to the Corporation's CEO no later than sixty (60) days prior to the next meeting of the Board.
 - B. At any time by a Director of the Board.
- 10.03 Requirement for Action.
- A. Proposed changes shall only be considered if notice is mailed or sent electronically to each member of the Board at least thirty (30) days prior to the voting deadline for the next meeting of the Board.
 - B. A Bylaw may be adopted, amended or repealed by the Board by a two-thirds (2/3) majority of those casting ballots at a legally constituted meeting.
 - C. Waiver of Requirement: By a two-thirds (2/3) majority vote of the total voting power of the Board at a legally constituted meeting action may be taken by the Board without thirty (30) days prior notice.

END