

Consultant's Report

USA Volleyball Beach Division:

Review of Programs, Policies and Operations

Prepared for:

*USA Volleyball
Colorado Springs, Colorado*

• Approved for public distribution •

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This report was compiled pursuant to contract for the Board of Directors of USA Volleyball. For additional information, or questions, please contact:

Mr. Rich Perelman
President
Perelman, Pioneer & Company
Post Office Box 67548
Los Angeles, California 90067 USA
Telephone: (310) 470-2049
Facsimile: (310) 470-6769
Electronic mail: rperelman@perelman-pioneer.com

Consultant's Report

**USA Volleyball Beach Division:
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I. EXECUTIVE SUMMARY

A. Introduction

The United States has been the dominant player in Olympic beach volleyball since its introduction as a medal event in 1996. But that status is not guaranteed into the future.

In fact, developments now underway will challenge the U.S. ranking and dramatically change the way American players come to prominence.

The present conflict between USA Volleyball's beach volleyball management team and the beach volleyball representatives on the Board of Directors was sparked by current-day issues such as Olympic team selection, access to international competitions and decision-making at USA Volleyball's Beach Office.

This, in turn, has retarded any focus on the future. But that future will be shaped by two overarching realities:

- (1) The current generation of great American players who have led the U.S. to iconic Olympic success in beach volleyball are well over 30 years old. For most, if not all, their last Olympic participation will be at the Rio Games in 2016.

In the past two years (2012-13), American men who have placed in the top three in Federation Internationale de Volleyball ("FIVB") World Tour, World Championships or Olympic competitions were all over 30, while 73% of the medalists from the rest of the world were under 30. Among women over the same period, 90% of the American women medalists were over 30, while 87% of the medalists from the rest of the world were under 30.

- (2) The creation of women's sand volleyball as an emerging, and soon to be a championship, sport by the NCAA, will

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transform beach volleyball in the U.S. The sensational growth of indoor participation by young girls after the introduction of women's NCAA volleyball is likely to be mirrored in sand volleyball and USA Volleyball must both encourage it and prepare for the opportunities.

This report examined the current situation of American beach volleyball and assembled data and opinions from 20 interviewees from the USA Volleyball staff, members of the USA Volleyball Board of Directors, coaches, players, promoters and members of the United States Olympic Committee staff. Findings were noted in a number of areas and 31 separate recommendations were made.

The findings and primary recommendations are summarized here. Please note that significant detail is included in the body of the report and the annexes; this Executive Summary is just that: a summary only. The findings and recommendations made are those of your consultant alone, and were not submitted by any of the participants in the study.

B. Corporate Structure

While USA Volleyball's commitment to beach programming has grown significantly in recent years, the organization's staffing is primarily geared to support of indoor volleyball.

An examination of the September 12, 2013 USA Volleyball staff organization chart showed that of the 71 total personnel listed, two were administrators, 44½ were working solely or mostly on indoor-related programs, six were devoted to beach issues and 18½ supported both groups or other matters (this included communications, finance, marketing and so on). Even after accounting for non-beach staff working on beach issues, roughly 51 of the 71 focused on indoor and just 16 on beach.

While there are good reasons for some of the imbalance toward indoor - notably USA Volleyball's massive indoor youth programs - there is an immediate need for more beach support, especially in development programs and support services for elite players.

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C. Development and Training Programs

1. Development programs

Given that a specific, beach-focused development program was only instituted in 2008, its growth has been impressive. From a first-year total of 97 participants in the "tryout" camps, the total has grown to 1,243 in 25 tryout camps held in 16 states across the country in 2013.

The current program grades players according to playing ability and age-banded physical benchmarks, resulting in player classifications into tiers from A1 (highest) to A4 (lowest), with playing and training opportunities for each tier.

This is a start, but only that. A much broader outreach to both potential players (including existing indoor players) and coaches is needed, and can be developed in parallel with the ongoing expansion of NCAA sand volleyball for women.

2. Elite-athlete programs

A careful review of USA Volleyball's support programming for beach athletes vis-a-vis indoor athletes was undertaken, and showed that on an athlete-by-athlete basis, beach support was in many areas as good or better than that offered to members of the U.S. national indoor teams.

A major area of difference in favor of the indoor team is, however, the existence of a full-service training center in Anaheim, California, including coaching, conditioning, nutrition, sports medicine and video support. A similarly-comprehensive support center for top American beach players does not exist at present.

There is also considerable anxiety among younger players regarding the current FIVB World Tour program as to what path must be followed to obtain entry into the Grand Slam or Open events, both of which offer significant prize money. FIVB regulations adopted for the 2013 season placed the sole authority to enter players into these events into the hands

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of national federations (such as USA Volleyball); thus far, the U.S. protocol has been to allow the highest-ranked players/teams to enter by virtue of their FIVB World Ranking point totals. But there are critics of this system, who believe this approach blocks younger players who have potential from being exposed to top international-level competition.

Underlying all of this is the question of personal player finances. Interviewees believed that stipends of \$40,000-plus per year, with the option to win that much again or more in domestic and international tournaments was sufficient to keep players around. But with access to the big-pay tournaments limited, lower-ranked players could be forced out of the sport altogether under the current system.

Moreover, the current support program for eight players per gender was considered insufficient, and that 12-14 players per gender needed to receive stipends in order to maintain a sufficient "pipeline" for the future.

Finally, the program for identifying and developing world-class players suffers from a lack of scouting, imagination and U.S. national beach coaches (there are none now) who can discuss player potential with the indoor coaches.

D. Domestic and International Competitions

1. International competitions

The question of how a player is selected to represent the United States in international play has become a vexing issue at the sub-elite and elite level.

At the youth level, up to and including the World University Games, USA Volleyball determines who will play. At the elite level, including regional competitions (NORCECA) and FIVB World Tour events, the situation is more complex.

Late in the 2013 season, USA Volleyball's Beach Office implemented a playoff protocol to determine which teams would play in NORCECA (North America, Central America and

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Caribbean) confederation events. These competitions earn significant FIVB World Ranking points, but have very little prize money attached to them.

At the FIVB World Tour (World Championships, Grand Slam and Open) level, USA Volleyball submits entries based on the then-current FIVB World Ranking points standings and does not insert itself into the question of "who should play." This issue is not only important for development, but also for the livelihoods of the players entered, because of the prize purses available for the top teams.

Even more dramatic has been the tug-of-war over Olympic entry for U.S. teams. USA Volleyball proposed an Olympic Trials for 2012, but decided not to hold it, but is interested to do so for 2016. The current top players prefer to win Olympic selection via their FIVB World/Olympic Ranking points standing, contending that their success vs. other international teams (whom they will face in the Olympics) is more important than a Trials among American teams.

There are good arguments both for and against a Trials, but it is noteworthy that Olympic Trials among other U.S. national governing bodies have not always been financial winners. In fact, for the 18 "Trials" events or exhibitions held prior to the London Games in 2012, three lost money, nine others made \$100,000 or less and only four (gymnastics, swimming, track & field and wrestling) cleared more than \$500,000.

The decisions on all of these matters do not have to be "either-or"; a migration from the current system to one considered better can be implemented from now into the next quadrennial in preparation for the 2020 Games in Tokyo, Japan.

2. U.S. competitions

On the domestic front, all of the interviewees agreed that a strong U.S. tour was an essential component to the development of high-quality American players.

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Unfortunately, the leading domestic tour program, the Association of Volleyball Professionals ("AVP") has been unstable of late, having been purchased by new ownership in 2012 after its season was canceled midway through the 2010 season and only one event was held in 2011. The new owners held seven events in 2013 and propose the same in 2014. Prize purses for these events varied between \$50,000-100,000 per gender, per event, in 2013.

A smaller promotion, the National Volleyball League, held five events in 2013 and had smaller prize purses for its events.

The general view was that USA Volleyball and the AVP should work cooperatively, if possible, and that USA Volleyball should not be in the business of running a national tour itself. The history of the two organizations has made this difficult so far, but there is hope for better relations in the future.

Noting the enormous success of the indoor national youth championships and the expanding USA Volleyball beach nationals for youth, it is odd that there is currently no U.S. beach nationals for elite players. This type of event has been a winner for other U.S. federations and could be explored as an annual event organized by USA Volleyball or by others in concert with the federation.

E. Operations and Administration

Significant issues have arisen with USA Volleyball's support efforts off the sand, especially with the formation of the Beach Office, the performance of team officials, communications, television and video, commercial opportunities and the Beach Assembly.

There was a wide discussion of the performance of the Beach Office as a whole and of specific individuals. There was wide dissatisfaction with some staff, and compliments for others, but with more staff needed, the utmost care must be taken to find qualified personnel whose personal communications and leadership skills are of the highest quality.

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A lack of discipline, training and knowledge of competition protocols was remarked on regarding delegation officials and team leaders or managers for international events. There does not appear to be, at present, any kind of apprenticeship, training or post-event follow-up or grading of individuals selected to work with U.S. teams sent to worldwide competitions. This area needs to be upgraded.

Communications were criticized across the board. Internal outreach to players was considered insufficient and often too late to be effective, although this has improved recently. External communications was considered poor, especially on the USA Volleyball Web site, which is part of the U.S. Olympic Committee's Web program. There is no fan newsletter for beach volleyball, or a mobile app to follow beach players and their results. The most popular and respected information site for beach volleyball - the Beach Volleyball Information Database - is privately run by a volunteer.

USA Volleyball's strategic plan calls for a volleyball-themed television channel, but the federation has, at present, a limited video presence. Although the likelihood of a volleyball-only channel is poor, there may be opportunities to work with other U.S. federations for more exposure, or to encourage the U.S. Olympic Committee to finally open the long-desired "Olympic Channel." In the interim, upgraded exposure on platforms such as YouTube, Hulu, Netflix, Yahoo or others could be explored.

In today's difficult economy, sports marketing and sponsorship support continues to be problematic for many U.S. Olympic federations, including USA Volleyball. In addition to the traditional marketing outreach, other possibilities could include new concepts, such as affiliate marketing, incentive-based memberships and fan memberships. New licensing opportunities could be created from special-edition items celebrating USA Volleyball's historic beach achievements.

While the concept of the Beach Assembly as a unit to involve multiple audiences outside of players, its role is not well understood and needs more clarity among all of its intended audiences to function more effectively.

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F. Recommendations

A total of 31 separate recommendations were made, some in considerable detail. The following listing is only the highlights:

- "Transparency" was a recurrent theme among the interviewees. Stakeholders want to be informed of decisions made as soon as possible, along with the rationale, whether objective or subjective. A significant element of the discomfort with USA Volleyball's management efforts has been because of limited information and the accompanying rumors and speculation which take up the place of detailed explanations.
- USA Volleyball's beach volleyball programming needs more support. Whether this can come from existing staff (including those working on indoor programs) or requires new hires (likely both), the federation's goals cannot be met by the current level of staffing and support.
- In order to provide America's elite players with the training and collateral support they need, a combined national training center with the indoor team is needed. This cannot be done overnight, but it must be done.
- Hiring the right person as a "general manager" of the beach volleyball program for USA Volleyball will be a major step forward for the organization and the players. A search committee should be formed immediately to find the proper candidate, whose skills are much more important than his or her background in volleyball.
- In addition, some form of "national competition advisor" is needed to help to bridge the development from high school or collegiate student-athlete to professional beach player, and to be a central point of contact for the oversight and support of current elite players. Eventually, because of the structure and expansion of NCAA sand volleyball for women, this person will become the U.S. national beach coach.

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- Elite-athlete funding should be expanded, if possible, to 24-28 athletes in total (12-14 per gender) at \$3,500 per month for 12 months (\$42,000 annually). Funding decisions must be made under clearly-defined criteria and by a panel, not an individual.
- Youth development programs must be expanded, working in concert with schools, city park-and-recreation programs and colleges. USA Volleyball must aggressively find ways to participate at all levels to encourage growth of playing opportunities and coaching education.
- International team selection, whether on the youth, junior or elite level, must be made on a clearly-defined basis, a so-called "clear path" as requested by many interviewees. Funded players must cooperate with USA Volleyball in declaring their preferences for specific competitions before the start of each season so that available slots can be allocated promptly and properly. If the U.S. has four available slots in FIVB World Tour events, one should be reserved in 25% of the events for development purposes.
- Olympic Trials are not a sure-fire financial bonanza for USA Volleyball, but as the NCAA sand volleyball model progresses, movement toward a Trials-based format for major international competitions is inevitable. For 2016, a mixed format of allowing one team to qualify via FIVB Ranking points (if in the top eight) and one team to be decided in a Trials competition is suggested. A Trials format for 2020 and beyond is recommended.
- All interviewees agreed that USA Volleyball should not be the promoter for a national tour. However, the federation and the leading national tour (currently the AVP) should work cooperatively to maximize the benefits to the players, development opportunities for USA Volleyball and promotional benefits for both entities.
- A revived, annual USA Volleyball national beach championships could be a financial assist to the federation, especially if it can be leveraged against

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youth interest and the existing national championships for youth and juniors.

- Better training of delegation and team leaders is needed, including the development of a cadre of qualified managers who can then help to train the next generation.
- Communications must be improved, both in the dissemination of policies and procedures to internal audiences and to help grow the external fan base. Video can be a significant part of this, especially for fans, and the many options available need to be explored in a comprehensive way for both beach and indoor volleyball in the U.S.
- Commercial opportunities can be expanded by growing USA Volleyball's "owned audiences." This is the key to the success of all professional leagues - not the on-site audience - but the worldwide viewing interest in their events. As the USA Volleyball audience grows, so will its commercial appeal.
- Membership growth is a significant interest of USA Volleyball, and there are multiple models to choose from. As noted above, audience development - of which membership is the starting point - is the key to marketing. Affiliate marketing, VIP add-ons and other unique offers can be part of a tiered approach to new membership programs.
- The Beach Assembly is poorly understood and not widely respected. It must either be better promoted as to its purpose and relevance, or broken into intuitively-understandable pieces for the future.

The report offers significant additional detail on all of these points, both in the discussion and recommendations sections. The shared goal of maintaining USA Volleyball's primacy in the beach volleyball world is attainable, but will require more resources and wide cooperation to keep pace with the domestic evolution and international competitors.

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II. BACKGROUND

Since its introduction to the Olympic program as a medal event in Atlanta in 1996, the United States has dominated beach volleyball. American teams have won gold medals in each of the five Olympic Games in which the event has been held and won both the men's and women's competitions in Beijing in 2008.

The U.S.'s initial success was a foreseeable outgrowth of the emergence of beach volleyball as a commercial property in the United States under the banner of the Association of Volleyball Professionals ("AVP"), founded in 1983.¹ The AVP hosted as many as 27 tournaments in 1988 and had 20 or more tournaments for men from 1986-98. The AVP hosted a few women's tournaments from 1984-86 and in 1993 (16) and 1994 (14), but women's play was primarily held in a separate league, the Women's Professional Volleyball Association ("WPVA") from 1987-97.² The WPVA stopped play after the 1997 season and women's tournaments were included in the AVP's programming from 1999 forward.

Despite the introduction of beach volleyball into the Olympic Games in 1996, however, the AVP's business structure became unstable. After financial reverses in 1997-98, the tour was cut to 12 events for men and five for women in 1999, finally bottoming out at seven events for men and women in 2002.

In 2010, the AVP canceled its season after seven events and only one event was held under the AVP banner in 2011. A new owner, AOS Group (owned by Donald Sun), purchased the property in 2012 and has begun to rebuild the tour, holding seven events in 2013.

¹ For a brief summary of the history of the AVP, please see the Wikipedia entry at http://en.wikipedia.org/wiki/Association_of_Volleyball_Professionals.

² Statistics shown concerning the number of tournaments played and results are taken from the independently-maintained Beach Volleyball Database: <http://www.bvbinfo.com/>.

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In the interim, other events for professional beach volleyball players have been created, notably by the Federation Internationale de Volley-Ball ("FIVB"), the international governing body for volleyball. Although begun on a small scale in 1987, the FIVB Tour expanded to more than 10 events for both men and women in 1995 and has risen to become the premiere professional tour worldwide at the present time.

Against this backdrop, USA Volleyball - the national governing body for the sport in the United States - has the responsibility to develop and nominate American teams to compete at the highest international level, up to and including the Olympic Games. Its authority extends to both indoor and beach volleyball under its membership with the FIVB and as the recognized national governing body for the sport of volleyball by the United States Olympic Committee ("USOC").

Since the inclusion of beach volleyball in the Olympic program in 1996, USA Volleyball ("USAV") has slowly but continuously expanded its activities in the beach sector. This now includes a "Beach Office" with staff dedicated solely to beach volleyball issues, located in Hermosa Beach, California. A youth development program has been started and a variety of support services (including stipends) for beach volleyball athletes have been made available. Tragically, the initial managing director of the Beach Office, Dave Williams, passed away in May, 2013.

An important rule change implemented by the FIVB for the 2013 season gave its member federations in each country complete authority to determine which teams could enter the FIVB's World Tour events, instead of automatically qualifying teams by their past performances, based on a points system.

Mixed together, these major developments and a series of follow-on decisions in the Beach Office created tensions between the USAV headquarters in Colorado Springs, the Beach Office, the top American beach athletes, developing beach athletes and promoters of professional and youth beach events.

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Escalated to the USAV's Board of Directors, no solution was reached, and after a failed attempt at mediation encouraged by the USOC in May, 2013, the matter was turned over to an ad hoc committee of the USAV Board with instructions to seek out an independent consultant for a review of the entire beach volleyball program.

This report is the outcome of that review.

In order to concentrate on the explanatory and fact-finding aspects in the body of the report, recommendations and a list of action items are collected in discrete sections at the end.

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III. CURRENT SITUATION

A. Elite level competitions

In large part, the catalysts for this review are issues surrounding the participation and standing of elite-level American athletes in FIVB and Olympic competitions. As such, a closer look at the current standing of U.S. athletes in worldwide competitions is merited.

At the time of this writing, the 2013 beach volleyball season has been completed. All FIVB World Tour events (14 for men; 15 for women) have been held, allowing a complete analysis of the current U.S. position.

For purposes of considering the present situation, a five-year review period of 2009-13 was examined to gauge American standing, success and trends on the international level:

= MEN =

Year	Top-3 finishes in				No. of Plyrs	Player age ranges				
	Grand Slams	Opens	OG/WCh	Total		20-24	25-29	30-34	35-39	40+
USA										
2009	2	2	1	5	6	0	2	2	2	0
2010	7	7	not held	14	6	0	0	2	4	0
2011	4	8	0	12	6	0	0	3	3	0
2012	7	3	0	10	6	0	0	3	3	0
2013	6	1	0	7	5	0	0	3	2	0
Rest of the World										
2009	10	25	2	37	23	5	7	6	5	0
2010	11	17	not held	28	22	8	5	4	5	0
2011	14	13	3	30	22	3	9	2	8	0

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Year	Top-3 finishes in				No. of Plyrs	Player age ranges				
	Grand Slams	Opens	OG/WCh	Total		20-24	25-29	30-34	35-39	40+
2012	17	6	3	26	22	1	11	4	5	1
2013	24	8	3	35	29	10	15	2	1	1

(For more detail on this chart, please see Annex 2.)

Among the men, the data shows that medal winners on the FIVB Tour are skewing younger and younger, while the top U.S. finishers skew much older. In simplified terms:

<u>Year</u>	<u>Group</u>	<u>Under 30</u>	<u>30 & Over</u>
• 2009:	U.S. medalists:	2/ 6 33%	4/ 6 67%
	World medalists:	12/23 52%	11/23 48%
• 2010:	U.S. medalists:	0/ 6 0%	6/ 6 100%
	World medalists:	13/22 59%	9/22 41%
• 2011:	U.S. medalists:	0/ 6 0%	6/ 6 100%
	World medalists:	12/22 55%	10/22 45%
• 2012:	U.S. medalists:	0/ 6 0%	6/ 6 100%
	World medalists:	12/22 55%	10/22 45%
• 2013:	U.S. medalists:	0/ 5 0%	5/ 5 100%
	World medalists:	25/29 86%	4/29 14%

Looking at a wider sampling, using the FIVB World Individual Rankings for the top 50 men in the world over the same five-year period, we find the same result:

FIVB M Rank	Group	No. of Players	Aged 20-24	Aged 25-29	Aged 30-34	Aged 35-39	Aged 40+
2009	U.S.	6	0	2	2	2	0
2010	U.S.	8	0	1	4	3	0

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<i>FIVB M Rank</i>	<i>Group</i>	<i>No. of Players</i>	<i>Aged 20-24</i>	<i>Aged 25-29</i>	<i>Aged 30-34</i>	<i>Aged 35-39</i>	<i>Aged 40+</i>
2011	U.S.	6	0	0	3	3	0
2012	U.S.	6	0	0	3	3	0
2013	U.S.	5	0	1	2	2	0
2009	World	44	8	19	11	6	0
2010	World	42	9	16	8	9	0
2011	World	45	10	15	8	12	0
2012	World	45	7	18	11	7	2
2013	World	45	15	20	7	2	1
<i>Totals:</i>	U.S.	31	0	4	14	13	0
<i>Totals:</i>	World	221	49	88	45	36	3

In simplified terms:

<u>Year</u>	<u>Group</u>	<u>Under 30</u>	<u>30 & Over</u>
• 2009:	Top 50-U.S.:	2/ 6 33%	4/ 6 67%
	Top 50-World:	27/44 61%	17/44 39%
• 2010:	Top 50-U.S.:	1/ 6 17%	5/ 6 83%
	Top 50-World:	25/42 60%	17/42 40%
• 2011:	Top 50-U.S.:	0/ 6 0%	6/ 6 100%
	Top 50-World:	25/45 56%	20/45 44%
• 2012:	Top 50-U.S.:	0/ 6 0%	6/ 6 100%
	Top 50-World:	25/45 56%	20/45 44%
• 2013:	Top 50-U.S.:	1/ 5 20%	4/ 5 80%
	Top 50-World:	35/45 78%	10/45 22%

(For additional details, please see Annex 3.)

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= WOMEN =

Year	Top-3 finishes in				No. of Plyrs	Player age ranges				
	Grand Slams	Opens	OG/WCh	Total		20-24	25-29	30-34	35-39	40+
USA										
2009	4	11	1	16	4	0	1	2	1	0
2010	6	9	not held	15	4	0	1	3	0	0
2011	6	8	1	15	4	0	1	3	0	0
2012	8	4	1	13	4	0	0	2	2	0
2013	10	4	1	15	6	0	1	3	2	0
Rest of the World										
2009	4	11	1	16	26	11	14	1	0	0
2010	6	9	not held	15	18	5	11	2	0	0
2011	6	8	1	15	20	4	15	1	0	0
2012	8	4	1	13	24	6	14	4	0	0
2013	10	4	1	15	31	10	18	3	0	0

(For more detail on this chart, please see Annex 2.)

Among the women, the data shows that medal winners on the FIVB Tour are almost all under 30, while the top U.S. finishers are mostly over 30. In simplified terms:

<u>Year</u>	<u>Group</u>	<u>Under 30</u>	<u>Over 30</u>
• 2009:	U.S. medalists:	1/ 4 25%	3/ 4 75%
	World medalists:	25/26 96%	1/26 4%
• 2010:	U.S. medalists:	1/ 4 25%	3/ 4 75%
	World medalists:	16/18 89%	2/18 11%
• 2011:	U.S. medalists:	1/ 4 25%	3/ 4 75%
	World medalists:	19/20 95%	1/20 5%

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- 2012: U.S. medalists: 0/ 4 0% 4/ 4 100%
World medalists: 20/24 83% 4/24 17%
- 2013: U.S. medalists: 1/ 6 17% 5/ 6 83%
World medalists: 28/31 90% 3/31 10%

Looking at a wider sampling, using the FIVB World Individual Rankings for the top 50 women in the world over the same five-year period, we find worldwide players getting consistently younger (except for the Olympic year of 2012) while the U.S. has leaned toward older players, with some new blood emerging in 2013:

<i>FIVB W Rank</i>	<i>Group</i>	<i>No. of Players</i>	<i>Aged 20-24</i>	<i>Aged 25-29</i>	<i>Aged 30-34</i>	<i>Aged 35-39</i>	<i>Aged 40+</i>
2009	U.S.	6	0	1	4	1	0
2010	U.S.	6	0	1	5	0	0
2011	U.S.	8	0	2	5	1	0
2012	U.S.	5	0	0	3	2	0
2013	U.S.	8	1	2	4	1	0
2009	World	44	13	19	10	2	0
2010	World	45	14	22	8	1	0
2011	World	43	14	21	8	0	0
2012	World	46	14	20	11	1	0
2013	World	42	12	24	6	0	0
<i>Totals:</i>	U.S.	33	1	6	21	5	0
<i>Totals:</i>	World	220	67	106	43	4	0

In simplified terms:

- | <u>Year</u> | <u>Group</u> | <u>Under 30</u> | <u>Over 30</u> |
|-------------|---------------|-----------------|----------------|
| • 2009: | Top 50-U.S.: | 1/ 6 17% | 5/ 6 83% |
| | Top 50-World: | 32/44 73% | 12/44 27% |
| • 2010: | Top 50-U.S.: | 1/ 6 17% | 5/ 6 83% |
| | Top 50-World: | 36/45 80% | 9/45 20% |

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• 2011:	Top 50-U.S.:	2/ 8 25%	6/ 8 75%
	Top 50-World:	35/43 81%	8/43 19%
• 2012:	Top 50-U.S.:	0/ 5 0%	5/ 5 100%
	Top 50-World:	34/46 74%	12/46 26%
• 2013:	Top 50-U.S.:	3/ 8 38%	5/ 8 62%
	Top 50-World:	36/42 86%	6/42 14%

The new, young Americans in the 2013 rankings included no. 25 (tied): Brooke Sweat, age 27; no. 29 (tied): Emily Day, age 26 and Summer Ross, age 20.

(For additional details, please see Annex 3.)

Recommendations made in this report take into account the current standing of American teams in international play as shown above. As the world's top teams and individual players on the FIVB World Tour get younger and younger, the top U.S. men's teams are getting older and older, while a new set of American women's stars is beginning to emerge.

B. Emergence of Sand Volleyball

A major new accelerator in the development of women's beach volleyball is the acceptance of "Sand Volleyball" as a new NCAA sport. As summarized in an August 2013 news report:

In 2010, sand volleyball joined rugby and equestrian as one of the NCAA's "emerging sports" for women. That began a 10-year clock for at least 40 schools between all NCAA divisions to sponsor the sport. By this June, 30 schools had officially sponsored it and more - including Arizona and Arizona State - will play starting with this school year. The American Volleyball Coaches Association, which has led the charge to have it added by the NCAA, expects to reach the 40-school threshold this year, growth that was called "unprecedented" compared with emerging sports in the past, AVCA executive director Kathy DeBoer said.³

³ See Andrew Grief, "Oregon Ducks may add sand volleyball as varsity sport in move a senior official calls 'no-brainer'," *The Oregonian*, August 20, 2013:
http://www.oregonlive.com/ducks/index.ssf/2013/08/oregon_ducks_may_add_sand_voll.html

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The story further noted the outlines of the NCAA's concept of beach volleyball:

According to the NCAA's 2013-14 handbook, the first date of regular-season competition for sand volleyball this season is March 6. Teams can play a minimum of eight contests and a maximum of 16. At least three must be dual matches, while the rest can be from tournaments. The matches are two-on-two, for a total of 10 players per team, in a best-of-five format.

In the 2012-13 academic year, 15 Division I schools fielded teams with a combined 226 players (average of 15.1 per team), even though each team was limited to a total of three (dividable) scholarships.⁴ In 2013-14, 15 additional varsity programs are being added (14 in Division I, one in Division II).⁵

Sand volleyball development differs by school. Some have separate coaches for indoor and sand, some share the same coaching staff. Some have separate rosters for indoor and sand, some share players. Almost all of the schools adopting the sport see it as a way to help balance 20 U.S.C. §§ 1681-88 (Title IX of the Education Amendments Act of 1972) requirements inexpensively and its future - especially at the large football schools - is highly promising.

Remembering the enormous impact that the growth of women's collegiate volleyball had on the game and on USA Volleyball (especially in its development programs), it is worthwhile to consider - and plan for - the impact of women's sand volleyball, especially when it becomes a full-fledged NCAA championship sport in 2015 or 2016.

⁴ See <http://www.scholarshipstats.com/sandvolleyball.html> for additional details.

⁵ See <http://www.avca.org/articles/index.cfm?action=view&articleID=3917&menuID=1921>

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IV. GOALS AND APPROACH

USA Volleyball states its ambitions clearly in Article II of its Bylaws:

- 2.01 Vision: The vision of the Corporation is to be acknowledged as the world leader in volleyball.
- 2.02 Mission: The Corporation shall have the responsibility to accomplish the following mission(s): Attain excellence in all aspects of the sport of volleyball. ⁶

Please note that no distinction between any form of volleyball is made. In the interview sessions held with Board members, officials and players, everyone shared the same goals and role for USA Volleyball as regards beach programs:

- (1) Create development programs for young players;
- (2) Support America's elite players as much as possible within the means of the federation;
- (3) Win consistently at the highest level of international competition, especially at the Olympic Games and World Championships.

This shared agreement on the basic role of USA Volleyball is a key to future success. The disagreements on specific decisions, policies and procedures currently plaguing the beach program can be resolved, but without a shared commitment to the end goals, no progress is possible.

Moreover, interviewees were nearly unanimous in their desire to find longer-term solutions to the various beach volleyball issues. Although several of the interviewees are or could be directly involved in the selection process for U.S. beach volleyball competitors the 2016 Olympic Games, everyone agreed that the focus of reform should be on the future of the U.S. beach program for 2020, 2024 and beyond.

⁶ Bylaws of USA Volleyball (as of May 24, 2013), Article II.

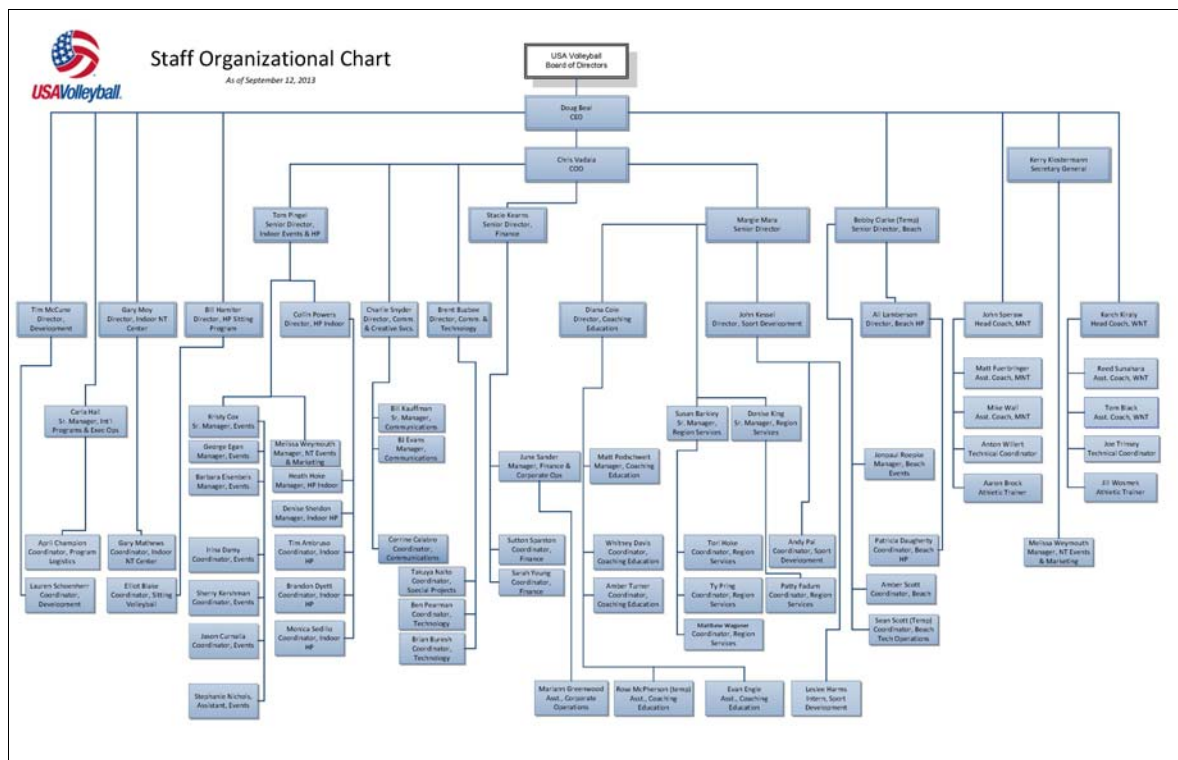
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V. CORPORATE STRUCTURE

To the uninitiated observer, noting the high profile of both indoor and beach volleyball in the Olympic Games, it would be logical to assume that the structure of USA Volleyball is divided into three divisions:

- (1) Indoor support program, including a development (youth) component, emerging elite program and elite-athlete support;
- (2) Beach support program, with the same components as indoor;
- (3) Support services, such as communications, finance, logistics, travel and related functions.

However, upon examining the USA Volleyball staff organization chart, the reality is quite lopsided:



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Positioned against the three obvious divisions one might surmise, the current USA Volleyball staff arrangement (as of September 12, 2013) is heavily weighted towards those working solely or mostly on indoor programs:

<u>Indoor programs:</u>	<u>No. of staff:</u>	<u>Reports to:</u>
> Coaching Education	6.33	COO
> Int'l Programs	2.0	CEO
> National Teams	10.0	CEO
> Nat'l Training Center	2.0	CEO
> Indoor Events	8.0	COO
> Indoor High Performance	6.5	COO
> Regional Services	6.33	COO
> Sport Development	<u>3.33</u>	COO
Total:	<u>44.50</u>	
• <u>Beach programs:</u>	6.0	CEO
• <u>Support services:</u>		
> Communications	4.0	COO
> Development/USAV Fdn.	2.0	CEO
> Finance	5.0	COO
> Marketing	1.5	CEO
> Sitting Volleyball	2.0	CEO
> Technology	<u>4.0</u>	COO
Total:	<u>18.50</u>	

While these raw totals are informative, they must also be considered against the operating realities of the company:

- (1) USA Volleyball's indoor programs support a massive national youth championship program, for which the beach component is comparatively tiny.
- (2) Some additional hiring for the Beach Office has been held up by the current disagreements within the Board.
- (3) USA Volleyball support for beach programming provides some funding for non-employee coaches, medical support and related services, which do not show up on the staff count above. (The breadth and depth of such services vis-a-vis indoor support is examined later.)

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- (4) Unlike indoor volleyball, the erratic development of the beach game at the FIVB and domestic professional levels has, to a significant extent, created a constantly-changing environment in which concrete planning has been difficult.

USAV provided additional detail of the breakdown between beach and indoor efforts in specific departments. In addition to the Beach office, beach-related work is also done by indoor staff in Coaching Education (25% of their time), International Programs (15%), Regional Services (25%), Sport Development (15%), and by support-services staff in Communications (30%), Development (40%), Finance (60%), Marketing (15%) and Technology (30%). By distributing each of these fractions to beach programs results in a total staff breakdown as follows:

• Administration:	2.0 staff of 71 total	2.8%
• Beach support:	16.4 (full-time equivalent)	23.1%
• Indoor support:	50.6 (full-time equivalent)	71.3%
• Sitting Volleyball:	2.0 (full-time)	2.8%

Against this background, it must also be noted that USAV's resources are hardly infinite and new sources of revenue will be needed to support more beach development and programming.

FINDINGS:

- (1) The beach volleyball component is understaffed and needs to be enhanced dramatically. Specific recommendations are included later in this report.
- (2) Where possible, efficiencies between indoor and beach volleyball should be encouraged, at all levels. Specific recommendations are also made concerning this later in this report.

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VI. DEVELOPMENT & TRAINING PROGRAMS

The bedrock of any successful sports organization is its development program. In this area, USA Volleyball is a comparative late-comer to beach volleyball, but is beginning to make up ground.

A. Age-based development programs

Although beach volleyball debuted as an Olympic medal event in 1996, USA Volleyball did not undertake to create an organized development protocol for young players until 2008.

In that year, a program of "Beach High Performance Tryouts" was instituted, which began to evaluate players according to both demonstrated playing skills and age-range physical benchmarks. The number of players participating in this entry-level gateway has expanded impressively in a short period, but is still trivial compared with indoor participation:

- 2008: 97 participants —
- 2009: 177 participants + 82.5%
- 2010: 338 participants + 91.0%
- 2011: 518 participants + 53.3%
- 2012: 1,121 participants +216.4%
- 2013: 1,243 participants + 10.9%⁷

In 2013, 25 tryout camps in 16 states were arranged:

<i>Month</i>	<i>States</i>	<i>No. of Tryout events</i>
March: 2	Arizona California	1 1
April: 8	California Florida Hawaii North Carolina New York	3 2 1 1 1

⁷ Source: USAV Beach Office staff interviews

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Month	States	No. of Tryout events
May: 11	Alabama California Colorado Delaware Georgia Ohio Oregon Texas Wisconsin	1 2 1 1 1 1 1 2 1
June: 4	California Illinois Iowa	2 1 1

(California held 8 of the 25 tryout events; no other state had more than two.)

As currently constituted, the Beach High Performance Try-Outs programs (held from March-June as shown above) channel players aged 12-25 into four specific groups for further development:

- (1) Beach National Teams (A1: highest tier)
(receive bi-weekly training from May-August; can qualify to play in FIVB World Youth Championships, NORCECA events and/or World University Games as age allows)
- (2) Beach High Performance Team (A2: second tier)
(can participate in USA Volleyball High Performance Camps-A2 tier in July and December)
- (3) Regional Beach High Performance Team (A3: third tier)
(can participate in USA Volleyball Elite Development Camps and/or regional training camps, if available)
- (4) Beach High Performance Camps (A4: lowest tier)
(can participate in Beach Advanced Skills Camps, in July and December)

All players are eligible to compete in the USA Volleyball Beach High Performance Championships, held annually in July.

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Within the High Performance program, players are also organized by age group, in conformance with the FIVB age groupings:

- University: Under age 26 ("U26")
- Novice: U23
- Junior: U21
- Youth: U19
- Select: U17
- Future Select: U15
- Future Stars: U13 (girls only)

For players aged 18 or younger, a series of domestic competitions under the banner of the "USA Volleyball Junior Beach Tour" are contested. In 2013, the program had 28 events and seven clinics, held across 19 states, 19 regions and with 22 host organizations. Competitions were held in four divisions: 18-and-under, 16-and-under, 14-and-under and 12-and-under.

FINDINGS:

- (1) The current USAV development program is a start, but only that. With the rapid emergence of NCAA sand volleyball for women, the opportunity exists to work cooperatively with (a) universities, especially at the Division I level, to promote the game, (b) high schools, (c) middle schools and (d) coaches at all levels.
- (2) It is worth noting that at the school level, women's indoor volleyball is a primarily a fall sport and sand volleyball a spring sport. Therefore - from a volleyball consumer/player standpoint - there is no harm in promoting participation in both events to the existing base of young players.
- (3) Interviewees noted that the short staffing in the Beach Office prevented a heavy effort in outreach communications. Creation of a mass base of new beach players will require a more determined, dedicated and planned-out multi-platform communications program that excites parents and potential players alike. This cannot

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be solved simply through social media, but must approach influencers at all levels, notably parents, teachers and community-based organizations, including faith-based groups through high-tech, low-tech and no-tech mediums.

- (4) In many ways, the need for coaches is as great as is the need for players. This element must not be neglected if beach/sand programs are to grow.
- (5) On paper anyway, the USAV's development programs provide a fairly clear segmentation of players, and a straight-line path to age-banded international competitions. Players in the A1 and possibly A2 tiers have the chance to represent the U.S. based on their play at camp events and on the Junior Beach Tour and other events. Players in the A3 and A4 categories have to go to camps and show they are getting better to be re-classified upwards. This clarity must continually be refined and validated for consistency in communications and operation by all stakeholders, especially coaches, players and parents.

Specific recommendations about this area are listed later in this report.

B. Elite-athlete programs

All interviewees agreed that given their iconic success and the wide television exposure given to beach volleyball during the Olympic Games that the most-identifiable volleyball players to most Americans are three-time beach gold medalists Misty May-Treanor and Kerri Walsh Jennings.

Both came to beach volleyball after highly-successful careers as indoor players, and significant concerns have been raised about USA Volleyball's support of its indoor teams vs. the support it supplies for beach players. This section examines these issues in some detail.

1. Beach vs. Indoor support

One of the subjects which most excited interviewees was speaking about - depending on the viewpoint:

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- (1) How the USA Volleyball management has short-changed beach volleyball, especially in athlete support, or
- (2) How far USA Volleyball has come in supporting beach programs and further expansion in the future.

The issue merits close examination, primarily as to how the two programs match up at present. The following table was created based on documents (some confidential) provided by USA Volleyball for the purpose of making this comparison:

Area, program or service	Beach support in 2013	Indoor Support in 2013
Access to coaching support	No designated national coaches or assistants; some teams have own coaches	Contracted national coaches, two assistants and a technical coordinator for each gender
Access to health insurance	USOC-supplied Elite Athlete Health Insurance available to 4 athletes per gender (8 total) Health Insurance reimbursement (\$150/month) available to 4 per gender (8 total) for 10 mos./year	USOC-supplied Elite Athlete Health Insurance to all national team members (12 per gender) year-round Health Insurance reimbursement (\$150/month) available to national team members during national team training period only (~5 mos./year)
Access to medical support	Top 4 teams per gender can access wellness services 34x/year Nos. 5-6 teams (per gender) can access wellness services 15x/year Nos. 7-8 teams (per gender) have discretionary access Sports medicine contractor (one per gender) sent to most FIVB and NORCECA events Some access to physicians and specialists via USAV sports medicine head Aaron Brock	National teams have hired athletic trainer available full-time during national training period (~5 mos./year) Referrals available to physicians and specialists (15-18 available) through USAV sports medicine chief Aaron Brock

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Area, program or service	Beach support in 2013	Indoor Support in 2013
Access to nutrition support	USOC nutritionist at National Training Center in Anaheim available to beach athletes USOC-provided nutrition training available at Olympic Training Center in Chula Vista	USOC nutritionist available at National Training Center in Anaheim
Access to strength & conditioning support	Contract access to The Yard for up to 32 beach athletes Up to 6 athletes per gender receive customized programs, supervised by USOC strength & conditioning coach Anthony Darmiento Strength & conditioning facilities at National Training Center in Anaheim available for up to 9 beach athletes	Available at National Training Center in Anaheim
Access to video support	Provided by Beach Office	Provided by National Team technical coordinator
Athlete stipends (for 2013)	8 per gender for 10 mos./year: 4 @ \$3,500/mo. (\$35,000/yr.) 4 @ \$2,125/mo. (\$21,250/yr.) (Total: \$225,000/gender)	Team members (36 men, 31 women) receive from \$500-10,000 per month for up to 5-6 months/year, depending on no. of years on national team Payouts: (M + W) < 4,000/year: 10 + 4 4,001-7,500/year: 10 + 19 7,501-15,000/year: 7 + 3 15,001-20,000/year: 3 + 2 > 20,001/year: 6 + 3
Coaching stipends and travel support	Top 3 teams in each gender can each receive \$10,000 honoraria for an approved coach (if it has one; must travel to 6+ events) Travel support for approved coaches:	Hired coaching staff (head coach, two assistants) travels to all national team competitions as part of team

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Area, program or service	Beach support in 2013	Indoor Support in 2013
(Coaching stipends and travel support)	FIVB: \$1,600 per event per coach (up to 3 coaches) NORCECA: \$1,000 per event per coach (up to 3 coaches) Up to 10 events per approved coach each year	
Competition support (including travel)	FIVB: \$1,400 per event per athlete NORCECA: \$800 per event per athlete Available for up to 10 events per athlete each year; Beach Main Draw athletes have land expenses paid for by event organizers	Paid by USAV (coach class) for national team events (Event organizer pays for land-based expenses for participating teams)
Contract requirements	Not required at present	Must sign USAV standard indoor player agreement
Designation	Players entered by USAV, but not formally selected as national team members	Players specifically named as U.S. national team members
Equipment	Top 6 teams per gender offered Mizuno gear package Top 4 teams per gender offered 12 training balls for FIVB events and 4 training balls for NORCECA events	Provided to team at National Training Center
Facilities support	No designated training center; access to city-owned beach courts is by athlete initiative	National Training Center in Anaheim, California
Olympic Training Center access	Funded athletes (top 8 in each gender) can access OTC services in Chula Vista, California, plus others specifically identified by USAV	None required

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<i>Area, program or service</i>	<i>Beach support in 2013</i>	<i>Indoor Support in 2013</i>
Prize purse retention	Players retain 100%	Players retain 54% of prize money won; coaches receive 18%; USAV receives 28%

Beach support is essentially limited to eight athletes per gender, while the indoor national team support extends to more than 30 per gender at certain times during a quadrennial, some of whom have been with the USAV program since 2000.

Cash stipend support, in some ways, favors beach athletes. A total of 16 beach players (eight per gender) can receive from \$21,250-35,000 per year while just nine indoor players (men and women combined) receive \$20,000 or more annually. Of the 67 national indoor team players who receive stipends, 43 receive \$7,500 or less annually.

Total beach-athlete support from USAV and the USOC on a combined basis has increased significantly on an annual basis over the past five years:⁸

<i>Year</i>	<i>USAV Beach Athlete/Program Support</i>	<i>USOC Direct Athlete Support</i>	<i>Total Cash Program Support</i>	<i>Variance</i>	<i>United Airlines In-Kind Support</i>	<i>USOC Elite Athlete Health Insurance</i>
2009	\$236,692	\$132,000	\$368,692	—	\$15,108	8 athletes
2010	320,352	200,000	520,352	up 41%	20,448	8 athletes
2011	329,000	300,000	629,000	up 21%	21,000	8 athletes
2012	404,200	400,000	804,200	up 28%	25,800	8 athletes
2013	408,900	425,000	833,900	up 4%	26,100	8 athletes

These figures include athlete stipends, coaching stipends and cash travel subsidies for athletes, coaches and sports medicine support, and some sport and support equipment. The

⁸ Information provided by the United States Olympic Committee.

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amounts shown do not include additional services available at the Olympic Training Center in Chula Vista, or the beach-specific workout benefits at The Yard in Hermosa Beach, or video support programs initiated by the USOC and continued by USAV.

In comparison to combined USAV and USOC national indoor team support for the same items, beach athletes actually now come out ahead on a per-capita basis:

<i>Year</i>	<i>Total Cash Support: BEACH</i>	<i>Number of BEACH athletes supported</i>	<i>Support per athlete: BEACH</i>	<i>Total Cash Support: INDOOR</i>	<i>Number of INDOOR athletes supported</i>	<i>Support per athlete: INDOOR</i>
2009	\$368,692	16	\$23,043	\$979,900	24	\$40,825
2010	520,352	16	32,522	1,050,300	24	43,763
2011	629,000	16	39,313	1,039,200	24	43,300
2012	804,200	16	50,263	1,086,200	24	45,258
2013	833,900	16	52,119	1,111,200	24	46,300

(Indoor national team payments are made to more than 24 athletes in total, but USOC support is based on a 12-players-per-gender basis for the national indoor team, so that number is used for this support-per-athlete calculation.)

Whether enough beach athletes are supported is a different issue and is discussed later in this report.

2. Conflicts inherent in the current system

Multiple interviewees noted with unanimous annoyance that the FIVB World Tour combines both Olympic qualification through its points system and the largest prize purses in the sport.

Because of this, players want to enter as many these events as possible because of the money they can earn, while a developmental program requires giving less-qualified teams some opportunities against better competition to advance the pipeline of potential world-class players.

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Further, the current entry regulations create a situation in which there is no "clear path" for players to be able to see what opportunities might be available to them in the future, both as to earning power and for Olympic and World Championship participation.

These issues are dealt with in depth in the following section on "Domestic and International Competitions."

3. Player finances

One of the questions asked of nearly every interviewee was:

How much money does it take for a player to want to continue their development as a professional beach volleyball player?

The answers ranged from a low of \$25,000 per year for the youngest players, up to about \$50,000 a year as a standard. One comment was representative of most interviewees:

"If you could guarantee a player from \$40,000-50,000 annually, with the chance to win up to \$100,000 [in total] with prize money, that would be ideal."

In fact, current support is not far from that now. As discussed above, combined USAV and USOC direct cash support to beach athletes offers \$35,000 (over 10 months) for four players per gender and \$21,250 (over 10 months) for four more players per gender.

One interviewee with long playing experience noted that in determining reasonable prize money earnings, it was best to look at prizes for places 5-8 (see section VII.A.1 following). If a player can consistently finish in the top eight, that level of winnings - at the AVP and FIVB World Tour level - should be considered as a predictor as financial success for a world-class player, and then combined with athlete support stipends for an overall earnings estimate.

Several interviewees opined about the number of players who

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should be financially supported for the purpose of trying to win medals at the international level, recognizing that eight per gender (16 total) receive funding now. The consensus was that - if financially possible - a total of 6-7 pairs (12-14 players) per gender (24-28 total) should be supported. This would cover four teams to be entered in FIVB World Tour events and 2-3 more behind them in development.

FINDINGS

- (1) USAV's elite-athlete support program for beach players is growing quickly, but several interviewees were not aware of at least some of the support programs available. The availability of such programs must be better and more consistently communicated to players and coaches at every available opportunity.
- (2) The widely-supposed USAV "prejudice" toward support for indoor players vis-a-vis beach players is, after close examination, more myth than fact at present. Whatever the situation may have been in the past, USAV (and USOC) support for beach athletes has caught up and in some ways surpasses its indoor counterpart.

The glaring difference between the two groups, however, is the existence of a national indoor team training center, with all of its attendant benefits in coaching availability, strength and conditioning, medical support and so on, vs. a more disjointed beach program.

Specific recommendations concerning these issues are made later in this report.

C. Cross-sport development

Volleyball's development experience for the indoor game showed a significant increase in women's participation as college scholarships became available in the 1980s. With the emergence of sand volleyball for women now underway, the same situation - on a smaller scale - is already starting to occur.

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This leaves the question of what to do about men's development for beach volleyball. The number of NCAA Division I teams is stuck in the low 20s and unlikely to increase, leaving a smaller talent pool from which to find national team players. The current situation:

<i>Year</i>	<i>NCAA Div. I Women's Teams</i>	<i>NCAA Div. I Women's Players</i>	<i>NCAA Div. I Men's Teams</i>	<i>NCAA Div. I Men's Players</i>
<i>Indoor Volleyball:</i>				
1981-82	226	2,952	33	455
2012-13	329	5,031	23	449
<i>Sand Volleyball:</i>				
2011-12	14	204	not applicable	not applicable
2012-13	28	405	not applicable	not applicable
<i>Basketball:</i>				
1981-82	273	3,659	273	4,122
2012-13	344	4,972	346	5,380

(The 1981-82 academic year was the first in which the NCAA recognized women's sports.)⁹

One suggestion was to look at college and young professional athletes in other sports, notably basketball. There are thousands of male Division I basketball players and only a small fraction will play professional basketball. Some will play in the National Basketball Association's Development League (NBA "D-League"),¹⁰ which includes 17 teams spread around the country, with salaries comparable to the athlete stipends currently offered to USAV beach athletes.

⁹ Statistics are from *NCAA Sports Sponsorships and Participation Rates Report, 1981-82 to 2012-13*, published October 2013. This publication is available for download at www.ncaa.org.

¹⁰ For additional details, please see <http://www.nba.com/dleague/>

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There were a variety of opinions on this concept. Some felt that cross-sports recruitment could be successful, possibly via scouts evaluating college basketball players as recruits for beach or indoor volleyball. This might be especially effective for basketball players who played volleyball in high school and had familiarity with the game.

Others were quite vocal in their view that trying to create world-class volleyball players from athletes already in their 20s was a waste of time. Although both sports depend on hand-eye coordination and use a ball, the motions required for success in basketball vs. beach/indoor volleyball are so different that a five-year training period would be needed and, at least on the beach side, USAV has insufficient funds to make such an investment.

The corollary concept for women would be recruitment from the WNBA professional basketball league, which has a limited season during the summer months. However, with such large numbers of women already playing volleyball, it was felt that the talent pool was more than sufficient to find world-class players within the existing U.S. volleyball sphere.

D. Inter-discipline development

One of the obvious sources of top beach players is indoor volleyball. As noted previously, there are 67 men and women currently receiving national team stipends of some sort even though the "national teams" are essentially made up of 12 men and 12 women.

However, due to the lack of any U.S. Volleyball national coaching infrastructure on the beach side, there are no natural channels of communication between the U.S. men's and women's indoor team coaches and a beach counterpart. Sean Scott of the Beach Office has become an informal communications liaison, but there is no infrastructure in place to begin training a player or players who might be successful on the sand, but are currently involved in indoor volleyball.

Given that so many of today's U.S. beach stars began as

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indoor players, this is an area ripe for development and inter-discipline cooperation.

E. Coaching

One of the subjects which drew the most intense reactions among the interviewees was coaching. Everyone recognizes the need for good coaches, but apparently no one wants to be forced to listen to one.

As noted above, there is no U.S. national beach program coach. World-class players and teams hire their own coaches, may hire a specific coach for 1-2 sessions to work on a specific issue, or sometimes join in USAV developmental sessions to see what coaches in those programs are doing.

There is no formalized central coordination, collaboration or crosstalk with the U.S. indoor national team coaches (Karch Kiraly and John Speraw) and no national-level coaching support program available for America's world-class athletes.

Interviewees confirmed that the United States Olympic Committee offered to fund a national beach coach position (formal title: "Director, Beach National Teams"), which was refused because of a fear that such an appointment would inevitably lead to the situation now in place in Brazil. There, the national federation imposed a mandatory coaching and training regimen on its beach athletes, including determinations of which players would play together. While Brazil has continued as the world's top beach power, interviewees with knowledge of the situation noted with concern how "miserable" the players were under this system.

Interestingly, multiple interviewees suggested that the situation is ripe for change. A national "coach-adviser" who was positioned more as a resource than a taskmaster, had no power for force players to play together, and was present at all FIVB World Tour events could be a significantly helpful resource.

One commenter noted that "if we have to use him, no one will use him. If it's optional, everybody will."

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Further, there was some agreement that the current friction over a national coach appointment could be reduced by asking a group of player representatives to provide a list of recommended coaching candidates (men and women) to USAV for selection. In this way, a selection from among the recommended candidates would have been "pre-approved" by the players who would be working with that person.

VII. DOMESTIC AND INTERNATIONAL COMPETITIONS

In significant part, the issue of whether to have an Olympic Trials event to select the United States beach volleyball entries for the 2012 (and now, 2016) Olympic Games was a driver of the process which created this program review.

However, it has become clear that the issue of a Trials is only one aspect of a major area of discomfort for players on a number of levels, not just for the Olympic Games.

This section examines these issues in depth.

A. Access to international competitions

In interview after interview, the issue of what the selection protocol is or should be was a major point of departure. This included, but was not limited to:

- Selection for NORCECA competitions
- Selection and entry into FIVB World Tour competitions
- Selection for Olympic Games competitions

Everyone was united on one point: there should be a "clear path" with clear procedures and rules for selection.

There were, however, lots of different ideas about what those procedures and rules should be; the primary camps included:

- (1) Maintain the present protocol, at least for FIVB event and Olympic selection, of picking the teams with the most FIVB World/Olympic Ranking points;
- (2) Institute a "trials" system of selection within the U.S., as is done in many other sports;
- (3) Create a hybrid system: use FIVB World Ranking points for all World Championships and for 2016 Olympic selection, then migrate to a Trials-based system only for the Olympic Games in 2020 and beyond in view of the revenue and exposure potential of a Trials;

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- (4) Design whatever system you want, but make the rules as early as possible (subject to the IOC and FIVB publication of their own requirements) and stick by them so that everyone is informed.

None of this is made easier by the lack of early calendar settings by the FIVB, AVP and others, adding to the overall lack of frustration felt by players, coaches and others.

Different interviewees had different views depending on the level of competition, so each is reviewed below.

1. Competition types

The FIVB recognizes three levels of professional-level competitions: (a) worldwide events under the jurisdiction of the FIVB, (b) regional events under the jurisdiction of one of its continental groups (NORCECA for the U.S.) and (c) a designated domestic tour in individual countries, such as the AVP, National Volleyball League (NVL) or some other USAV-designated program in the United States.

All of these competitions allow individual players to earn FIVB World Rankings points according to the current (2013) points table:¹¹

Placings	FIVB World Beach Champs	FIVB Grand Slam	FIVB Open/ Continental Tour Final	FIVB Challenger	Continental Tour (includes NORCECA)	Designated National Tour
1	500	400	250	160	140	8
2	450	360	225	144	126	6
3	400	320	200	128	112	4
4	350	280	175	112	98	2
5-8	300	240	150	96	84	1

¹¹ See 2013 FIVB Beach Volleyball Handbook, §9.3, at 204.

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<i>Placings</i>	<i>FIVB World Beach Champs</i>	<i>FIVB Grand Slam</i>	<i>FIVB Open/ Continental Tour Final</i>	<i>FIVB Challenger</i>	<i>Continental Tour (includes NORCECA)</i>	<i>Designated National Tour</i>
9-16	250	200	125	80	70	0
17-24	200	160	100	64	56	0
25-32	200	120	75	48	42	0
33-40	150	80	50	0	0	0
41-48	100	40	25	0	0	0

Point totals are calculated based, according to §§ 9.4 and 9.5 of the 2013 FIVB Beach Volleyball Handbook, on "individual FIVB Points earned from the best 6 of last 8 among all FIVB recognized/sanctioned events over a 365-day period."

While points are important, so is money and the payouts for points and prize (and bonus) money can be quite different:¹²

<i>Final Placings</i>	<i>FIVB \$220,000 [10 in 2013]</i>	<i>FIVB \$146,400 [4x]</i>	<i>AVP \$100,000 [2x]</i>	<i>AVP \$75,000 [4x]</i>	<i>NORCECA \$8,000 [11x]</i>	<i>NVL \$25,000 [3x]</i>
1	\$33,000	\$21,000	\$20,000	\$15,000	\$3,000	\$7,500
2	22,000	16,000	15,000	10,000	1,700	5,000
3	16,500	12,000	8,500	6,500	1,150	2,750
4	12,900	9,000	8,500	6,500	750	2,750
5-6	10,000	6,500	6,000	5,000	500, 400	1,750
7-8	10,000	6,500	4,400	4,000	300, 200	1,250
9-12	5,500	4,000	3,000	2,750	0	250
13-16	5,500	4,000	1,400	2,000	0	0

¹² Prize purse payout information taken from the Beach Volleyball Database: www.bvinfo.com, and updated to include place prizes and bonus pool payments for FIVB events.

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<i>Final Placings</i>	<i>FIVB \$220,000 [10 in 2013]</i>	<i>FIVB \$146,400 [4x]</i>	<i>AVP \$100,000 [2x]</i>	<i>AVP \$75,000 [4x]</i>	<i>NORCECA \$8,000 [11x]</i>	<i>NVL \$25,000 [3x]</i>
17-24	3,750	2,300	800	0	0	0
25-32	2,750	1,500	400	0	0	0

Please note:

- (1) All prize purses shown are for *each gender* and prizes shown per place are *per team*.
- (2) FIVB World Tour tournaments paying \$220,000 are considered "Grand Slam" events, while those paying \$146,400 are classified as "Opens."
- (3) One of the 2013 FIVB "Grand Slam" events was the World Championships, which had an expanded payout of \$500,000 per gender.
- (4) The FIVB World Tour will be significantly expanded in 2014 to include nine Grand Slams, a Grand Slam Final and 11 Opens for a total of 21 tournaments (+7 from 2013) and \$10.2 million in prize money (+\$3.6 million); see Annex 8 for more details.
- (5) The AVP held seven events in 2013: one had a prize purse limited to \$50,000.
- (6) The NVL held four events in 2013: one had a prize purse limited to \$5,000.

Thus, a win in an AVP tournament can be worth \$20,000 per team in a \$100,000 tournament, but earns only eight World Ranking points, compared with 140 points for a NORCECA event win, despite a winning team's prize of just \$3,000!

Consideration of the desirability - from a player's viewpoint - of these different types of tournaments must be kept in mind as one reviews the current selection protocols.

2. Selection for NORCECA competitions

Recognizing that the top players/teams in the U.S. strongly prefer to play in the larger-money and mega-points FIVB Grand Slam and Open events, the USAV Beach Office had the idea to try to reserve NORCECA competitions to less-highly-ranked players for the last half of the 2013 system.

Regulations for a "2013 NORCECA Nomination Playoff System" created two eight-team, single-elimination playoff competitions to earn entry into NORCECA events in September and October. An August 4 event would select teams for NORCECA Tour stops in Mexico and Puerto Rico and a September 4 playoff would select U.S. teams for October events in San

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Diego and St. Lucia.¹³ Both playoff events were held in Santa Monica, California.

In specific, the playoff regulations limited entries as follows:

The top three USAV Beach teams ranked 22 or higher as a team according to the current FIVB ranking system at the sign-up date for the NORCECA Playoff will **NOT** be eligible to participate.

This did, in fact, happen, and met the USAV's goal (nowhere stated in the playoff regulations) to broaden the pool of athletes eligible to play in international competition. Query, however, whether the concept should have been to try and give younger players an opportunity to participate in international events? If so, then the regulations were too-loosely drawn. Based on the playoff results, the American players included:

<u>Men</u>	<u>Women</u>
• Mazatlan, Mexico: Avery Drost (age 27) Kevin McCulloch (29) Will Montgomery (23) Derek Olson (29)	September 13-15: Lane Carico (age 23) Allison Daley (26) Heather Hughes (27) Traci Weamer (26)
• Boqueron, Puerto Rico: Theodore Brunner (28) Nick Lucena (34) Kevin McCulloch (29) Derek Olson (29)	September 20-22: Kirby Burnham (21) Lane Carico (23) Heather Hughes (27) Stevi Robinson (24)
• San Diego, California: Theodore Brunner (28) Avery Drost (27) Nick Lucena (34) Will Montgomery (23)	October 4-6: Lane Carico (23) Sarah Day (24) Heather Hughes (27) Kaitlin Nielsen (26)

¹³ The document is attached as Annex 4.

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- Pigeon Point, St. Lucia: October 11-13:
 - Tri Bourne (24) Lane Carico (23)
 - John Hyden (41) Sarah Day (24)
 - Dave McKenzie (34) Heather Hughes (27)
 - Austin Rester (31) Kaitlin Nielsen (26)

While all of the female players were under 30, four of the 10 male players were over 30 (two of the over-30s were injury replacements), including highly-decorated veteran John Hyden (41). Did they follow the proper procedures to earn their selection? Unquestionably. But it does beg the question of whether the procedures should have further restricted entry to promote the pipeline.

3. Selection and entry into FIVB World Tour
 competitions

Under the current regulations,¹⁴ individual national federations are allowed to enter up to four teams in an FIVB Grand Slam or Open tournament (and the FIVB Beach World Championships), three of which can be placed in the Main Draw and a fourth which must play in the Qualification Round. There is the occasional possibility of an additional U.S. entry through a "Wild Card" selection.¹⁵

USA Volleyball's current procedure is to allow its highest-ranked teams - based on their FIVB points standing - to enter FIVB events on a pass-through system. If the highest-ranking U.S. team decides not to play in a specific tournament, then the next-highest-ranking team gets that opportunity.

In practice, this generally means that the top four-ranked U.S. teams are essentially granted automatic entry into all FIVB events, with lower-ranked teams waiting for a top-four team to pass. Under the current FIVB regulations,¹⁶ national

¹⁴ Per 2013 FIVB Beach Volleyball Handbook, §9.1.C, at 200.

¹⁵ *Ibid.*, §9.1.D, at 200.

¹⁶ *Ibid.*, §9.1.B, at 199.

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federations can enter teams in FIVB World Tour events up to 30 days prior to the event start date, with final confirmations due not less than 19 days prior.

Top-ranked players are highly protective of their spots, of course, for both the financial rewards and FIVB points that the Grand Slam and Open events bring. Interviewees noted that the views of these players were consistent: they earned their way to the top and the ability to pick and choose their competitions is a requisite of their success.

Questions about development of the pipeline and opportunities for younger players had a uniform response: they need to earn their way into tournaments as prior players have done.

Even so, multiple interviewees noted with considerable angst the haphazard way in which players who are part of lower-ranked teams have been notified of competition opportunities at FIVB events once higher-ranked players decide not to compete. Players were sometimes notified of opportunities to play in foreign venues on one or two days notice; in other instances, players who wanted to play either were not contacted, or didn't return a phone call quickly enough (in a matter of minutes or hours) to be selected as lower-ranked players were called and accepted.

A contributing factor to this confusion is that the announcement of FIVB and corollary events (including NORCECA, AVP and NVL stops) comes fairly late, usually in December and January prior to the start of the season. Further, USAV does not require the top players to make a definitive declaration prior to the season of which events they wish to play in and thus the ability to select and prepare younger players for participation in FIVB events is quite difficult.

(As part of a proposed Beach Handbook prepared by USAV that set out athlete perquisites, rights and responsibilities, a request for athletes to submit proposed playing schedules by February each year was included. The Handbook as drafted was rejected in mid-2013 by athlete representatives.)

This situation may get even foggier as interviewees with

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knowledge of the present international situation between the FIVB and the promoters of its World Tour events noted potential instability of some major stops for 2014 and beyond due to the heavy cost burdens imposed by the FIVB in its regulations. Moreover, the FIVB has announced its intention to expand the 2014 World Tour to 21 events (up from 15 in 2013), including nine Grand Slams, a Grand Slam Final and 11 Opens, with total prize money of \$10.2 million.¹⁷

USA Volleyball has not injected itself into the FIVB World Ranking points process by hosting multiple tournaments aimed at manufacturing points for American players. It presently puts on one NORCECA event annually at the USOC's Olympic Training Center in Chula Vista, California and in 2013 financially assisted and provided staff support to an outside promoter (Leonard Armato's Management Plus Enterprises, "MPE") to host an FIVB Grand Slam event in Long Beach, California.

If it wishes to do so, USAV could host one or more FIVB Challenger events. These events offer about 64% of the points available for an FIVB Open event and 40% of points for a Grand Slam¹⁸, but at much lower cost. However, USAV's resources for such events may be quite limited in view of their modest revenue potential. It is worth noting that the 2013 NORCECA event at Chula Vista showed a net loss of \$102,000 for USAV, with a small \$16,000 total prize purse. An FIVB Challenger event has a minimum prize purse of \$60,000 (\$30,000 per gender) and higher required production standards. Moreover, USAV's contribution to the Grand Slam event in Long Beach this past summer cost it only \$80,000, as the contracted event management firm (MPE) had the primary financial risk.

There are other possibilities for future event success; these are discussed below in section B. on Domestic Competitions.

¹⁷ See the FIVB news release (Annex 8) for more details and the full schedule.

¹⁸ See the table above in sec. VII.A.1 for a full points breakdown.

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4. Selection and entry into Olympic competitions

Of all the selection procedure issues, the question of how the U.S. entries into the Olympic Games are determined generated the greatest variety of responses. The suggestions for Olympic selection included:

- (1) Maintain the present protocol, by picking the teams with the most FIVB World/Olympic Ranking points.

PRO:

- (a) This is the system that the current medal-class players in the U.S. have become used to; it's what they know.
- (b) Using FIVB Ranking points for the full-season prior to an Olympic or World Championships year and the half-season prior to the Games or World Champs emphasizes competition against the international teams that medals will be won against, rather than other American teams, in a Trials format.
- (c) Although teams which do well in the year before the Games can wrap up their spot quite early, this helps that team to focus on the Games and taper their training to that event, instead of to a Trials (requiring a re-peaking at the Games).

CON:

- (a) Using FIVB Ranking points can reward teams which did well in the year prior to the Olympic Games and may not be the best selection in the year of the Games due to lack of form, partner changes or injuries.
- (b) Using a Trials format rewards the team(s) which are hottest prior to the Games and may have the best shot to win a medal in the upcoming event.

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- (c) Due to the small number of U.S. teams which can enter FIVB Olympic Qualifying events (based on FIVB points previously earned), the selection pool is essentially limited to just a handful of teams.
 - (d) Using FIVB World/Olympic Ranking points for selection, especially for the Olympic Games, deprives beach volleyball of a major national promotional opportunity in the form of an Olympic Trials.
- (2) Institute a "trials" system of selection within the U.S., as is done in many other sports.
- PRO:
- (a) Olympic Trials are exciting, and will give beach volleyball a boost in the U.S. via outstanding television exposure.
 - (b) The American selection will be settled on the sand rather than on a computer spreadsheet.
 - (c) An Olympic Trials event, especially, could be a substantial moneymaker for USAV and help fund future development.
- CON:
- (a) A Trials event might be exciting, but it may very well not select the team(s) most likely to prevail against international opponents.
 - (b) Introducing a Trials now will injure the existing competition and training programs of current world-class American teams.
 - (c) There is no guarantee of financial success at a Trials; results of other U.S. national governing bodies has been mixed.

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(3) Create a hybrid system for 2016 and migrate to a Trials-based system for 2020 and beyond.

PRO: (a) This re-introduces the Trials concept, previously used in 1996, and can show the way to future, larger successes.

(b) This is a good compromise, and has been used before (in 1996) with great success (the men's 1996 Olympic gold medalists came out of the Trials, ahead of the already-qualified team).

CON: (a) A hybrid system can be confusing for both the players and the public.

(b) A Trials could be seen as a lower-quality event if the top teams are not all involved.

(c) Some stakeholders are adamant that a Trials system is inferior to looking at seasonal results.

(4) Design whatever system you want, but make the rules early and stick by them so that everyone is informed (subject, of course, to the IOC and FIVB regulations being published in a timely way).

Everyone agreed with the sentiment of the last point, and expressions of anxiety over the seemingly-endless nature of this controversy were widely expressed.

In considering whether an Olympic Trials for beach volleyball is worth undertaking, financial considerations should be included. It is noteworthy that there were 18 sports for which U.S. Trials-type events were held (including exhibitions) for the 2012 Olympic Games:

Archery
Boxing
Canoe & Kayak

Cycling (BMX)
Diving
Gymnastics

Rowing
Shooting
Swimming

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Synchronized Swimming
Table Tennis
Taekwondo

Track & Field
Weightlifting
Wrestling

Exhib: Field Hockey
Exhib: Volleyball
Exhib: Water Polo

Financial results¹⁹ for these events was decidedly mixed:

<i>Financial results</i>	<i>No. of NGBs</i>	<i>Notes</i>
• Lost money:	3	Losses: \$438, \$2,514, \$13,040
• Made \$ 1-10,000?	2	
• Made \$ 10,001-50,000?	5	
• Made \$ 50,001-100,000?	2	12 of 18 made \$100,000 or less
• Made \$100,001-250,000?	1	
• Made \$250,001-500,000?	1	
• Made \$500,000-plus?	4	Gymnastics, swimming, track & field, wrestling

Of the four NGBs which realized a substantial surplus, all but one had lengthy Trials events:

- Gymnastics: 6 days in San Jose, California
- Swimming: 8 days in Omaha, Nebraska
- Track & Field: 8 days in Eugene, Oregon
- Wrestling: 2 days in Iowa City, Iowa

At the international level, beach volleyball has generally been played in four-to-five-day tournament formats, but a longer program is clearly beneficial financially. Whether this works for U.S. television interests, or for the athletes involved is open to question.

FINDINGS

- (1) At the world-class and medal-class level, professional volleyball is confusing at best. Tournaments move, dates change, and regulations are in flux. All of this adds up

¹⁹ Data provided by the United States Olympic Committee.

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to a murky path for up-and-coming players to see how they can potentially move toward representing the U.S. in international play.

More information and better communications are needed to allow American players to understand the situation and the changing nature of the competitions systems in which they participate.

- (2) USAV is assuming more control of the American entries into the NORCECA competitions, notably with a playoff system which determined entries into the last six NORCECA events of 2013.

As the new approach creates a "clear path" to entry into these international events, it is welcome. But whether the regulations forming the playoffs were properly drawn to advance USAV's goals in preparing future stars is worth a longer look. USAV's goals must be considered when developing such regulations and determining who should play and why (and then clearly explaining both).

- (3) At the highest level, America's top beach players currently have unlimited entry into the top FIVB tournaments without much accountability or responsibility. Supporters of this approach say these players have earned the right to the prize money and points that come with FIVB Grand Slams and Opens. At the same time, they are also receiving at least some financial support from USAV and/or the USOC, but without any obligations other than to "keep winning."
- (4) The heated argument over whether or not to use an "Olympic Trials" format to select U.S. players for the Olympic Games beach tournament continues without end. Both sides have cogent points to make, but it is also true that such an event may not be the financial bonanza that backers have assumed. Data from 2012 show most Trials are only modestly successful, and most of those which are significantly profitable for the associated national governing bodies last from 6-8 days. This needs to be considered carefully before moving ahead.

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Specific recommendations concerning these issues are made later in this report.

B. Domestic competitions

Beach volleyball's success in the U.S. is in large part due to the emergence of the Association of Volleyball Professionals ("AVP") and Women's Pro Volleyball Association ("WPVA") programs which started in the 1980s.

The two organizations merged in the late 1990s and the AVP has been marked by instability throughout most of the last decade. After being essentially out of business in 2010, the new ownership has carefully resurrected the program, with two events in 2012 and seven in 2013.

Interviewees with knowledge of the situation indicated that seven events are likely to be held in 2014. Its closest competitor, the National Volleyball League, held four events in 2013, but paid far less prize money in all of its events than the AVP did.

Without exception, every interviewee made the same points about a U.S. domestic tour:

- (1) Everyone wants the AVP - or some other domestic league - to survive and flourish.
- (2) AVP, NVL and similar tours are crucial to American international success as they are the access point for players to compete on the national level. Qualification rounds are open to anyone who wishes to pay an entry fee, and like the U.S. Open in golf, anyone can win if they are good enough.
- (3) No one is enthusiastic about the USAV taking a leading role in providing a domestic tour. The effort made by USAV to create domestic events as the AVP was failing, in 2011 (three events) and 2012 (seven events), in cooperation with IMG for the Jose Cuervo Pro Beach Volleyball Series, resulted in a significant loss.

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- (4) The currently-cold relations between the AVP and USAV need to be thawed for the benefit of both sides, as well as for the athletes involved.
- (5) At a minimum, the AVP, NVL and USAV need to work together on calendar clearance to allow the maximum flexibility for players to set their schedules.

Some interviewees familiar with both the AVP ownership and USAV are urging the two to come together soon and strike an agreement to help each other for 2014 and beyond. Some others felt that USAV had no need to endorse any specific domestic tour and should be a neutral.

C. National championship

One element strangely absent from USA Volleyball's beach competition program in comparison with other U.S. national governing bodies is a national championship event.

These events are the climax of the season for U.S. NGBs for the largest Olympic sports of track & field, swimming and gymnastics. Volleyball does not need such an event for its indoor program, which is strictly about international competition. But for beach, it might make sense.

USAV staff noted that a "U.S. Open of Beach Volleyball" - as much a beach volleyball festival as a focused national championship - was staged by a contracted promoter (Elevation Group) in 2011, which withdrew from its agreement to stage the event in 2012 or 2013.

For a national championship in the high-stakes style of other U.S. federations, it would have to offer prize money and be attractively produced. It is an excellent candidate for television broadcast and could be the one event each year in which beach athletes receiving cash support are required to participate (there are none now).

Further, USAV could expand the event to cover all classes of competition and use American world-class athletes as the "evening draw" for a large program of youth and junior

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national championship tournaments similar to its highly-popular junior indoor championship programs.

With hundreds, up to several thousand participants, coming for such an event, it could be held in conjunction with another event which can provide logistical support. One type of candidate for this would be a major State Fair or County Fair, many of which are massive enterprises with plenty of room to incorporate such an event and an existing attendance base. Some examples:

<i>Event</i>	<i>Location</i>	<i>Month</i>	<i>2012 attendance</i>
State Fair of Texas	Dallas, TX	October	2,569,343
Houston Livestock Show	Houston, TX	March	2,257,970
Minnesota State Fair	St. Paul, MN	August	1,788,512
San Diego County Fair	Del Mar, CA	June	1,517,508
San Antonio Livestock Show	San Antonio, TX	February	1,510,486
Los Angeles County Fair	Pomona, CA	September	1,473,371
Eastern States Expo	Springfield, MA	September	1,365,896
Orange County Fair	Costa Mesa, CA	July	1,357,355
Ft. Worth Stock Show & Rodeo	Ft. Worth, TX	January	1,166,000
Arizona State Fair	Phoenix, AZ	October	1,154,271
Western Washington Fair	Puyallup, WA	September	1,117,323
Iowa State Fair	Des Moines, IA	August	1,097,142
Erie County Fair	Hamburg, NY	August	1,031,750
Tulsa State Fair	Tulsa, OK	October	1,022,000
North Carolina State Fair	Raleigh, NC	October	965,297

All of these programs spend significant sums for entertainment programming; beach volleyball could be part of that programming. Further, registration for the youth and junior national championship events could also include fair entry and parent packages could also include fair admission.

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If USAV prefers not to promote the event itself, it may be possible to pair up with a promoter, such as the AVP, NVL or another company. One important aspect: the USAV "Beach Nationals" must stand alone and not be combined with another beach event.

D. Player scheduling

One question which came up over and over again was how many tournaments a beach athlete should play in during a single season.

Many interviewees felt that given the current system and the heavy travel required for most FIVB events, that about 10 international tournaments and 6-8 domestic events was about the right balance.

But there were also several who felt that players "should play as much as they can," especially younger players who should be looking for as much experience as possible against better competition.

Everyone was in agreement that USAV should exert as much influence as possible to provide the fewest conflicts between FIVB World Tour and domestic tournaments to allow as many players as possible to compete in the largest number of events.

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VIII. OPERATIONS & ADMINISTRATION

Off-the-court issues have been a significant part of the discussion concerning beach volleyball programs over the past several months. This section looks at these areas.

A. Personnel

1. Beach Office

USA Volleyball has significantly increased its attention to, and funding of, beach volleyball in recent years. A significant hire to advance support for this sector was Dave Williams, who took over as managing director in April 2010, after more than dozen years with the Women's Professional Volleyball Association and the AVP, lastly as vice president of operations.²⁰

Unfortunately, Williams became a subject of criticism from some beach players and others and sadly, passed away at age 55 on May 14, 2013 after losing a battle with cancer.

While all of the interviewees mourned Williams's death, all but one also identified Beach Office leadership as a significant provocateur of the tensions which developed between the players and USAV. In specific, Beach Office leadership was accused of:

- (1) Maintaining a veil of secrecy of USAV Beach Office decisions and decision-making processes.
- (2) Not following through on promises made to players and/or their representatives regarding playing opportunities and athlete funding.

Specific questions, as yet unresolved, were raised concerning the payment amounts, or lack thereof, to two

²⁰ See B.J. Evans, "USAV Mourns Passing of Dave Williams," USA Volleyball news release dated May 14, 2013, at: <http://www.teamusa.org/USA-Volleyball/Features/2013/May/14/USAV-Mourns-Passing-of-Dave-Williams>

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specifically-identified players. There may be other instances of questionable payment amounts, but these were not shared during the interview process.

- (3) Failing to circulate clear directives and information on how USAV's Beach Office would operate and how to get rapid responses on various questions.

The Beach Office was built up with additional staff members, and now numbers six, including Bobby Clarke as the interim director of Beach programs. Clarke served as the director of volleyball for the organizing committee of the London 2012 Olympic Games and has been long affiliated with the FIVB headquarters in Switzerland.

Former beach player Ali Wood Lamberson was the vanguard of the Beach Office, starting in 2006 and started the youth development program in 2008. She left full-time service with the Beach Office at the end of October 2013, but continues with her development role as a consultant.

One new member of the Beach Office has received near-unanimous approval: former player Sean Scott. He has been recognized as especially effective in communicating with players, sending texts, e-mails and Facebook posts, using the phone and any other method available to ensure that players are aware of deadlines, schedules, travel arrangements and other details necessary for competition.

As noted previously, the current staffing level of the Beach Office is quite low compared to USAV's infrastructure for indoor. However, adding more people is not the sole issue.

There is a widely-held concern among both world-class players and those in the development sphere that USAV's executive leadership was not properly responsive to the deteriorating situation surrounding Beach Office leadership in 2011 and 2012. Confidence in the USAV CEO was shaken during the 2011-2012 period because there was a lack of action taken to either (1) understand what the Beach Office leadership was doing - perceived rightly or wrongly as inconsistent, mercurial and undisciplined - despite complaints, and (2) to

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counter these actions or to make personnel changes so that attention was focused back on the sand rather than off the court. Interviewee characterizations of the Beach Office during this period included "clique," "cabal" and "den of favorites," none of which are suitable for a service organization whose goal is to motivate medal winners.

In short, the issue going forward is not how many people are working on beach volleyball, but whether they are of high integrity, high quality and focused on American team success.

More than one interviewee was of the opinion that if there had been different ("better") leadership in the Beach Office, the current, tense situation would have been avoided altogether.

It is also true that not one person was suggested as an "obvious" choice to lead the Beach Office. This is a different issue, but the lack of a front-runner suggests that the right person must not only be an excellent administrator, but also someone with exceptional communications skills and a lot of patience.

There was a generally-expressed (but not unanimous) view that if the right person was chosen to head the beach programs, that the rest of the issues would be resolved in due course.

2. Team officials

One area which was touched on by several interviewees was the performance of team officials, especially delegation leaders for international events at the FIVB (youth and elite), NORCECA (youth and elite) and Olympic level.

The general view was that the quality of individuals chosen varied wildly from very good to very poor. In some cases, interviewees noted, "friends of the athletes" were chosen, who had little regard for oversight or reporting requirements and little interest in protocol or rules which had to be respected.

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In other circumstances, "friends of staff" were selected, who were clueless as to the requirements of their positions, or what was expected of them. No specific checklists or training programs were required prior to the arrival of such individuals at tournament sites.

This is not a new problem for U.S. NGBs; other federations have had similar issues. Other sports have created more formalized procedures, including, but not limited to:

- (1) Formal nomination process through an NGB committee structure;
- (2) Pre-event training seminars held by the NGB and/or USOC, depending on the event involved;
- (3) Rules and procedures certifications or tests for protocol issues and protests (including doping);
- (4) Extensive checklists and reporting forms and procedures;
- (5) Post-event grading by delegation members (not just athletes).

One interviewee noted that the lack of continuity in U.S. delegation heads can become (and in some instances, has become) a disadvantage on the international level, where relationships are extremely important and intimate knowledge of rules and procedures separates the effective leader from the tourist.

B. Communications and information

There was a unanimous view among all interviewees that the communications situation regarding beach volleyball - in all aspects - needs significant improvement.

1. Internal communications

No matter what the level - from development or world-class - the non-USAV staff interviewees varied from simply unhappy to truly livid about the quality of communications and

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information available to them.

Although much of the unrest concerned policies and procedures, the familiar refrain was for a "clear path" and supporting information for competitions, entries, schedules, tournaments, opportunities to play for Team USA, expense payments, stipends and so on.

This is not unusual in any sport and the level of detail required is extensive. But players, coaches, promoters and observers all bemoaned the lack of information, how late it comes if at all, and frequent misunderstandings or what were characterized as outright lies from the Beach Office.

It is true that a significant amount of finger-pointing was at the late Dave Williams, and that (as noted above) Sean Scott has been lauded for his exhaustive efforts with many of the current players.

Many interviewees complained about the lack of functionality on the USAV's Web site.²¹ While tied in with the USOC's digital media program through 2016, there were calls for either a separate site or a linked-microsite which could deal specifically with governance and player-relations issues (for players at all levels), and be updated continuously.

Players and former players interviewed endorsed e-mail for most communications, and text messages for immediate outreach, followed by phone calls if no response was received.

2. External communications

Beyond players, coaches and those intimately involved on a business basis with beach volleyball, the external communications available were also seen by most stakeholders as weak.

Complaints about the USOC-run Web site were common, notably

²¹ See <http://www.teamusa.org/USA-Volleyball.aspx>

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as to lack of information, time lags in posting updates and irritating navigation. The general view was that a separate section on beach volleyball - as the FIVB has on its site - would be preferable and easier to use than the current structure, which places beach segments across most of the navigation options.

There is also a lack of fan-type outreach communications, whether in the form of a blog, fan newsletter in online or Adobe Portable Document Form (PDF) or RSS feed, accompanied by social media distribution and mobile applications. These elements are the basis for the current craze for "content marketing," but none of these elements are currently offered for beach volleyball fans in the U.S.

There was also wide disappointment with the lack of opportunities to watch U.S. beach performers on live television or via highlights; this is discussed further below.

3. Statistics

The USAV Web site does not provide any significant beach statistics on its site. There are player biographies, but of the 21 players listed on December 1, 2013, there were links to only 13 bios and nothing for the other eight (including six of the 12 women listed).

In fact, the key source for beach information concerning U.S. players is the Beach Volleyball Database,²² owned and maintained on a volunteer basis by Dennis Wagner.²³

The site is outstanding; more than one interviewee noted "That's what we use; we all do." However, if Wagner should lose interest or become ill, the site's treasure trove of data could be lost. Everyone agreed that it is in USAV's interest to ensure not only the continuation of the site, but to secure the data in case of disaster.

²² See www.bvbinfo.com

²³ See http://en.wikipedia.org/wiki/Beach_Volleyball_Database

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USAV staff noted that the federation does pay Wagner a monthly fee to compile and maintain the USAV's Beach National Ranking System. However, this is separate from having an agreement for data back-up and successor use in case of disaster for the BVBinfo.com site itself.

4. Television and video

The USA Volleyball Strategic Plan 2013-2016 specifically cites the need to "Create a USA Volleyball [TV] Channel."²⁴

This applies to beach as well as to indoor volleyball and the need for more exposure for beach volleyball is a key to its growth. At present, television exposure of the sport is occasional at best and even video coverage is poor. A quick search of YouTube.com for "beach volleyball" returns a top-ten list of videos, five of which are from the 2012 Olympic Games, one from the 2013 AVP Tour stop in Manhattan Beach, one from the 2012 Jose Cuervo Tour stop in Manhattan Beach and three less-fulfilling entries.²⁵

It is not likely that USA Volleyball can create a volleyball television channel on its own. However, the idea of an Olympic Channel has been floated in the past by the U.S. Olympic Committee. Failing this, USAV could try to work with other U.S. national governing bodies to create a weekly program of Olympic-sport highlights and market it to the many existing sports networks which desperately need content.

In any case, USAV does have some rights for its own teams and can produce its own videos, creating a YouTube channel or partnering with emerging partners such as Hulu, Netflix, Yahoo and others. All interviewees want to see volleyball more widely and more consistently exposed as a sport and given today's available technologies, there was a wide agreement that more needs to be done.

²⁴ See *USA Volleyball Strategic Plan 2013-2016*, at 5.

²⁵ Accessed on November 24, 2013 at www.youtube.com

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C. Commercial Opportunities

Every interviewee was adamant that USAV had to find ways to create more interest and revenue for volleyball if it is going to grow.

No one claimed to know how to do that. So goes the sports marketing paradox.

The most interesting ideas suggested a break with the traditional triumvirate of television, sponsorship and licensing rights fees from corporations. Among these were:

- (1) Affiliate marketing, which provides USAV with a small fee for each item purchased through referrals to a marketing partner for apparel, equipment, travel and so on. This is a long-established marketing concept, extensively used today with Amazon.com.
- (2) Incentive-based memberships, offering substantial discounts, or access to unique merchandise themed for USA Volleyball in general, or beach volleyball in specific.
- (3) Fan memberships, perhaps going as far as "crowdsourcing" the annual funding of a player, or sending the U.S. beach team to the World Championships.

As to licensing and merchandising, one of our suggestions is to create items which recognize USA Volleyball's brilliant history of success, especially in Olympic beach volleyball.

This approach has been best exemplified by the Confederação Brasileira de Futebol (CBF), the national governing body for soccer, which has changed its logo each time Brazil won the FIFA World Cup:

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The left-most logo was adopted after Brazil's 1970 World Cup win; the 4-star logo after the 1994 triumph and the 5-star (current) after its 2002 victory. The new logos are worn on the team's jerseys and are popular souvenirs on many kinds of apparel and other items. USAV could, for example, promote its six Olympic gold medals on a special USA Beach Volleyball logo.

D. Beach Assembly

"What is the Beach Assembly?" was the usual response of interviewees to the question of "What do you think of the Beach Assembly?"

The actual function and responsibilities of this body are either widely unknown or unappreciated, and it is not perceived as having a meaningful role as an advisory body to USA Volleyball's Board of Directors.

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

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

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IX. RECOMMENDATIONS

In order to separate fact-finding from opinion, our conclusions, commentary and recommendations based on the program review process are gathered in this section.

For the sake of convenience, some materials presented earlier are re-inserted here for the aid of the reader.

Recommendations are listed by section and are numbered consecutively for ease of reference.

A. Core assumptions

The tension between the competing visions for beach programming within USA Volleyball showcases the growing importance of beach volleyball within the overall USA Volleyball structure.

More money and more scrutiny are being applied to beach programming, especially from the United States Olympic Committee, which expects to see a continuing return on investment in the form of medals won, especially at the Olympic Games level.

Two important axioms are the starting point for the development of the recommendations below. They are:

- (1) American beach volleyball is in the midst of a generational change among its top players, especially for 2017 and beyond.
- (2) The emergence of sand volleyball for women as an NCAA sport will increase exposure and interest in beach volleyball at all levels, especially among youth. The level of the increase will be less than it was for the indoor game, but will be substantial nonetheless.

These two themes are intertwined and will work together to shape the future of beach volleyball as a school and professional sport in the U.S. Multiple recommendations were derived from these two realities.

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1. Generational change underway

The generational change now ongoing among the top American players is illustrated by the following tables, which list all of the U.S. players in the top 300 of the FIVB World Ranking points table as of December 16, 2013 and their 2013 ages and ages as of the start date (August 5) of the Rio de Janeiro Games in 2016, and for 2020 and 2024:

= MEN =

(Listed according to FIVB Individual Technical Ranking as of 12/16/2013; last column lists no. of 2013 FIVB World Tour events entered, out of 14)

FIVB Rank	Players (17)	FIVB Points	Date of Birth	Age at 8/05/13	Age: 2016	Age: 2020	Age: 2024	2013 FIVBs
1	Dalhausser, Phil	1,850	1/26/1980	33	36	40	44	9/14
6	Rosenthal, Sean	1,740	6/19/1980	33	36	40	44	8/14
17	Gibb, Jacob	1,520	2/06/1976	37	40	44	48	11/14
17	Patterson, Casey	1,520	4/20/1980	33	36	40	44	11/14
45	Doherty, Ryan	1,120	2/02/1984	29	32	36	40	10/14
52	Rogers, Todd	1,040	9/30/1973	39	42	46	50	10/14
65	Lucena, Nick	940	9/22/1979	33	36	40	44	8/14
82	Jennings, Casey	834	7/10/1975	38	41	45	49	4/14
89	Keenan, Brad	770	8/01/1981	31	34	38	42	4/14
96	Hyden, John	726	10/07/1972	40	43	47	51	5/14
107	Montgomery, Will	697	1/09/1990	23	26	30	34	4/14
118	Slick, Stafford	652	1/04/1985	28	31	35	39	4/14
119	Drost, Avery	647	9/07/1986	26	29	33	37	2/14
140	Brunner, Theodore	563	3/17/1985	28	31	35	39	2/14
143	Mayer, John	548	6/11/1982	31	34	38	42	2/14
155	Bourne, Tri	487	6/20/1989	24	27	31	35	1/14
234	Olson, Derek	318	3/30/1984	29	32	35	38	1/14

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(Listed according to FIVB Individual Technical Ranking
as of 12/16/2013; last column lists no. of
2013 FIVB World Tour events entered, out of 15)

FIVB Rank	Players (19)	FIVB Points	Date of Birth	Age at 8/05/13	Age: 2016	Age: 2020	Age: 2024	2013 FIVBs
3	Ross, April	1,910	6/20/1982	31	34	38	42	12/15
11	Walsh Jennings, K.	1,625	8/15/1978	34	37	41	45	3/15
21	Kessy, Jen	1,440	7/31/1977	36	39	43	47	9/15
25	Fopma, Jen	1,360	10/30/1981	31	34	38	42	11/15
25	Sweat, Brooke	1,360	3/27/1986	27	30	34	38	11/15
29	Day, Emily	1,345	8/09/1987	25	28	32	36	11/15
29	Ross, Summer	1,345	12/20/1992	20	23	27	31	9/15
31	Fendrick, Lauren	1,300	3/20/1982	31	34	38	42	11/15
31	Hochevar, Brittany	1,300	5/26/1981	32	35	39	43	11/15
52	Pavlik, Whitney	1,096	11/03/1983	29	32	36	40	6/15
79	Hughes, Heather	905	6/22/1996	27	30	34	38	5/15
82	Carico, Lane	896	4/25/1990	23	26	30	34	3/15
138	Nielsen, Kaitlin	535	4/01/1987	26	29	33	37	1/15
163	Day, Sarah	435	7/14/1989	24	27	31	35	1/15
227	Hughes, Sara	252	2/14/1995	18	21	25	29	0
227	Kropp, Jenny	252	6/17/1979	34	37	41	45	0
246	Branagh, Nicole	235	1/31/1979	34	37	41	45	2/15
257	Daley, Ali	210	12/16/1986	26	29	32	35	0
257	Weamer, Traci	210	2/20/1987	26	29	32	35	0

(All FIVB World Tour events in 2013 were included in this report; rankings are as issued by the FIVB on 12/16/2013.)

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2. NCAA Sand Volleyball

It is difficult to underestimate the impact of NCAA sand volleyball will have as it expands within Division I. It is, in fact, likely that this development will eventually change the entire format of beach volleyball.

In specific, the NCAA concept for sand, which includes a head coach, a team format with five matches per contest for dual meets, and athlete scholarships, is in sharp contrast to the current, individual-based system.

Over time, the NCAA format will have a controlling influence on athlete views of the way beach volleyball is organized, taught and played.

Specific recommendations follow.

B. Recommendations: Goals and Approach

- (1) The incessant whining about how much USA Volleyball hates beach events and beach players is childish, silly and needs to be stopped. Such behavior is neither constructive nor specific and does not lead to solutions, only continuous tension.

It is the responsibility of the USAV Board to exercise leadership, disseminate its expectations for performance and follow through with careful monitoring of the organization's performance to isolate actual malfeasance or nonfeasance.

If staff performance in support of beach programs is not as required, it is also the Board's responsibility to hold the senior staff directly accountable for such failures.

- (2) If there was one theme that permeated nearly every interview, it was "transparency." Stakeholders on all sides want clear, defined protocols and procedures on entries to events, funding, selection issues and support services. In the current environment, no amount of

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information is ever enough and major decisions such as funding and selection for events must be clearly explained. If statistical rankings are used, these must be explained in full detail.

The issues facing beach volleyball at all levels today are due, in large part, to a lack of information and a perception - whether true or false - that favoritism was shown in funding, selections of team officials, event entries and so on. "Sunshine" is the prescription to cure this illness, whether offered on a blog, by e-mail, in newsletters or other mediums. A regular schedule for information dissemination should be established and a point person designated to collect, publish and distribute information to a wide audience, with access by Web site to the general public as appropriate.

C. Recommendations: Corporate Structure

- (3) As noted previously, current USAV staffing is heavily weighted toward indoor programs. Recognizing that USAV resources are finite, it is recommended that possibilities for combined efforts with existing staff (currently dedicated to indoor) be examined. This is especially true for:

- Communications (already serving both groups)
- Elite-athlete support services
- National Training Center operations
- Officials development and support
- Player development and tryouts
- Relationships with USAV regional offices
- Youth championship event operations

It may be possible to expand the scope of work of existing staff or existing divisions of USAV to support beach as well as indoor volleyball programming. An analysis of seasonal workloads is a starting point for this project.

- (4) Beach volleyball desperately needs the kind of support that is currently offered to the U.S. national indoor

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volleyball team by the National Training Center in Anaheim, California. In fact, both disciplines should be using such a facility, offering the full range of support services now available to indoor players to beach athletes as well (more on this below).

There is already some recognition within the USAV that having a "Beach Office" which is separated from the national indoor team training facility by a mere 31 miles is inefficient at best. These facilities must be combined, giving beach athletes full access to same competition, sports medicine, strength & conditioning, video and other support services now enjoyed by the national indoor team.

(It is understood that having such a training center in or near the USAV headquarters in Colorado makes little sense, given its altitude and the impact that the thin air would have on training.)

- (4) At a minimum, USAV staffing to support beach volleyball must - either with discrete, dedicated hires or with staff who service both indoor and beach - enhance its coverage from currently-shown levels for:

- Coaching recruitment and training (0.5 FTE from the Beach Office + 1.5 FTE indoor staff = 2.0 current)
- Domestic and international tours liaison (0)
- Elite-athlete coaching support (0)
- Elite-athlete scheduling and training support (1.0)
- Event development and management (1.0)
- Officials recruitment and training (0)
- Sand Volleyball liaison, especially on facilities (0)
- Youth and junior development programs (2.5 FTE from the Beach Office + 1.5 FTE indoor staff = 4.0)

Some of these aspects will require more than one person; this list does not include general management or clerical assistance.

For reference, the USAV staff organization chart (as of September 2013) is appended as Annex 5.

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- (5) Much of the current turmoil in the U.S. beach volleyball sector can be traced to (1) decisions made and decision-making process used by the former head of the Beach Office and (2) the lack of response by USAV CEO Doug Beal to these actions and activities. This has led to calls for Beal's ouster, or a separation of beach and indoor governance.

The anguish is real, but the proposed remedies are not aligned with the future of the game. The elite athletes who have demanded a separate NGB or Beal's removal have neither identified a proposed leader or an operating structure that makes any financial sense. Further, interviewees identified with this group present a view that USAV's job is support them financially, allow them limitless opportunity to compete at the highest level, keep all of the prize money they win (vs. 54% for indoor athletes), have no reporting or other responsibilities except to win medals at international competitions.

But winning is not assured. From 2009-13, U.S. men have won one medal (out of 10 possible) in the FIVB World Championships or Olympic Games, a bronze in the 2009 World Championships (Brazil won five). In the same period, the women have done better: four medals (out of 10 possible), including gold and silver in the 2012 Olympic Games, but nothing in 2013 (Brazil won five medals in this period). The four U.S. medals were won by just four women: Misty May-Treanor (retired), Kerri Walsh Jennings (who will be 37 at the time of Rio 2016), Jen Kessy (39 in 2016) and April Ross (34 in 2016).

The key to the future success of the USAV beach program is to find leadership - a general manager - who can accomplish three primary tasks:

- (a) Grow the sport at the grass-roots and regional levels on the scale of what has been accomplished with junior girls, coaches and officials for indoor volleyball: this is significantly a marketing and communications effort;

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- (b) Encourage and expand the emerging interest in sand volleyball at NCAA Division I institutions, through committee assignments and the sharing of knowledge concerning facilities, officials and training programs (as is done in other Olympic sports, where the U.S. NGB is the default provider or starting point for rules and regulations);
- (c) Administer, on a clear, fair and documented basis, the development and support of medal-class players who can win medals at the World Championships and Olympic Games, including liaison with domestic and international tour promoters, the FIVB and NORCECA.

The USAV Beach Division general manager (or some other title) must be gregarious, an excellent communicator and listener, and willing to be precise and open about how and why decisions are made.

Selection of such an individual should be undertaken immediately by a committee of five appointed by the Board, which must include CEO Beal and one of the Board members representing beach interests, plus three others who are not aligned with either side, and can be outsiders.

Qualifications must include a background in sports and/or marketing administration, but not necessarily in volleyball.

D. Recommendations: Development & Training Programs

- (6) Above all, the National Training Center created by USA Volleyball to support the national indoor team, must be expanded to accommodate beach volleyball.

Beach athletes are highly desirous of having access to the courts, coaching (subject to limits discussed further below), nutrition, sports medicine, travel, video and other support programs available in a single stop for indoor athletes.

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Such an expansion of the National Training Center has multiple implications, all of which must be considered carefully during implementation:

- (a) In order to properly staff an expanded training center, specific beach athletes must be designated to receive (or have access to) services there. This will require the designation of "national team members" or some similar identification of beach players, parallel to what is done with indoor players who have access to the facility and services. This program and the regulations underlying it, at present, do not exist.

- (b) In order to properly direct the support services made available to beach athletes, and to create synergy between the indoor and beach programs, a person responsible for guiding the training process - normally called a "coach" - must be named. Whether a single coach is, or separate coaches for men and women are, required can be determined later, and there can be limits on the authority of such an individual. Interviewees generally agreed that a "national coach" who did not have the ability to force players to play together, but was able to help with strategy, technique, video training and related support would be a significant asset.

It must be noted that this training facility need not be located in Anaheim, California as the current National Training Center is situated. Given the environment for volleyball, however, a Southern California location appears preferable, both for now and into the future.

It may be possible to use a training center facility for additional purposes, such as youth and officials programs, but these are auxiliary aspects vs. the prime goal of offering world-class support services in a permanent facility to U.S. national squad players in both indoor and beach volleyball.

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The United States Olympic Committee interviewees noted that although its Olympic medal expectations from USA Volleyball (indoor and beach combined) have decreased from 2008 (4 medals projected) to 2012 (3) and 2016 (2), it is willing to increase its investment, based on its view of five factors:

- (a) Athletes: can they win medals at the Olympic level?
- (b) Coaching: is there an organized coaching program in place for developmental and elite athletes?
- (c) Competitions: are the top athletes participating in competitions which project to Olympic medal success?
- (d) Training: is a coordinated program in place?
- (e) Leadership: is the right leadership team in place to bring everyone in the sport together, and moving toward the goal of medal success?

The creation of a comprehensive training center will go a long way to meeting those requirements for added funding for beach volleyball in the future.

- (7) Creation of the combined training center program should start as early as practical, given existing lease agreements, staffing and space availability. However, while USAV has the authority to mandate player use of this facility once open, it is not currently practical to do so.

Instead, a migration from the current, individual-based system to a more collective, squad-based system must be implemented, which begins to track with the development of NCAA sand volleyball. Eventually, beach volleyball development will be dominated by the NCAA model, which has a head coach who directs the development and play of individuals formed into teams. This is inevitable, but is anathema to the current generation of top U.S. beach players who have grown up in an individually-based

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context. Said one interviewee, "It's all I've known."

For these players, the use of a training center should be optional, through the 2016 season. It can be mandatory for all players from 2017 forward, with waivers granted in special circumstances if warranted.

- (8) Selection of the national coach (perhaps "national competition advisor" might be more descriptive) must be done in a cooperative manner with today's top athletes.

One interviewee's suggestion to form an athlete council that would nominate from 4-8 candidates per gender is an excellent starting point. These "pre-qualified" candidates can then be interviewed by the USAV Beach general manager and a selection made.

It is crucial that everyone involved in the process agree with the outlines of the position going forward. In order to promote trust, it may be best for a working group of the Board to help create the job description, and have the final version approved by the full Board.

- (9) Elite-athlete funding also needs to be expanded from the current eight athletes per gender (16 total).

Based on the comments of interviewees, expansion to 12 athletes per gender (24 total) as soon as possible (and prior to 2016) will help to keep potential star players in the sport, looking forward to 2020. Further, player stipends should be increased to 12 months per year and at \$3,500 per month, or \$42,000 annually. This would create a player-funding commitment of \$1,008,000 annually, up 124% from the current level of \$450,000.

With this increase will come more responsibilities, as noted further below. Moreover, such funding can be revisited during the season and reduced or revoked if required for rules violations (especially doping), retirement, injury or lack of performance.

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All athletes receiving such funding would be required to sign a contract with the USAV annually to receive such support. The agreement, which must be approved by the Board, would spell out not only the perquisites of USAV support, but also athlete responsibilities and rights (such as access to information, Board reviews and similar items).

- (10) Elite-athlete funding selections, whether increased or not, must be clearly and fully described as to the basis for support. There was a near-unanimous chorus for a "clear path" to funding and support services, which has been a major complaint against the Beach Office in recent years.

This recommendation is not designed to make USAV administrators into judges who issue lengthy, written opinions every time a funding decision is made. However, there must be some rationale for decisions made that indicate what those who are not funded must achieve in order to qualify for support. That is the "clear path" which interviewees demanded over and over.

Underlying this is the need for clear and detailed procedures for selection, which should be as objective as possible. If based on statistical rankings, such rankings need to be published and the formulas explained as clearly as possible. There is a reason why the NCAA Basketball Committees came up with the complex "Ratings Percentage Index" to help guide their selections for the men's and women's basketball tournaments: fairness demands precision. How funding decisions are made must be based on more than the accumulation of FIVB World Tour points; multiple interviewees agreed that the issue of who beats who, when and where, is important, whether at an FIVB event, AVP event or elsewhere.

- (11) In addition to well-defined criteria for funding selections, interviewees were united that such decisions should not be made by a single individual, but by a carefully-selected panel.

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One observer noted that USA Basketball has had a committee of as many as 22 (smaller now), carefully selected, to determine which players would make up the men's U.S. Olympic Team, today from among 30-33 star professional (NBA) players. "No one person should hold that much power," was the unanimous sentiment of everyone who commented on this issue.

Such a committee further complicates beach administration, but is necessary. One important caveat that was widely agreed: those who make up the committee deciding who should be funded (a) cannot themselves be candidates for funding and (b) cannot have ties to anyone who is or might soon be funded. This will likely place the onus on retired players or coaches to participate on the committee as "athlete representatives" under the USOC's "within 10 years of playing" policy for "athlete" reps.

- (12) Funding of elite athletes is not the only support which is needed for development. Multiple interviewees noted that having support services available (such as access to a training center) would be as valuable to some athletes as stipends, especially for male players still in school.

Thus, the "national squad" can be comprised of both stipended and non-stipended players, depending on their personal situations. The selection of such individuals must, as noted above, be fully explained.

- (13) Age-based development programs must continue to expand, requiring additional access to coaches, officials and especially facilities. This requires:
- (a) Continuous liaison with, and promotion of, sand volleyball to universities, community colleges, high schools and governmental parks departments as community amenities, youth facilities and collegiate competition opportunities. Especially at the city and county level, anywhere there is a sandbox, there can be a sand volleyball court.

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- (b) Camps and tryouts, subject to the facilities available, must be expanded. It is also important to note the impact of local (school) calendars, in addition to when such events fit into the USAV staff schedules, in order to obtain the widest participation.

More than one interviewee noted positive results from bringing in 1-2 Olympic volleyball stars for these events, to speak with participants, take photos and encourage parents. Such individuals should receive honoraria (\$750-1,000) for their efforts, along with travel expenses. One or two such appearances annually can be incorporated as a requirement for players who receive USAV stipends.

- (c) Divisions between indoor and beach volleyball on the youth level must be avoided. Both styles of volleyball should be widely promoted, and as beach volleyball grows in participation, indoor programs should be promoted to beach players as well.

This requires coordination at the national office and regional levels: more cooperation means more players can find their playing niche.

- (d) Even at the youth level, interviewees wanted the same "clear path" to advanced classification and possible participation in age-group tournaments. At this level, the issue much more personal respect than money, but is still important. Receiving clear instructions at the youth level will help prepare emerging elites for the "big time" if they progress toward national-class or world-class status.
- (14) Many interviewees voiced concerns over finding more male players in the future, as the collegiate indoor pool is small and sand volleyball has little chance of becoming an NCAA sport for men.

At the high school level, just 21 states reported participation by boys in volleyball (50,353 players),

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compared to 50 states and the District of Columbia for girls in volleyball, with 420,208 players. Among the boys, California had 31.6% of all players (15,926) and 655 (20.0%) of all school teams (2,257).²⁶

(Excerpts of the National Federation of State High School Associations' data on high school volleyball participation is available in Annex 6.)

USAV must, thus, consider a program to identify young men who could be candidates for beach or indoor volleyball. This is a long-term project, but could be organized as many professional sports have done, with regional scouts. They would have to be paid, but the amounts would not likely be too high as to be prohibitive.

- (15) As noted above concerning youth tryouts, access to coaches is becoming an issue for beach volleyball development.

More outreach to coaches, and potential coaches, is needed in more parts of the country. The National Federation of State High School Associations data in Annex 6 shows the spread of boys (21 states) and girls (all) teams and the likely starting point for coach recruitment.

Along with outreach to youngsters and parents, outreach to coaches can be extended into communities through both online and offline mediums. They must go together.

- (16) Some interviewees opined that USAV's indoor coaching staffs would be quite cold to the idea of sharing player information with a beach counterpart, especially in a combined National Training Center. This must not be allowed to happen.

²⁶ Data from the National Federation of State High School Associations participation survey for 2012-13, available at <http://www.nfhs.org/content.aspx?id=3282>.

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USAV must encourage indoor and beach coaches/competition advisors to work together and, if beneficial, help players move between disciplines. This instruction must come from the CEO and be strictly watched and enforced.

E. Recommendations: Domestic and International Competitions

- (17) International team selection, especially below the FIVB World Tour and Olympic level, must be connected to USAV's development goals and programming.

NORCECA, U-17, U-19, U-21, U-23 and World University Games events are all populated by USAV-selected teams. As none of them pay much, if any, prize money, the goal must be to use them for development purposes.

The introduction, in 2013, of a playoff system to select teams for NORCECA events was a step forward, offering a clear path to play in four NORCECA events at the end of the season. However, the selection regulations ended up allowing a 41-year-old player to be selected. If this was intended, fine, but it is hard to understand why. The concept was good, but the follow-through caused unrest among some interviewees, especially those who work with younger players.

A policy for international team selection goals and procedures at the youth, junior, FISU (World University Games) and continental (NORCECA) levels must be developed, and thoroughly explained.

- (18) International competition on the FIVB World Tour - Grand Slams and Opens - is the highest level of play currently offered outside of the Olympic Games. Playing in these tournaments is highly prized by players not only for the competitive opportunities, but also for the financial rewards available.

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As noted previously,²⁷ FIVB rules presently allow up to four teams per country to enter an FIVB World Tour event based on the National Federation ranking, and the standing of the entered teams on the FIVB Entry Points List,²⁸ up to three into the Main Draw and one into the Qualification Round. USAV's policy has been to submit the four U.S. teams with the highest entry points into tournaments, based on their interest in participating in that specific tourney.

There is merit in this, but with funding comes responsibility. A 2013 change in the FIVB rules²⁹ places full authority for entry into FIVB events with its national federations (USAV for the U.S.), and the U.S. approach needs to be codified. Recommended:

- (a) Funded players, as a requirement of their support, must declare in writing to USAV which FIVB tournaments they wish to compete in, and with which playing partner, within 14 days of the announcement of the FIVB and top-paying domestic tour (currently, AVP) schedules.

This will allow USAV to determine which slots, if any, it will have open during the season and can relieve last-minute scrambles to find players.

The list of players and their declarations should be published for publicity and tracking purposes.

(It must be noted that simply declaring one's desire to play in a tournament does not mean s/he will be entered; the player and partner must also be in the top 3-4 U.S. teams interested in that tournament to be entered.)

²⁷ See §7.A.3 of this report.

²⁸ Per 2013 FIVB Beach Volleyball Handbook, §9.1.C, at 200 and §9.4, at 204.

²⁹ *Ibid.*, §9.1.B, at 199.

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- (b) Excepting injury or force majeure as accepted by the FIVB,³⁰ any U.S. entrant who does not play in a declared tournament will forfeit their support payment for one month and be ineligible for entry into FIVB World Tour events for 30 days beyond the dates of the tournament missed, or for 30 days beyond the dates of future tournaments into which they s/he has already been entered by USAV. Any FIVB fines applicable to the failure to play are the responsibility of the player, in addition to these proposed sanctions.
- (c) Non-funded players whose FIVB points are sufficient to allow entry into FIVB events must follow these regulations in order to be entered by USAV into FIVB World Tour events.
- (d) USAV should have reserved to itself, for development purposes through the 2016 season, the entry into the Qualification Draw for 25% of the total FIVB World Tour events, but of the lowest-paying type. For the 2013 season, in which there were 16 FIVB World Tour events, such an approach would have allowed USAV to choose one of the four U.S. entrants for four of the Open events, which pay about two-thirds of what the Grand Slams do.

This helps to protect the earning power of the top American entrants, but allows some FIVB exposure for development players. This allocation of playing spots can be revisited and adjusted for the future after the 2016 season has been completed.

- (e) As this report calls for USAV to fund 12 players per gender (6 pairs), additional opportunities to play at FIVB events will be welcomed. USAV should work with the FIVB and other member federations to allow individual countries a second entry (thus, five total per tourney) into the Qualifying Draw at

³⁰ *Ibid.*, §9.2.C, at 202.

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FIVB World Tour events as soon as possible.

Some interviewees were worried about the ability of one person to move people off of the FIVB Tour, just as for funding, so the preferred approach was statistical or via a committee. Some commenters preferred a system that revised entry status on a quarterly or mid-season basis, but this is - to a large extent - already built into the FIVB entry formula which uses points standings that are continuously updated throughout a season.

- (19) Olympic selection has been a monumental source of contention and controversy for more than a year, with passionate arguments on both sides.

In reviewing the possibilities and practicalities of a Trials, it is clear that it is not a sure-fire financial bonanza as some have claimed, but will certainly offer an outstanding, high-profile opportunity to expose the sport in the pre-Olympic time frame to American and foreign audiences that would otherwise be missed.

Interviewees who are now, or have been players, expressed several misgivings about a do-or-die Trials format. Their view was that a Trials to decide the best American team is less important than which U.S. team has the best chance of winning medals against foreign squads at the Games. This is best shown, the argument goes, by looking at FIVB World/Olympic (as applicable) Ranking points, earned at the highest level of competition. Further, as one interviewee noted, Olympic selection by FIVB Ranking points is what the format which the current top players know and understand; they build their Olympic seasons around the projected status as of the end of the previous year.

Proponents of both ideas have merit. However, as beach volleyball changes, so will ideas about a Trials:

- (a) USAV has already introduced a playoff format into its NORCECA selection process.

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- (b) NCAA sand volleyball championship events will be based on one-and-done, Trials-style team competitions, making this format more familiar to future generations of players.
- (c) If carefully managed, the event can make money, but is unlikely to be a major financial asset to USAV. It will provide excellent exposure, however.
- (d) USAV's financial outcome at a Trials can be improved by coupling its developmental division championships with a Trials to create a larger-scale event. On this basis, considering the possible hotel room and tourism pick-up from young players, friends and parents (as well as spectators), the event can be held in conjunction with cities and/or regions which bid to host the event (based on the expected room night sales) as is done for other sports such as track & field, swimming, gymnastics and others.

(Example: USA Track & Field required - and got - a \$50,000 rights fee per gender to host the 2016 U.S. Olympic Marathon Trials, a one-day, 2-4 hour event. Three cities have bid, with the winner to be announced in December.)

In this case, USAV would have more limited responsibility for revenue (sponsorship and ticket sales), which would fall on the host committee of the local community which wins the bid for the event, and could concentrate on production of a first-class event . . . for both young and professional players.

- (e) The generational change now underway for USAV's top beach players means that the Board of Directors has a difficult choice to make. Holding a Trials for 2016 could cost USAV a medal possibility if a highly-ranked team fails to qualify. Skipping a 2016 Trials means the federation misses a unique showcase opportunity.

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- (f) Based on these choices, a recommended, transitional approach for 2016 is to qualify the top U.S. team on FIVB World Ranking points - if among the top 8 in the world - directly to the Games.

A second team slot, if available to the U.S. (FIVB has not announced the 2016 Olympic qualification procedures yet), would be earned in a double-elimination format Olympic Trials, in which the 2nd through 5th-ranked U.S. teams on the FIVB World Ranking List would be given seeding preference and/or a first-round bye.

If no U.S. team (in either the men's or women's division) is ranked in the top eight and the U.S. has two slots in either division of the 2016 tournament, both would come out of the Trials.

- (g) For 2020 and beyond, when almost all of the current generation of players are likely to be retired and sand volleyball has been in place as an NCAA championship sport for women for six years or more, a Trials-only format is suggested, with the top four-ranked U.S. teams in the FIVB World Rankings given seeding preferences.

A U.S. Olympic Trials in beach volleyball is not a new concept. A 1996 Trials for the Atlanta Games selected two men's teams - Karch Kiraly/Kent Steffes, and Mike Dodd/Mike Whitmarsh - who eventually won gold and silver medals. A third team (Sinjin Smith/Carl Henkel) qualified through an FIVB tour and finished tied for fifth. For women, Holly McPeak/Nancy Reno qualified via the FIVB tour and finished tied for fifth at the Games, while Barbra Fontana/Linda Hanley won the Trials and finished fourth.³¹

³¹ For more details, please see David Markus, "Beach volleyball a hit," Baltimore Sun, June 3, 1996, accessed at http://articles.baltimoresun.com/1996-06-03/sports/1996155006_1_beach-volleyball-olympics-international-volleyball-federation, and David Wallechinsky, *The Complete Book of the Summer Olympics: 2000 edition* (Overstock Press; 2000), at 811.

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U.S. teams from 2000-2012 were selected using FIVB World Ranking points.

- (20) Every interviewee, without exception, agreed that a successful, sustainable domestic tour was crucial for the continued success of the USAV. Moreover, everyone was also agreed that the USAV should not be putting on such a tour, especially in view of the losses incurred with the staging of the Jose Cuervo Pro Beach Volleyball Series in 2011 (3 events) and 2012 (7 events).³²

The current relationship between the largest-paying domestic tour - the AVP - and USAV can best be described as arm's-length and more precisely as strained.

Under the current FIVB rules, a national federation can designate a national tour for small amounts of FIVB World Ranking points,³³ so there is a modest benefit for U.S. athletes to have a recognized domestic tour.

The USAV's engagement requirements for designation of a primary national tour should include the following:

- (a) Coordination with USAV on playing dates, in order to prevent conflicts with FIVB World Tour and NORCECA Continental Tour events, both of which carry large World Ranking points awards.
- (b) Standards for playing conditions, rules used, equipment specifications, doping control and access, payment procedures and insurance and safety standards for its events. These standards should be requested to ensure adherence to international (FIVB) rules and standards, and USOC athlete-protection regulations, rather than as a method of extracting money from a tour.

³² Per the Beach Volleyball Database: www.bvbinfo.com.

³³ See the 2013 *FIVB Beach Volleyball Handbook*, §9.3, at 199.

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- (c) Access for USAV for some of its officials to attend tour events for oversight purposes.
- (d) A modest sanction fee, per event held, paid to the USAV national office and a small fee to the USAV region in which an event is held. By modest, a recommended amount for the national office is 0.75% of the total prize money paid and 0.25% of the total prize purse to the local region.

For a comparison of what other sports do for sanctioning, please see the USA Track & Field sanctioning forms and information in Annex 7.

USA Track & Field sanctions include significant insurance event and athlete coverage, an important element for every event promoter, and a major reason why so many track & field events obtain USATF sanctions.

- (e) Promotion of the events, including advance notice and post-event results, on the USAV web site and where applicable, in publicity and promotional programs. This is an important element for any tour, especially in view of USAV's membership roster of 300,000+ players, officials and fans.

It may be possible to partner with the AVP or another domestic partner on specific events, or for developmental or training programs. This should be encouraged; a good example is how the U.S. Ski & Snowboard Federation (USSA) has forged a mutually-beneficial, co-promotional relationship with ESPN's Winter X Games.

Recognition or designations of national tours need not be permanent, but can be for specified periods of one or two years. This helps to prevent any relaxation of standards and encourages other potential tour operators to consider their own programming.

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- (21) USAV has had a continuing problem with trying to have tournaments and/or tours obtain NGB sanctioning. Many different reasons have been given for this, but in the end, the tournament organizers (and to a lesser extent, players) must see the benefits of sanctioning as opposed to simply their cost.

As noted above, in other sports, an important aspect of sanctioning is (a) liability and athlete-injury insurance, as well as (b) pre-event promotion and (c) posting of results. These elements, if properly promoted, can be helpful in gaining wider recognition of the benefits of sanctions.

- (22) Although everyone agreed that USAV should not be running a national tour, it may be quite worthwhile to consider reviving a pro-level, annual national championship.

This is a mainstay of the larger Olympic sports such as gymnastics, swimming and track & field, and draws significant interest from major cities and their convention and tourism bureaus. USA Track & Field, for example, requires a rights fee of \$100,000 or more for its national championship event, which includes its junior championships, with about 1,500 participating athletes.

As suggested above for an Olympic Trials, the combination of youth and development-stage national championships with a professional component is an excellent vehicle for creating interest, attendance and bids from interested cities.

Current or former professional player interviewees asked about such an event preferred an end-of-season slot in late August or on Labor Day Weekend in a warm-weather city. The format of such an event could include:

- (a) Full gamut of youth programming: tryouts, clinics, and tournaments for U-13, U-15, U-17, U-19, U-21 and U-23 classifications, all held during the daytime.

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- (b) Professional national championship competition, for men and women, held in the evenings. Registration for the youth events would include admission to the evening pro competition sessions.
- (c) All USAV-funded athletes would be required to compete in this event annually as part of their agreement to receive funding.
- (d) It may also be possible to combine conference programming, with the American Volleyball Coaches Association (AVCA), NCAA sand volleyball coaches or other groups at the same time. The more people can be attracted to come, the more interesting for cities to bid on.
- (e) Because the event is owned by USAV and not the USOC (as is the case for an Olympic Trials), the sponsorship field can be fairly open, limited only by USAV's existing sponsor relationships. This will be of interest to local communities, which would be able to bring local businesses into the marketing mix for the event. It could also be an interesting concept for a major county or state fair, many of which have excellent sponsor relationships and are looking for more programming to share with them.

The staging of the event and responsibility for a significant part of the expenses, can be done by the local hosts rather than USAV. The NGB would be responsible for technical operations, in concert with the local organizers. Other U.S. federations use this model and a careful review can reveal what will work for USAV and what to avoid.

The possibilities for a USAV Beach Nationals should be studied with the goal to begin the program in 2015.

- (23) Interviewees asked about player scheduling and the annual calendar generally felt that top players want to compete from 16-20 times per year, and more often if international travel is not involved.

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One aspect where USAV could help is to try to keep conflicts between FIVB, AVP and NORCECA events at a minimum, which is often difficult, especially during the summer months. In 2013:

AVP Tour:	7 events from	8/15 to 10/20
FIVB Grand Slams:	10 events from	4/30 to 10/13
FIVB Opens:	6 events from	4/23 to 12/15
NORCECA:	10 events from	3/22 to 11/17
NVL Tour:	4 events from	6/21 to 10/26

Tour:	Stops	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
AVP:	7						3	3	1		
FIVB Slams:	10			2	2	3	2		1		
FIVB Opens:	6		1			1			2	1	1
NORCECA:	11	2	1		1		1	1	2	2	
NVL:	4				1	1	1		1		
By month:		2	2	2	4	5	7	4	7	3	1

Multiple interviewees suggested more U.S. tournaments in the spring as "warm-up" events for the FIVB Grand Slams starting in May.

F. Recommendations: Operations & Administration

- (24) There were lots of suggestions about personnel matters and how to improve the Beach Office. At the core: hire the right people, and most of the current problems will go away.

Perhaps most surprisingly, comments about the "right person" did not include a volleyball background, but an understanding of the situation of beach athletes.

To this must be added skills to manage change, as beach volleyball evolves through generational change and the emergence of NCAA sand volleyball.

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- (25) Individuals who represent USA Volleyball as delegation or team leaders, and who are not full-time employees of the federation, must receive better training in order to be effective.

A clear set of expectations and guidelines must be created, including intimate familiarity with the competition and FIVB protocols, reporting responsibilities, problem-solving procedures, post-event grading and so on.

Ideally, a cadre of qualified (certified?) delegation leaders or team managers can be created to both (a) service the many events which USAV participates in and (b) train the next generation of leaders/managers.

As this is a need that all U.S. national governing bodies have, and that the USOC depends on for its events, it may be possible to coordinate such a training program with multiple NGBs and the USOC in a continuing program.

- (26) Communications was a major theme throughout the discussions with interviewees, with common refrains on most of the topics:

- (a) Internal communications are generally awful, with elite-player communications improved under Sean Scott at the Beach Office. However, the dissemination of policies, procedures and responses to inquiries are considered dismal. More information, distributed quickly and continuously, and with significant detail is needed. Again and again, the words "clear path" were used, to ask for understanding of how entries, funding, results, support and related items are to be made available.

Whether this is a task for the USAV Communications and Creative Services team, or a part of the Beach Division is unclear. But those involved in beach volleyball want it fixed NOW.

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- (b) External communication to fans is also troubling. The USAV Web site is considered hard to use and light on information. The U.S. is one of the world's beach volleyball powers, but you wouldn't know it by its lack of profile.

USAV has begun a fan newsletter, which is a start, but more has to be done, especially for USAV members, who can help spread the word themselves. A better Web presence, blogs, a YouTube channel, mobile apps and social media can all help, but it starts with a content strategy that begins to promote U.S. beach athletes and programming year-round.

- (c) In the absence of any such effort by USAV, the go-to source for beach volleyball is the volunteer-developed and volunteer-maintained Beach Volleyball Database (www.bvbinfo.com).

This is such a valuable resource that it must be supported and continued in case of disaster. Although the USAV has a good relationship with the site owner, an agreement should be struck to provide back-up for the site, paid for by USAV, and with a successor agreement for the future.

- (d) USAV submits the American beach entries into all international competitions and has rights to its own events and access (at least on a news basis) to many others.

Because of this, there is no reason why the federation should not have a significant video presence on the Internet. Whether showing highlights or interviews, USAV must begin to create its own, regularly-scheduled content (text, photo and video) to increase its profile and popularity.

Such programming is a standard feature of every successful league in the world and must be used by U.S. NGBs, with or without USOC help.

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- (27) Despite the advance of the Internet, television is still the nation's mass medium.

USAV is not likely to be able to found its own volleyball channel, but it could be a significant part of the long-discussed U.S. Olympic Channel, or a channel which is formed with other NGBs as a consortium, possibly in league with an existing cable television or Internet company.

These possibilities should be pursued with vigor; no other development will offer a better platform on which commercial partnerships can be sold than U.S. (and worldwide) television exposure.

- (28) Especially in today's shaky economy, finding commercial opportunities and sponsors is difficult. The key is to find ways to promote a sponsor's business to your owned audience.

The size of that audience is the key to sales, so USAV must try to expand its footprint. This includes both membership and spectators, both intimately involved with communications (as suggested above).

USAV has already made moves to improve its communications staff, but must now create a combined communications, marketing and support effort that touches target audiences - potential current and former players, parents, teachers and officials, fans and Olympic junkies - with a consistently engaging drumbeat of content.

As USAV's audience expands, so will its commercial attractiveness. The vast rise in revenue for the large North American professional sports leagues is not because of ticket sales to its events, but rather because of the large audiences it has outside of its arenas and stadiums for its continuous parade of events. That's what USAV needs to concentrate on.

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- (29) USAV licensing and merchandising, especially to its membership base of fashion-conscious girls and young women, should create more opportunities for apparel and accessories themed to the massive USAV successes in beach volleyball.

It does not have to undertake this alone, but can introduce items which celebrate its history and achievements with partners.

Given American success across the Olympic spectrum, but may also be an opportunity to pair up with other U.S. NGBs for similar efforts.

- (30) Lots of interviewees had ideas about membership and what USAV could or should offer. This is already a focus of the USAV Board leadership, so a lengthy set of recommendations is not needed here.

The most unique approaches suggested urged USAV to think of itself as a meeting point for its 300,000+ members and vendors who could position themselves as preferred sellers, with discounts and other promotions to the membership. An extension of this approach would be to position USAV as an affiliate marketer, in which it would receive a small fee each time a member made a purchase from a preferred vendor or sponsor.

Another current promotion making its way across U.S. NGBs is VIP add-on services for national championships or international events. There is a market for this, but it must be developed carefully, and is best used in concert with either commercial sponsors or local organizers who can offer it to community businesses as a lower-level supplier deal or part of a larger sponsorship. It may also be part of a tiered membership level, which could be attractive to what is likely a small, but devoted, group of personally-successful beach volleyball fans.

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

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

Either the (a) Beach Assembly itself must be much more strongly promoted to make its importance better appreciated, or (b) parts of it need to be distributed among the other Assembly units, or (c) it needs to be broken into understandable pieces to become relevant in the national beach volleyball community.

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X. ACTION ITEMS

As the roster of recommendations was quite lengthy, the following attempts to classify the identifiable "action" items into a chronological priority list:

- A. By March 31, 2013 (or sooner if possible)
1. Board commitment to greater transparency in communications and decision-making on all beach-related matters.
 2. Complete a study and recommend a plan for the integration of beach support tasks into existing USAV staff workloads, and complete specifications of needed additional hires to support beach programming.
 3. Form a five-person search committee to find and interview candidates for a USAV beach "general manager."
 4. Form an "athlete council" to find, interview and create a list of 4-5 "qualified" national competition advisors for men and women.
 5. Begin discussions with the U.S. Olympic Committee on steps necessary (including those listed above) to merit additional funding for beach-athlete stipends and coaching support.
 6. Create a written protocol for the distribution of athlete stipends and support, including procedures for selection, review and appeals.
 7. Create a review panel for athlete stipends and support decisions and an appeals panel for protests.
 8. Create a written protocol for the assignment of U.S. players to international competitions at the NORCECA and FIVB (youth up to World Tour) levels.

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9. Require the top U.S. beach players, based on their FIVB World Ranking points, to specify the FIVB World Tour tournaments in which they plan to compete (assuming they remain eligible) during the 2014 competition season. This information should be published, so that other athletes can see what opportunities might be available.
 10. Meet, if possible, with representatives of the AVP to determine where it will be possible to cooperate during the 2014 season, and to establish a framework for future communications.
 11. Establish a formal communications protocol with players and others who must be informed of USAV decisions and details of competitions.
- B. By June 30, 2014
1. Complete a study, including costs and timelines, for the soonest-possible integration of beach player support into a combined National Training Center to be shared with the national indoor teams.
 2. Complete a forensic accounting review of all direct athlete support decisions made for beach athletes from 2011 to the present, to ensure that correct allocations and payments were made.
 3. Identify and hire a beach "general manager."
 4. Board to determine the format, if any, of an "Olympic Trials" program for 2016 Olympic qualification (assumes that the FIVB will have, prior to this decision being taken, declared the Olympic qualification program for the Rio Games).

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5. Conclude USOC discussions regarding added funding (if any) and revise athlete stipend amounts and procedures.
 6. Create a formal plan for outreach to universities, community colleges, high schools, civic parks & recreation departments, youth organizations and others to encourage and promote beach volleyball. This must include a budget and staffing plan.
- C. By September 30, 2014
1. "National competition advisors" for men and women interviewed and hired by the beach "general manager."
 2. In view of any revisions (increases) to the athlete stipend program and support programming, all athletes receiving such support will be required to execute an agreement with the USAV which details this support and the rights and responsibilities attendant to receiving it.
 3. Create a shared communications plan for indoor and beach volleyball in order to (a) get existing players excited about doing both and (b) get existing players to bring in new players in one or both disciplines.
 4. Working cooperatively with indoor coaching staff support personnel, create a national outreach program to find and certify more beach coaches.
 5. Create a communications plan for greater fan outreach and visibility of beach volleyball.
 6. Create a better-defined outreach program for those individuals and groups which are supposed to function through the Beach

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Assembly. The function and method of operation of this program must either be better explained, or it has to be modified in some way.

D. By December 31, 2014

1. The beach "general manager" and men's "national competition advisor" to develop a plan for the (a) scouting, recruitment and development of male beach players and (b) establish working links with the national indoor coaching staff regarding lower-ranked national squad players who might be high-quality beach players.
2. Create a framework for event sanctions which will assist event promoters with insurance, pre-event promotion and post-event reporting. This must be disseminated as widely as possible.
3. Create and implement a standards and training program for U.S. delegation/team leaders for international events.
4. Create a plan to expand the USAV's "owned audience" to allow better marketing opportunities. This is an area which can be closely related to membership efforts, and could be explored in concert with other U.S. national governing bodies.

E. Ongoing

1. Liaison with, and encouragement of, universities considering the addition of sand volleyball, and with the Association of Volleyball Coaches of America (AVCA).
2. Continue to hold (and expand) the "Beach Tryout" camps, especially at facilities which

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add sand courts (such as universities).

3. Communicate support for the Beach Volleyball Database Web site to the site owner and obtain an agreement for back-up copies of the site data (to ensure against losing the site in case of disaster).
4. Explore opportunities for beach programming, possibly in league with other U.S. national governing bodies, on cable and broadcast TV. Continue urging the U.S. Olympic Committee to establish a U.S. "Olympic Channel."
5. Search for a qualified and creative licensing and merchandising organization which can offer a compelling sales program to beach volleyball players and fans.

F. For later study

1. The beach "general manger" must study the possibilities for a USAV "national beach championship" at the elite level, to go along with the youth championships. This may include discussions with potential contracted promoters, such as the AVP or NVL.

This suggested activity timetable is designed to be aggressive, as the opening of the 2014 FIVB World Tour season is slated for April 22.

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XI. ANNEXES

LIST OF ANNEXES:

- Annex 1: List of interviewees
- Annex 2: Age-band study of medalists in the FIVB World Tour, Olympic Games and FIVB World Championships, 2009-13
- Annex 3: Age-band study of top-50 FIVB ranked players, 2009-13
- Annex 4: 2013 NORCECA Nomination Playoff System
- Annex 5: USA Volleyball Staff Organization Chart (as of September 2013)
- Annex 6: National Federation of State High School Associations participation data regarding volleyball for 2012-13
- Annex 7: USA Track & Field event sanction forms, elite sanction addendum, frequently-asked questions and insurance coverage details
- Annex 8: News release: "FIVB unveils record prize money and tournaments in bumper 2014 beach volleyball season" (issued December 16, 2013)
- Annex 9: Abbreviations

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ANNEX 1:
LIST OF INTERVIEWEES

- (1) 9/19: Bill Barnum, USAV Board
- (2) 9/24: Wes Barnett, USOC
- (3) 9/24: Doug Beal, USAV Chief Executive Officer
- (4) 9/24: Kerry Klostermann, USAV Secretary General
- (5) 9/24: Chris Vadala, USAV Chief Operating Officer
- (6) 9/30: Bobby Clarke, USAV Beach Office
- (7) 9/30: Ali Lamberson Wood, USAV Beach Office
- (8) 9/30: Sean Scott, USAV Beach Office
- (9) 9/30: Patricia Daughtery, USAV Beach Office
- (10) 10/02: Kerri Walsh Jennings, USAV Board
- (11) 10/03: John Ruger, USOC (via Skype)
- (12) 10/03: Todd Rogers, USAV Board
- (13) 10/09: Scott VanderWerp, regional promoter
- (14) 10/09: Lori Okimura, USAV Board
- (15) 10/11: Liz Masakayan, coach
- (16) 10/14: Al Lau, AVP consultant
- (17) 10/17: Brady Compton, ex-USAV Beach Office
- (18) 10/17: Rick Adams, USOC Chief of Sport Operations
(via Skype)
- (19) 11/01: Adam Rymer, USAV Board chair
- (20) 11/13: April Ross, current player

Requests for interview were also made to former player Misty May-Treanor, without success.

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ANNEX 2:
AGE-BAND STUDY OF MEDALISTS IN THE
FIVB WORLD TOUR, OLYMPIC GAMES AND
FIVB WORLD CHAMPIONSHIPS 2009-13

Data for these charts comes from www.bvbinfo.com.

(1) FIVB Grand Slam results: MEN

Year	Grd Slams	1st place	2nd place	3rd place
2013	10	BRA: 5 LAT: 2 USA: 3	BRA: 3 ESP: 1 LAT: 2 NED: 1 RUS: 1 USA: 2	BRA: 3 ESP: 1 ITA: 3 LAT: 1 POL: 1 USA: 1
2012	8	BRA: 2 LAT: 1 NED: 2 USA: 3	AUT: 1 BRA: 3 ITA: 1 NED: 1 USA: 2	BRA: 3 ITA: 1 POL: 1 SUI: 1 USA: 2
2011	6	BRA: 5 USA: 1	GER: 2 POL: 2 SUI: 1 USA: 1	BRA: 1 GER: 2 SUI: 1 USA: 3
2010	6	CHN: 1 GER: 1 USA: 4	BRA: 1 GER: 2 NOR: 1 USA: 2	BRA: 3 ESP: 1 GER: 1 USA: 1
2009	4	GER: 2 USA: 2	BRA: 3 ESP: 1	ESP: 1 GER: 1 NED: 1 SUI: 1
Medal-winning players by country by age				
2013	BRA ESP ITA LAT NED	Cerutti (27), Felipe (22), Filho (22), Goncalves (23), Rego (40), Salgado (27), Santos (38), Schmitt (27) Gavira (26), Herrera (31) Lupo (22), Nicolai (28) Samoilovs (28), Smedins (26) Brouwer (24), Meeuwsen (25)		

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<i>Year</i>	<i>Grd Slams</i>	<i>1st place</i>	<i>2nd place</i>	<i>3rd place</i>
	POL RUS USA	Fijalek (26), Prudel (27) Krasilnikov (22), Semenov (24) Dalhausser (33), Gibb (37), Jennings (38), Patterson (33), Rosenthal (33)		
2012	AUT BRA ITA LAT NED POL SUI USA	Doppler (32), Horst (29) Araujo (39), Cerrutti (26), Cunha (29), Rego (39), Salgado (26), Santos (37) Lupo (21), Nicolai (27) Plavins (27), Smedins (25) Nummerdor (36), Schuil (39) Fijalek (25), Prudel (26) Chevalier (25), Heyer (40) Dalhausser (32), Gibb (36), Rogers (39), Rosenthal (32)		
2011	BRA GER POL SUI USA	Araujo (38), Cerutti (25), Rego (38), Santos (36) Brink (29), Reckermann (32) Fijalek (24), Prudel (25) Bellaguarda (35), Heuscher (34) Dalhausser (31), Rogers (38)		
2010	BRA CHN ESP GER NOR USA	Araujo (37), Cerutti (24), Rego (37), Santos (35) Wu (28), Xu (24) Gavira (24), Herrera (28) Brink (28), Klemperer (30), Koreng (29), Reckermann (31) Skarlund (32), Spinnangr (23) Dalhausser (30), Fuerbringer (36), Lucena (31), Rogers (37)		
2009	BRA ESP GER NED SUI USA	Cerutti (24), Marques (35), Rego (36), Santos (34) Gavira (23), Herrera (27) Brink (27), Reckermann (30) Nummedor (33), Schuil (36) Bellaguarda (33), Laciga (34) Dalhausser (29), Rogers (36)		

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(2) FIVB Open results: MEN

Year	Opens	1st place	2nd place	3rd place
2013	3	LAT: 1 RUS: 1 USA: 1	GER: 1 ITA: 1 LAT: 1	AUT: 1 BRA: 1 RUS: 1
2012	3	BRA: 2 USA: 1	BRA: 2 USA: 1	BRA: 1 ESP: 1 USA: 1
2011	7	BRA: 3 NED: 1 USA: 3	BRA: 1 GER: 1 NED: 1 USA: 4	BRA: 2 CHN: 1 GER: 1 RUS: 1 SUI: 1 USA: 1
2010	8	BRA: 1 CHN: 1 USA: 6	BRA: 5 ESP: 1 GER: 1 LAT: 1	BRA: 3 CHN: 1 GER: 2 POL: 1 USA: 1
2009	9	BRA: 4 GER: 1 NED: 3 RUS: 1	BRA: 3 CHN: 1 ESP: 1 GER: 2 LAT: 1 USA: 1	BRA: 4 ESP: 2 GER: 2 USA: 1
Medal-winning players by country by age:				
2013	AUT BRA GER ITA LAT RUS USA	Huber (28), Seidl (23) Salgado (27), Schmidt (27) Fluggen (23), Walkenhorst (25) Lupo (22), Nicolai (28) Plavins (28), Samoilovs (28), Smedins (26), Solovejs (22) Koshkarev (28), Semenov (24) Dalhausser (33), Rosenthal (33)		
2012	BRA ESP USA	Araujo (39), Cerutti (26), Cunha (29), Rego (39), Salgado (26), Santos (37) Gavira (25), Herrera (30) Dalhausser (32), Fuerbringer (38), Lucena (33), Rogers (39)		

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<i>Year</i>	<i>Opens</i>	<i>1st place</i>	<i>2nd place</i>	<i>3rd place</i>
2011	BRA CHN GER NED RUS SUI USA	Araujo (38), Cerutti (25), Cunha (28), Ferramenta (25), Insfran (39), Rego (38), Salgado (25), Santos (36) Wu (29), Xu (25) Brink (29), Reckermann (32) Nummedor (35), Schuil (38) Koshkarev (26), Semenov (22) Chevalier (24), Heyer (39) Dalhausser (31), Fuerbringer (37), Gibb (35), Lucena (32), Rogers (38), Rosenthal (31)		
2010	BRA CHN ESP GER LAT POL USA	Cerutti (24), Insfran (38), Marques (36), Rego (37), Salgado (24), Schmidt (24) Wu (28), Xu (24) Gavira (24), Herrera (28) Brink (28), Reckermann (31) Plavins (25), Smedins (33) Fijalek (23), Prudel (24) Dalhausser (30), Fuerbringer (36), Jennings (35), Lucena (31), Rogers (37), Wong (38)		
2009	BRA CHN ESP GER LAT NED RUS USA	Araujo (36), Cerutti (23), Cunha (26), Insfran (37), Magalhaes (30), Marques (35), Rego (36), Salgado (23), Santos (34) Wu (27), Xu (23) Gavira (23), Herrera (27) Brink (27), Reckermann (30) Samoilovs (24), Sorokins (27) Nummerdor (33), Schuil (36) Barsouk (29), Kolodinsky (26) Fuerbringer (36), Gibb (34), Jennings (34), Rosenthal (29)		

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(3) World Championship and Olympic medal results: MEN

<i>Year</i>	<i>WCh/OG</i>	<i>1st place</i>	<i>2nd place</i>	<i>3rd place</i>
2013	1	HOL	BRA	GER
2012	1	GER	BRA	LAT
2011	1	BRA	BRA	GER
2010	not held			
2009	1	GER	BRA	USA
<i>Medal-winning players by country by age:</i>				
2013	BRA GER NED	Filho (22), Santos (38) Erdmann (25), Matysik (33) Brouwer (24), Meeuwssen (25)		
2012	BRA GER LAT	Cerutti (26), Rego (39) Brink (30), Reckermann (33) Plavins (27), Smedins (35)		
2011	BRA GER	Araujo (38), Cerutti (25), Rego (38), Santos (36) Brink (29), Reckermann (32)		
2009	BRA GER USA	Cerutti (23), Marques (35) Brink (27), Reckermann (30) Dalhausser (29), Rogers (36)		

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(4) FIVB Grand Slam results: WOMEN

Year	Grd Slams	1st place	2nd place	3rd place
2013	10	BRA: 6 CHN: 1 NED: 1 USA: 2	AUT: 1 BRA: 5 GER: 3 USA: 1	BRA: 5 ESP: 1 GER: 3 USA: 1
2012	8	BRA: 3 CHN: 2 RUS: 1 SUI: 1 USA: 1	BRA: 1 CHN: 1 GER: 1 ITA: 2 NED: 2 USA: 1	BRA: 3 GER: 1 ITA: 1 NED: 1 SUI: 1 USA: 1
2011	6	BRA: 2 USA: 4	BRA: 1 CHN: 2 GER: 2 USA: 1	BRA: 2 CHN: 1 ITA: 1 NED: 1 USA: 1
2010	6	BRA: 4 CHN: 1 USA: 1	BRA: 2 CHN: 1 GER: 2 USA: 1	BRA: 3 CHN: 1 GER: 1 USA: 1
2009	4	BRA: 3 USA: 1	BRA: 2 GRE: 1 USA: 1	GER: 2 USA: 2
Medal-winning players by country by age				
2013	AUT BRA CHN ESP GER NED USA	D. Schwaiger (28), S. Schwaiger (27) Antonelli (29), Bednarczuk (30), Lima (29), Maestrini (26), Rocha (31), C. Salgado (26), S. Salgado (30), Seixas (26) Xue (24), Zhang (28) Baquerizo (26), Fernandez (26) Holtwick (29), Ludwig (27), Semmler (28), Walkenhorst (22) Meppelink (23), van Gestel (22) Fopma (32), Kessy (36), Ross (31), Sweat (27), Walsh Jennings (35)		

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<i>Year</i>	<i>Grd Slams</i>	<i>1st place</i>	<i>2nd place</i>	<i>3rd place</i>
2012	BRA CHN GER ITA NED RUS SUI USA	Antonelli (28), Felisberta (29), Franca (30), Rocha (30) Xue (23), Zhang (27) Goller (28), Holtwick (28), Ludwig (26), Semmler (27) Cicolari (30), Menegatti (22) Keizer (27), Meppelink (22), van Gestel (21), Van Iersel (24) Khomayakova (25), Ukolova (23) Kuhn (32), Zumkehr (27) Kessy (35), May-Treanor (35), Ross (30), Walsh Jennings (34)		
2011	BRA CHN GER ITA NED USA	Antonelli (27), Felisberta (28), Franca (29), Rocha (29) Xue (22), Zhang (26) Goller (27), Holtwick (27), Ludwig (25), Semmler (26) Cicolari (29), Menegatti (21) Keizer (26), Van Iersel (23) Kessy (34), May-Treanor (34), Ross (29), Walsh Jennings (33)		
2010	BRA CHN GER USA	Antonelli (26), Cunha (30), Felisberta (27), Franca (28), Lima (26), Rocha (28) Xue (21), Zhang (25) Goller (26), Ludwig (24) Branagh (31), Kessy (33), May-Treanor (33), Ross (28)		
2009	BRA GER GRE USA	Antonelli (25), Felisberta (26), Franca (27), Leao (32), Ribeiro (27), Rocha (27) Goller (25), Ludwig (23) Arvaniti (24), Tsiartsiani (29) Branagh (30), Kessy (32), Ross (27), Youngs (39)		

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(5) FIVB Open results: WOMEN

Year	Opens	1st place	2nd place	3rd place
2013	4	CHN: 3 RUS: 1	ESP: 1 GER: 2 USA: 1	BRA: 1 GER: 1 RUS: 1 USA: 1
2012	4	BRA: 1 CHN: 1 GER: 1 USA: 1	BRA: 2 ESP: 1 RUS: 1	BRA: 1 CHN: 1 ITA: 1 RUS: 1
2011	8	BRA: 4 CHN: 2 NED: 2	BRA: 1 CHN: 1 ITA: 1 USA: 5	AUT: 1 BRA: 4 ITA: 1 USA: 2
2010	9	BRA: 5 CHN: 2 USA: 2	AUT: 1 BRA: 2 CHN: 2 GER: 2 ITA: 1 USA: 1	AUT: 1 BRA: 5 USA: 3
2009	11	BRA: 9 SUI: 1 USA: 1	AUS: 1 AUT: 1 BRA: 3 CHN: 1 USA: 5	BRA: 6 GER: 1 NED: 1 RUS: 1 USA: 2
Medal-winning players by country by age				
2013	BRA CHN ESP GER RUS USA	C. Salgado (26), S. Salgado (30) Xia (16), Xue (24), Zhang (28) Bacquerizo (26), Fernandez (26) Holtwick (29), Laboureur (23), Mersmann (23), Schneider (22), Semmler (28), Sude (26) Khomyakova (26), Popova (25), Prokopeva (27), Ukolova (24) Day (26), Kessy (36), Pavliik (30), Ross (31)		

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<i>Year</i>	<i>Opens</i>	<i>1st place</i>	<i>2nd place</i>	<i>3rd place</i>
2012	BRA CHN ESP GER ITA RUS USA	Antonelli (28), Bednarczuk (29), Felisberta (29), Franca (30), Rocha (30), Seixas (25) Xue (23), Zhang (27) Baquerizo (25), Fernandez (25) Holtwick (28), Semmler (27) Cicolari (30), Menegatti (22) Khomyakova (25), Ukolova (23) Kessy (35), Ross (30)		
2011	AUT BRA CHN ITA NED USA	D. Schwaiger (26), S. Schwaiger (25) Antonelli (27), Cunha (31), Felisberta (28), Franca (29), Lima (27), Rocha (29), C. Salgado (24), M. Salgado (28) Xue (22), Zhang (26) Cicolari (29), Menegatti (21) Keizer (26), Van Iersel (23) Kessy (34), May-Treanor (34), Ross (29), Walsh Jennings (33)		
2010	AUT BRA CHN GER ITA USA	Hansel (27), Montagnolli (31), D. Schwaiger (25), S. Schwaiger (24) Antonelli (26), Felisberta (27), Franca (28), Rocha (28), C. Salgado (23), M. Salgado (27) Xue (21), Zhang (25) Goller (26), Ludwig (24) Menegatti (20), Rosso (29) Akers (34), Branagh (31), Kessy (33), Ross (28), Turner (34), Walsh Jennings (32)		
2009	AUS AUT BRA CHN GER NED RUS SUI USA	Bawden (28), Palmer (21) D. Schwaiger (24), S. Schwaiger (23) Antonelli (25), Cunha (29), Felisberta (26), Franca (27), Leao (32), Ribeiro (27), Rocha (27), C. Salgado (23), M. Salgado (26), Viera (28) Wang (25), Zuo (27) Goller (25), Ludwig (23) Keizer (24), Van Iersel (21) Prokopeva (23), Ukolova (20) Kuhn (29), Zumkehr (24) Akers (33), Kessy (32), Ross (27), Turner (33)		

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(6) World Championship and Olympic medal results: WOMEN

Year	WCh/OG	1st place	2nd place	3rd place
2013	1	CHN	GER	BRA
2012	1	USA	USA	BRA
2011	1	BRA	USA	CHN
2010	not held			
2009	1	USA	BRA	BRA
Medal-winning players by country by age				
2013	BRA CHN GER	Maestrini (26), Seixas (26) Xue (24), Zhang (28) Borger (24), Buthe (25)		
2012	BRA USA	Felisberta (29), Franca (30) Kessy (35), May-Treanor (35), Ross (30), Walsh Jennings (34)		
2011	BRA CHN USA	Felisberta (28), Franca (29) Xue (22), Zhang (26) May-Treanor (34), Walsh Jennings (33)		
2009	BRA USA	Antonelli (25), Felisberta (26), Franca (27), Rocha (27) Kessy (32), Ross (27)		

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ANNEX 3:
AGE-BAND STUDY OF TOP-50 FIVB RANKED PLAYERS
2009-13

Data for these charts obtained from www.bvbinfo.com.

(1) MEN's Top-50 2009:

FIVB M 2009	Group	No. of Players	Aged 20-24	Aged 25-29	Aged 30-34	Aged 35-39	Aged 40+
1-10	U.S.	0	0	0	0	0	0
11-20	U.S.	2	0	1	0	1	0
21-30	U.S.	0	0	0	0	0	0
31-40	U.S.	2	0	0	1	1	0
41-50	U.S.	2	0	1	1	0	0
1-10	World	10	3	2	3	2	0
11-20	World	8	0	5	1	2	0
21-30	World	10	0	4	4	2	0
31-40	World	8	2	4	2	0	0
41-50	World	8	3	4	1	0	0
<i>Totals:</i>	U.S.	6	0	2	2	2	0
<i>Totals:</i>	World	44	8	19	11	6	0

(2) MEN's Top-50 2010:

FIVB M 2010	Group	No. of Players	Aged 20-24	Aged 25-29	Aged 30-34	Aged 35-39	Aged 40+
1-10	U.S.	2	0	0	1	1	0
11-20	U.S.	0	0	0	0	0	0
21-30	U.S.	5	0	0	3	2	0
31-40	U.S.	1	0	1	0	0	0

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FIVB M 2010	Group	No. of Players	Aged 20-24	Aged 25-29	Aged 30-34	Aged 35-39	Aged 40+
42-50	U.S.	0	0	0	0	0	0
1-10	World	8	4	2	0	2	0
11-20	World	10	3	2	2	3	0
21-30	World	6	1	3	2	0	0
31-40	World	9	1	3	3	2	0
42-50	World	9	0	6	1	2	0
<i>Totals:</i>	U.S.	8	0	1	4	3	0
<i>Totals:</i>	World	42	9	16	8	9	0

(3) MEN's Top-50 2011:

FIVB M 2011	Group	No. of Players	Aged 20-24	Aged 25-29	Aged 30-34	Aged 35-39	Aged 40+
1-10	U.S.	2	0	0	1	1	0
11-20	U.S.	4	0	0	2	2	0
22-30	U.S.	0	0	0	0	0	0
31-40	U.S.	0	0	0	0	0	0
42-50	U.S.	0	0	0	0	0	0
1-10	World	8	1	3	1	3	0
11-20	World	7	0	2	1	4	0
22-30	World	9	3	3	1	2	0
31-40	World	11	4	3	3	1	0
42-50	World	10	2	4	2	2	0
<i>Totals:</i>	U.S.	6	0	0	3	3	0
<i>Totals:</i>	World	45	10	15	8	12	0

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(4) MEN's Top-50 2012:

FIVB M 2012	Group	No. of Players	Aged 20-24	Aged 25-29	Aged 30-34	Aged 35-39	Aged 40+
1-10	U.S.	4	0	0	2	2	0
13-20	U.S.	2	0	0	1	1	0
21-30	U.S.	0	0	0	0	0	0
31-40	U.S.	0	0	0	0	0	0
42-50	U.S.	0	0	0	0	0	0
1-10	World	8	0	3	0	5	0
13-20	World	6	1	3	2	0	0
21-30	World	10	2	6	1	0	1
31-40	World	11	0	5	5	0	1
42-50	World	10	4	1	3	2	0
<i>Totals:</i>	U.S.	6	0	0	3	3	0
<i>Totals:</i>	World	45	7	18	11	7	2

(5) MEN's Top-50 2013:

FIVB M 2013	Group	No. of Players	Aged 20-24	Aged 25-29	Aged 30-34	Aged 35-39	Aged 40+
1-10	U.S.	2	0	0	1	1	0
11-20	U.S.	2	0	0	1	1	0
21-30	U.S.	0	0	0	0	0	0
31-40	U.S.	0	0	0	0	0	0
41-50	U.S.	1	0	1	0	0	0
1-10	World	9	2	4	1	1	1
12-20	World	8	4	4	0	0	0
22-30	World	9	2	5	2	0	0

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FIVB M 2013	Group	No. of Players	Aged 20-24	Aged 25-29	Aged 30-34	Aged 35-39	Aged 40+
31-40	World	10	2	4	3	1	0
41-50	World	9	5	3	1	0	0
<i>Totals:</i>	U.S.	5	0	1	2	2	0
<i>Totals:</i>	World	45	15	20	7	2	1

(6) WOMEN's Top-50 2009:

FIVB W 2009	Group	No. of Players	Aged 20-24	Aged 25-29	Aged 30-34	Aged 35-39	Aged 40+
1-10	U.S.	4	0	1	3	0	0
11-20	U.S.	0	0	0	0	0	0
21-30	U.S.	2	0	0	1	1	0
31-40	U.S.	0	0	0	0	0	0
41-50	U.S.	0	0	0	0	0	0
1-10	World	6	1	5	0	0	0
11-20	World	10	6	2	0	2	0
21-30	World	8	2	4	2	0	0
31-40	World	10	0	4	6	0	0
41-50	World	10	4	4	2	0	0
<i>Totals:</i>	U.S.	6	0	1	4	1	0
<i>Totals:</i>	World	44	13	19	10	2	0

(7) WOMEN's Top-50 2010:

FIVB W 2010	Group	No. of Players	Aged 20-24	Aged 25-29	Aged 30-34	Aged 35-39	Aged 40+
1-10	U.S.	2	0	1	1	0	0
11-20	U.S.	3	0	0	3	0	0

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FIVB W 2010	Group	No. of Players	Aged 20-24	Aged 25-29	Aged 30-34	Aged 35-39	Aged 40+
24-30	U.S.	1	0	0	1	0	0
31-40	U.S.	0	0	0	0	0	0
41-50	U.S.	0	0	0	0	0	0
1-10	World	8	2	6	0	0	0
11-20	World	10	3	5	2	0	0
24-30	World	6	2	3	1	0	0
31-40	World	10	1	5	3	1	0
41-50	World	11	6	3	2	0	0
<i>Totals:</i>	U.S.	6	0	1	5	0	0
<i>Totals:</i>	World	45	14	22	8	1	90

(8) WOMEN'S Top-50 2011:

FIVB W 2011	Group	No. of Players	Aged 20-24	Aged 25-29	Aged 30-34	Aged 35-39	Aged 40+
1-10	U.S.	4	0	1	3	0	0
11-20	U.S.	2	0	1	1	0	0
21-30	U.S.	1	0	0	1	0	0
32-40	U.S.	1	0	0	0	1	0
41-50	U.S.	0	0	0	0	0	0
1-10	World	6	1	5	0	0	0
11-20	World	8	3	5	0	0	0
21-30	World	10	4	4	2	0	0
32-40	World	8	2	4	2	0	0
41-50	World	11	4	3	4	0	0
<i>Totals:</i>	U.S.	8	0	2	5	1	0

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FIVB W 2011	Group	No. of Players	Aged 20-24	Aged 25-29	Aged 30-34	Aged 35-39	Aged 40+
<i>Totals:</i>	World	43	14	21	8	0	0

(9) WOMEN's Top-50 2012:

FIVB W 2012	Group	No. of Players	Aged 20-24	Aged 25-29	Aged 30-34	Aged 35-39	Aged 40+
1-10	U.S.	2	0	0	1	1	0
11-20	U.S.	1	0	0	1	0	0
22-30	U.S.	1	0	0	0	1	0
32-40	U.S.	0	0	0	0	0	0
42-50	U.S.	1	0	0	1	0	0
1-10	World	8	2	3	3	0	0
11-20	World	10	3	6	1	0	0
22-30	World	9	4	5	0	0	0
32-40	World	10	3	3	3	1	0
42-50	World	9	2	3	4	0	0
<i>Totals:</i>	U.S.	5	0	0	3	2	0
<i>Totals:</i>	World	46	14	20	11	1	0

(10) WOMEN's Top-50 2013:

FIVB W 2013	Group	No. of Players	Aged 20-24	Aged 25-29	Aged 30-34	Aged 35-39	Aged 40+
1-10	U.S.	1	0	0	1	0	0
12-20	U.S.	1	0	0	0	1	0
21-30	U.S.	5	1	2	1	1	0
31-40	U.S.	2	0	0	2	0	0
41-50	U.S.	0	0	0	0	0	0

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<i>FIVB W 2013</i>	<i>Group</i>	<i>No. of Players</i>	<i>Aged 20-24</i>	<i>Aged 25-29</i>	<i>Aged 30-34</i>	<i>Aged 35-39</i>	<i>Aged 40+</i>
1-10	World	9	2	6	1	0	0
12-20	World	9	3	4	2	0	0
21-30	World	5	0	5	0	0	0
31-40	World	8	1	6	1	0	0
41-50	World	11	6	3	2	0	0
<i>Totals:</i>	U.S.	9	1	2	4	2	0
<i>Totals:</i>	World	42	12	24	6	0	0

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ANNEX 4:
2013 NORCECA Nomination Playoff System

This document, outlining a playoff format to select the U.S. teams to participate in the NORCECA Tour events in September and October 2013, follows.

It was developed and issued by the USAV Beach Office.

2013 NORCECA Nomination Playoff System

Minimum Requirements for teams to enter the Playoff:

1. Must agree to and meet the following requirements to represent USA Volleyball internationally:
 - a. Be a currently registered member of USA Volleyball (that includes a Code of Conduct).
 - b. Sign the USA Volleyball Beach Athlete Agreement (that shall not be in conflict with the USOC's Athlete Rights and Commercial Terms) and which has been reviewed and approved by the USOC.
2. Must meet one of the following criteria:
 - a. Be ranked in the top 75 according to the USA Beach National Ranking system at the registration deadline for NORCECA Playoff.
 - b. Or be an active training member of the Elite Development Program.

Playoff Dates and assigned NORCECA events*:

1. August 4, 2013
 - a. Mazatlan, Mexico
 - b. Puerto Rico
2. September 4, 2013
 - a. San Diego, CA
 - b. St. Lucia

*The top USAV finishing team from the NORCECA event in San Diego, CA will get the #1 nomination for the NORCECA events in Costa Rica and Trinidad & Tobago. Should USAV be given a second spot the 2nd highest finishing USAV team will get that nomination. If either team declines the nomination then USAV will offer the spot to the next highest finishing USAV team until all spots are filled. If two or more USAV teams finish in the same spot then the nomination will go to the team with the highest USA Beach Ranking, which is the sum of the individual partners points. If the teams are still tied then the nomination will go to the team with the highest NORCECA finish in the last 365 days. Any remaining ties will be decided by a coin flip.

Playoff Location:

1. Annenberg Community Beach House, 415 Pacific Coast Hwy, Santa Monica, CA 90042

Playoff Format:

1. Eight (8) Team Draw. Top six (6) teams plus two (2) wild cards. Any unused wild cards will be allotted to the next highest ranked team. Teams will be ranked according to the sum of the individual USA Beach Ranking points of both partners.
2. If enough teams do not sign up to fill the Draw, USA Volleyball reserves the right to enter teams at its discretion to complete an 8 team Draw.

3. Single elimination with playoff for 3rd place.
4. The top three USAV Beach teams ranked 22 or higher as a team according to the current FIVB ranking system at the sign-up date for the NORCECA Playoff will **NOT** be eligible to participate.

NORCECA Nominations and Procedures

1. 1st place team gets to go to assigned NORCECA tournaments as #1 team.
2. If spots are available, 2nd place teams gets to go to assigned NORCECA tournaments as #2 team.
3. Players must compete in the NORCECA events they qualified for with the same partner with which they participated with in the corresponding NORCECA Playoff. **No partner substitutions will be allowed.**
4. If a team pulls out of the assigned NORCECA event for whatever reason, the next highest finishing team in the corresponding NORCECA Playoff will be offered their spot. This will continue on a “trickle down” basis until a team accepts the nomination and all spots are filled.
5. Teams that qualify for a NORCECA event through the Playoff will not be given a nomination to another NORCECA event should the NORCECA event they qualified for be cancelled.

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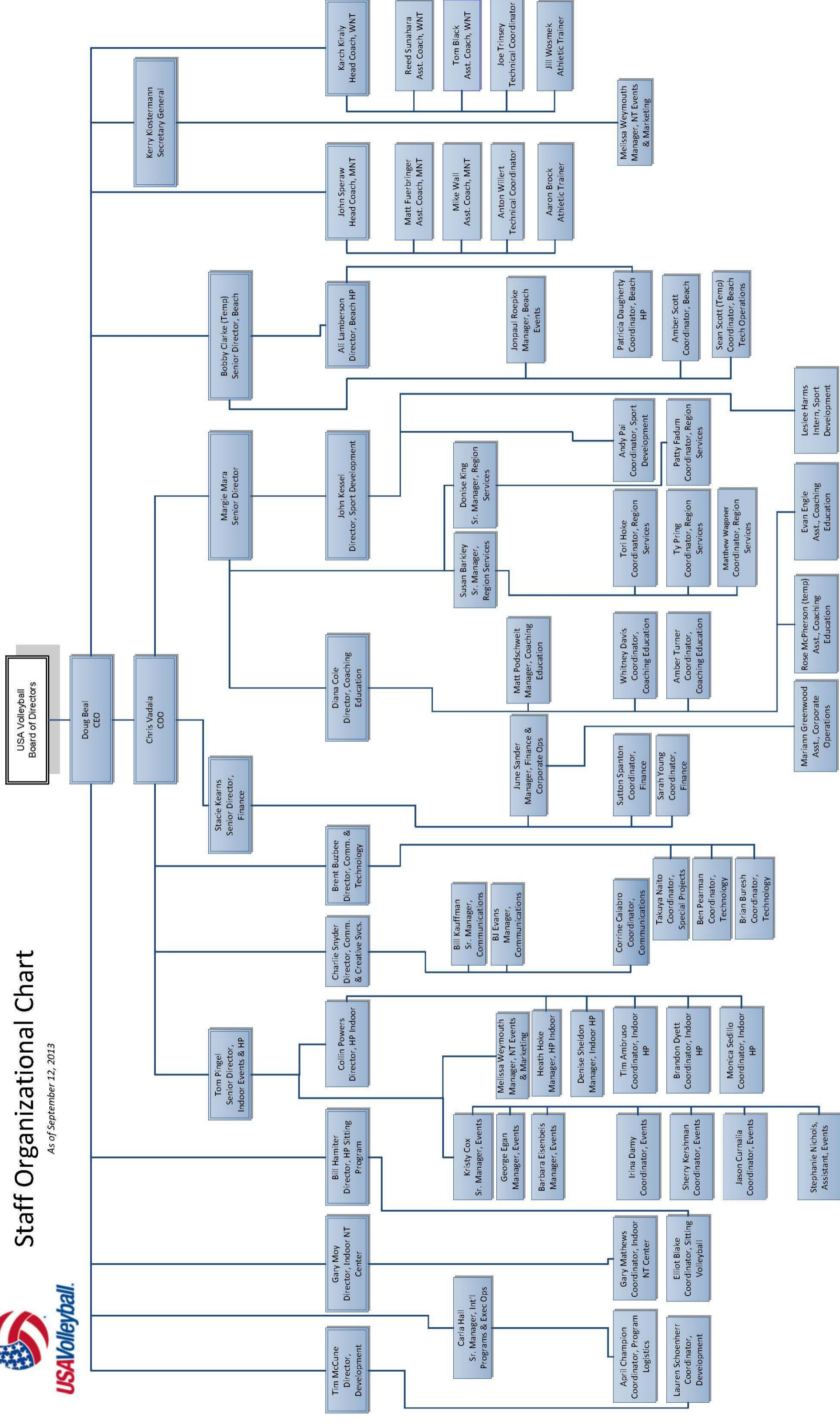
ANNEX 5:
USA Volleyball Staff Organization Chart
(as of September 2013)

The following document was prepared by USA Volleyball and dated September 12, 2013.



Staff Organizational Chart

As of September 12, 2013



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ANNEX 6:

National Federation of State High School Associations
participation data regarding volleyball for 2012-13

This is an excerpt of the data set posted by the NFHS on its
Web site and available at: www.nfhs.org/content.aspx?id=3282

2012-13 HIGH SCHOOL ATHLETICS PARTICIPATION SURVEY

Conducted By

THE NATIONAL FEDERATION OF STATE HIGH SCHOOL ASSOCIATIONS

Based on Competition at the High School Level in the 2012-13 School Year

Sport (Number of states reporting for boys/girls)	BOYS		GIRLS		COMBINED Number of Participants
	Number of Schools	Number of Participants	Number of Schools	Number of Participants	
ADAPTED SPORTS (7/5)					
Basketball	29	225	26	167	392
Bocce – Indoor	72	482	71	454	936
Bocce – Outdoor	53	380	51	433	813
Bowling	118	830	118	708	1,538
Cycling	5	19	5	11	30
Flag Football	2	24	2	24	48
Floor Hockey	53	263	53	168	431
Golf	8	22	8	12	34
Handball	12	105	12	71	176
Soccer	100	701	99	478	1,179
Softball	130	767	128	627	1,394
Strength Training	15	137	12	62	199
Tennis	59	400	56	401	801
Track	59	423	57	353	776
AIR RIFLERY (1/1)	50	617	46	408	1,025
ARCHERY (4/4)	91	1,478	92	1,169	2,647
BADMINTON (4/7)	210	4,259	448	11,811	16,070
BASEBALL (48/26)	15,632	474,791	227	1,259	476,050
BASKETBALL (51/51)	17,856	538,676	17,493	433,120	971,796
BOWLING (23/24)	2,511	28,359	2,494	25,450	53,809
CANOE PADDLING, OUTRIGGER (1/1)	59	1,199	60	1,139	2,338
COMPETITIVE SPIRIT SQUADS (24/32)	723	3,011	4,847	116,508	119,519
CREW (7/7)	107	2,559	165	4,628	7,187
CROSS COUNTRY (51/51)	14,148	249,200	13,918	214,369	463,569
DANCE/DRILL (3/7)	49	364	1,284	24,963	25,327
DECATHLON (6/4)	55	282	21	156	438
DRILL TEAM (1/2)	63	704	285	4,629	5,333
EQUESTRIAN (3/4)	65	178	219	1,404	1,582
FENCING (7/7)	100	1,984	106	1,749	3,733
FIELD HOCKEY (5/19)	7	288	1,820	61,883	62,171
FLAG FOOTBALL (4/6)	24	497	246	7,019	7,516
FOOTBALL – 11-Player (51/32)	14,048	1,086,627	460	1,531	1,088,158
6-player (6/0)	242	4,422	21	0	4,422
8-player (19/12)	783	19,251	30	127	19,378
9-player (4/1)	246	4,908	2	2	4,910
GOLF (50/49)	13,415	152,584	9,568	71,054	223,638
GYMNASTICS (9/27)	111	2,237	1,516	19,563	21,800
ICE HOCKEY (17/16)	1,601	35,198	608	9,447	44,645
JUDO (1/1)	49	738	46	402	1,140
KAYAKING (1/1)	12	92	8	115	207
LACROSSE (23/25)	2,436	101,687	2,212	77,258	178,945
MIXED 6-COED VOLLEYBALL (1/1)	75	272	75	565	837
MOUNTAIN BIKING (2/1)	28	272	19	79	351
RIFLERY (9/9)	216	1,938	185	1,087	3,025
RODEO (4/4)	44	76	56	216	292
RUGBY (1/1)	30	1,139	10	161	1,300

Sport (Number of states reporting for boys/girls)	BOYS		GIRLS		COMBINED Number of Participants
	Number of Schools	Number of Participants	Number of Schools	Number of Participants	
SAILING (2/2)	19	158	20	131	289
SKIING – ALPINE (13/13)	555	5,631	550	4,489	10,120
SKIING – CROSS COUNTRY (12/12)	330	4,346	332	4,724	9,070
SNOWBOARDING (5/4)	55	727	46	304	1,031
SOCCER (50/50)	11,626	410,982	11,351	371,532	782,514
SOFT TENNIS (2/2)	13	201	14	305	506
SOFTBALL – FAST PITCH (3/49)	77	1,456	15,067	362,488	363,944
SOFTBALL – SLOW PITCH (2/5)	6	30	388	10,864	10,894
SURFING (1/2)	54	1,037	49	353	1,390
SWIMMING AND DIVING (47/47)	7,001	138,177	7,249	163,992	302,169
SYNCHRONIZED SWIMMING (1/3)	4	60	31	580	640
TEAM TENNIS (8/8)	1,867	33,000	1,876	32,913	65,913
TENNIS (48/48)	9,730	157,247	10,005	181,116	338,363
TRACK AND FIELD – INDOOR (20/20)	2,697	72,491	2,665	63,298	135,789
TRACK AND FIELD – OUTDOOR (51/51)	16,001	580,672	15,962	472,939	1,053,611
VOLLEYBALL (21/51)	2,257	50,353	15,565	420,208	470,561
WATER POLO (8/7)	789	21,943	775	18,674	40,617
WEIGHTLIFTING (10/9)	731	17,515	480	7,790	25,305
WRESTLING (50/34)	10,488	270,163	1,602	8,727	278,890

BOYS PARTICIPATION

State	Baseball		Basketball		Bowling		Competitive Spirit Squads	
	Schools	Particip.	Schools	Particip.	Schools	Particip.	Schools	Particip.
Alabama	393	8,913	409	11,720				
Alaska	33	704	143	2,140	8	66	19	32
Arizona	235	8,257	247	8,247			70	366
Arkansas	197	4,491	216	4,157	64	703	33	114
California	1,248	43,253	1,375	43,766	14	235	84	250
Colorado	269	8,314	330	8,920				142
Connecticut	175	6,102	178	5,392				163
Delaware	48	1,479	50	1,411				7
District of Columbia	13	227	15	356				
Florida	613	15,027	666	14,869	170	1,257		232
Georgia	417	12,588	432	12,167			32	115
Hawaii	53	1,751	63	1,784	52	887	11	70
Idaho	91	2,314	147	3,672			37	110
Illinois	659	22,884	739	24,351	169	2,450		
Indiana	383	10,829	401	11,183				
Iowa	351	10,847	368	11,269	92	1,576		
Kansas	229	6,143	350	9,059	70	935		
Kentucky	261	7,278	272	6,874	78	891		179
Louisiana	342	8,344	374	7,939	68	508		
Maine	131	3,343	142	3,781	6	44	21	25
Maryland	195	6,050	194	5,837	7	34		
Massachusetts	352	12,933	359	12,590				
Michigan	639	18,092	738	22,186	343	3,693		
Minnesota	431	13,164	469	13,503				
Mississippi	257	7,358	264	8,590	45	458	104	36
Missouri	591	14,906	570	14,322				
Montana			176	3,527				
Nebraska	72	2,279	303	7,305				
Nevada	90	2,472	103	3,132	33	287		
New Hampshire	85	2,483	86	2,580		103		16
New Jersey	389	16,035	397	14,193	229	2,748		
New Mexico	106	2,922	154	4,239	23	242	156	142
New York	723	20,773	759	20,514	383	4,569		72
North Carolina	384	12,513	396	10,618				
North Dakota	110	1,498	164	2,836				
Ohio	775	20,939	800	21,989	358	3,660	15	192
Oklahoma	315	9,312	338	9,993			40	349
Oregon	231	5,974	279	7,326				236
Pennsylvania	664	21,248	736	22,080	144	1,440		
Rhode Island	47	1,580	48	1,520				9
South Carolina	199	6,651	206	6,781				
South Dakota			172	3,564				
Tennessee	353	8,689	375	8,842	150	1,523		
Texas	1,131	45,621	1,311	72,200				
Utah	118	3,253	133	3,588				
Vermont	37	845	38	1,067	5	50	3	4
Virginia	308	9,290	312	9,553			67	114
Washington	330	9,605	380	11,127				
West Virginia	122	2,788	125	2,982				
Wisconsin	437	12,430	483	15,228				
Wyoming			71	1,807			31	36

State	Track and Field Indoor		Track and Field Outdoor		Volleyball		Wrestling	
	Schools	Particip.	Schools	Particip.	Schools	Particip.	Schools	Particip.
Alabama	61	910	313	6,715			96	2,185
Alaska			59	1,179	120	240	100	1,398
Arizona			218	9,125	60	1,565	186	6,149
Arkansas	43	904	177	5,641			40	295
California			1,133	55,221	655	15,926	835	27,634
Colorado			299	9,599			230	5,362
Connecticut	152	5,053	169	7,373	41	858	127	2,941
Delaware	35	859	41	1,411	6	124	46	1,138
District of Columbia	12	139	12	181				
Florida			574	14,988	156	2,117	384	8,104
Georgia			411	12,969			342	8,730
Hawaii			62	1,909	64	1,009	59	1,002
Idaho			139	4,202			102	2,476
Illinois			617	24,804	180	6,227	432	16,385
Indiana			391	13,757			320	7,589
Iowa			357	12,082			279	6,709
Kansas			336	9,945			204	5,156
Kentucky			246	6,476			96	2,079
Louisiana	229	1,312	356	8,989			89	1,750
Maine	66	1,465	107	2,942			67	909
Maryland	175	5,439	191	7,454	34	661	180	5,245
Massachusetts	252	9,685	314	13,495	102	2,327	218	4,531
Michigan			662	23,188			469	10,374
Minnesota			434	15,988			342	8,020
Mississippi	16	1,128	253	8,279			2	25
Missouri			493	14,497	40	1,185	236	7,600
Montana			175	3,465			82	1,504
Nebraska			304	8,740			245	4,547
Nevada			93	3,517	32	1,047	76	2,634
New Hampshire	60	1,373	77	2,506	15	274	41	781
New Jersey	303	11,740	364	18,885	103	2,975	310	9,893
New Mexico			156	4,315			59	1,573
New York	411	12,384	653	23,169	183	4,092	497	13,668
North Carolina	248	5,626	373	14,243			330	9,441
North Dakota			146	2,093			80	856
Ohio	168	2,550	790	24,365	110	2,665	606	11,581
Oklahoma			254	6,221			110	3,636
Oregon			266	9,228			191	5,064
Pennsylvania	184	2,760	606	24,240	208	3,744	487	9,740
Rhode Island	38	1,473	41	1,552	27	573	36	971
South Carolina			197	8,682			139	5,145
South Dakota			169	3,580			104	1,311
Tennessee			271	6,697			172	4,302
Texas			1,309	74,325			286	10,639
Utah			123	5,048			108	3,380
Vermont	18	197	30	681	1	6	18	170
Virginia	204	6,934	300	10,913	69	1,272	263	6,730
Washington			330	12,749			290	8,413
West Virginia			113	2,855			89	1,615
Wisconsin			426	14,498	51	1,466	336	7,622
Wyoming	22	560	71	1,696			52	1,161

GIRLS PARTICIPATION

State	Basketball		Bowling		Competitive Spirit Squads		Cross Country	
	Schools	Particip.	Schools	Particip.	Schools	Particip.	Schools	Particip.
Alabama	407	6,165					188	1,180
Alaska	128	1,863	8	54	19	304	114	733
Arizona	245	6,745			188	6,497	192	2,705
Arkansas	211	3,379	62	603	69	1,615	103	886
California	1,327	33,411	12	115	305	8,298	1,163	24,362
Colorado	331	7,153			339	5,112	230	4,186
Connecticut	179	3,980			154	2,410	174	2,699
Delaware	50	1,029			12	179	45	744
District of Columbia	15	205			14	133	11	65
Florida	631	10,658	182	1,425	226	4,915	553	6,795
Georgia	428	9,033			237	5,207	396	5,881
Hawaii	61	1,110	54	480	37	787	72	661
Idaho	145	3,151			87	1,516	104	1,344
Illinois	684	17,413	209	3,078	289	7,599	499	10,469
Indiana	398	8,304					379	4,976
Iowa	363	8,272	88	1,189			319	4,482
Kansas	347	6,987	71	849			246	2,953
Kentucky	272	5,359	78	728	248	5,114	241	2,740
Louisiana	371	5,555	66	384			274	2,219
Maine	141	3,039	5	27	88	1,646	103	1,111
Maryland	192	4,690	7	29			190	2,753
Massachusetts	358	9,864					323	5,610
Michigan	683	16,587	332	2,994	325	7,374	601	8,378
Minnesota	454	11,601					352	8,179
Mississippi	264	8,541	45	386	104	2,925	144	1,301
Missouri	553	10,502					362	3,880
Montana	177	3,068					93	863
Nebraska	303	6,253					224	2,080
Nevada	100	2,585	33	276			77	906
New Hampshire	86	2,045		60		1,750	75	998
New Jersey	404	10,122	212	2,154			365	5,607
New Mexico	149	3,749	23	232	156	2,213	109	1,349
New York	731	16,997	327	3,445	430	11,157	567	7,966
North Carolina	395	8,652			388	16,362	365	4,614
North Dakota	163	2,361					68	524
Ohio	800	17,379	324	3,178	131	2,078	735	8,081
Oklahoma	330	8,102			200	5,193	158	2,385
Oregon	274	5,780			158	2,804	214	2,859
Pennsylvania	717	21,510	142	1,420	105	1,575	560	11,200
Rhode Island	51	1,074			28	583	44	673
South Carolina	205	4,821			83	2,793	156	2,200
South Dakota	170	2,771			40	654	129	673
Tennessee	375	6,133	150	1,297			295	3,045
Texas	1,303	69,304					1,270	27,689
Utah	127	3,030					122	2,167
Vermont	37	852	5	28	13	183	34	353
Virginia	309	7,571			220	4,956	294	4,845
Washington	380	8,933	59	1,019			289	4,569
West Virginia	124	2,161			123	2,030	93	714
Wisconsin	476	11,638					393	6,323
Wyoming	69	1,633			31	546	41	394

State	Tennis		Track and Field Indoor		Track and Field Outdoor		Volleyball	
	Schools	Particip.	Schools	Particip.	Schools	Particip.	Schools	Particip.
Alabama	166	1,705	41	615	307	4,690	364	5,470
Alaska	17	223			59	935	120	1,944
Arizona	167	2,772			218	6,728	242	8,115
Arkansas	93	882	37	654	174	2,620	104	2,032
California	997	22,210			1,140	44,200	1,316	40,271
Colorado	143	4,575			296	7,094	329	9,482
Connecticut	141	3,332	150	4,673	168	6,661	157	4,590
Delaware	35	595	36	802	42	1,203	49	1,459
District of Columbia	7	51	11	73	10	103	12	148
Florida	504	4,872			571	12,818	645	13,715
Georgia					411	10,264	312	7,370
Hawaii	63	691			62	1,313	68	1,616
Idaho	54	1,055			139	3,059	146	3,598
Illinois	311	8,159			597	19,926	694	22,329
Indiana	309	6,090			389	9,961	396	9,704
Iowa	114	3,352			362	9,785	374	12,266
Kansas	134	2,625			334	7,330	344	8,617
Kentucky	214	2,806			245	5,476	257	6,260
Louisiana	172	1,703	236	1,186	363	7,024	200	4,100
Maine			64	1,300	109	2,432	32	719
Maryland	178	2,593	174	4,746	193	6,287	190	5,410
Massachusetts	273	4,456	249	9,066	313	12,517	279	8,162
Michigan	343	9,276			650	16,983	706	19,905
Minnesota	226	6,517			435	15,589	453	15,124
Mississippi	178	1,831	16	473	253	5,399	82	2,088
Missouri	187	3,883			496	11,447	429	10,363
Montana	56	1,070			174	2,420	173	3,629
Nebraska	65	1,451			305	7,166	307	6,977
Nevada	56	778			93	2,957	101	2,921
New Hampshire			60	1,260	77	2,155	60	1,590
New Jersey	341	6,864	303	9,746	372	16,417	267	8,143
New Mexico	65	809			156	3,299	153	4,001
New York	442	9,502	409	12,379	647	21,834	631	15,788
North Carolina	347	4,779	248	3,435	373	9,908	391	8,972
North Dakota	18	406			146	1,660	159	3,171
Ohio	426	6,365	160	2,390	790	20,975	801	18,899
Oklahoma	81	1,325			250	5,042	90	3,357
Oregon	124	2,778			266	7,127	278	7,131
Pennsylvania	405	4,860	188	2,820	603	24,120	576	10,368
Rhode Island	42	809	39	1,325	40	1,507	41	1,044
South Carolina	138	2,005			195	5,856	198	4,884
South Dakota	20	261			167	2,861	163	3,631
Tennessee	268	2,799			269	5,542	314	6,171
Texas	1,159	18,145			1,308	61,088	1,096	44,045
Utah	90	1,839			121	4,484	127	2,955
Vermont	20	301	17	201	30	617	1	12
Virginia	261	3,502	205	5,652	298	8,669	300	7,692
Washington	252	7,207			336	9,919	378	10,412
West Virginia	79	853			114	2,433	119	2,273
Wisconsin	208	5,817			425	11,759	475	15,481
Wyoming	16	337	22	502	71	1,280	66	1,804

USA Volleyball Beach Division:
Review of Programs, Policies and Operations,
page 137

ANNEX 7:

USA Track & Field event sanction forms,
elite sanction addendum, frequently-asked questions and
insurance coverage details

These documents illustrate the sanction benefits and protocols used by USA Track & Field for its sanctioning program.

For additional information, please see
www.usatf.org/Products---Services/Event-Sanctions.aspx

National Control # _____	FOR OFFICIAL USE ONLY	Association Contact Information:
Association Sanction # _____		
Association Fee \$ _____ Check # _____		
National Fee \$ _____ Check # _____		
Approved _____ Denied _____		
Association Signature _____		Date Received _____ / _____ / _____
Championship Assoc. Regional National		Database Assoc. National

USA TRACK & FIELD APPLICATION FOR SANCTION

Please read the instructions on the back before completing this form. Your returned, approved copy of this form is proof of insurance coverage.

Event Name	Date(s) of Event	Start Time(s)
Site of event	City	State Zip
Event Organizer (club, entity)	USATF Organization Member: Yes No	
Website		
Contact Name	Contact Telephone Number	
Contact Address	Contact Email	
City, State, Zip	Contact Fax Number	

1. **Type of Event** (✓ all that apply) Road Course Certification # (if applicable) _____
 Indoor Track & Field Race Walking-Track Road Racing-Distance(s)
 Outdoor Track & Field Race Walking-Road-Distance(s) Cross Country-Distance(s)
2. **Obstacles:** Does your event contain man made obstacles, mud pits (natural or man-made) or any hazardous obstacles? Yes No
 List any obstacles included in your event:
3. **Age Divisions:** Youth Open Masters 4. **Sex:** Male Only Female Only Male/Female
5. **Estimate of number of finishers** 6. **Fees:** Association \$ National \$ (see fee schedule)
7. **Safety:** The safety precautions taken to protect the personal welfare of the athletes and spectators, including provisions for medical supervision, at the competition are (attached additional sheet if necessary):
8. **Participant Waiver of Liability:** Organizer will require all participants, officials and volunteers to sign the USATF waiver of liability that releases the race organizers, volunteers and officials, and USATF from claims for damages. All waivers will be maintained in a secure location for at least five years (or longer if your state's statute of limitations on liability claims is longer than five years). The event director MUST be able to produce this waiver in the event of a claim against any of the named parties.
9. **Post Event Report:** Organizer will file the required *Post-Event Report* within fifteen (15) days of the event (enclosed with the approved sanction) and will submit electronic results to USATF (see www.usatf.org/events/results for instructions).
10. Upon approval of the sanction, the entry form will state that the event is sanctioned by USA Track & Field. The organizer may obtain a copy of USATF's Sanctioned Event insignia for this purpose at www.usatf.org/events/sanctions. Permission to use the USATF name and trademarks for any other purpose must be obtained from the National Office prior to such use.
11. **USATF ADA Policy:** The event shall comply with USATF's *Policy & Procedures for Accommodation Requests Pursuant to the Americans with Disabilities Act* available at www.usatf.org/groups/EventDirectors/ADA.
12. The Organizer will not transfer this sanction, if granted.

Check if Organizer seeks an ELITE SANCTION (carefully read instructions on back) and attach *Elite Sanction Addendum*.

Check if Organizer waives USATF Liability Insurance for this event – *you must attach Waiver of Liability Insurance form and a certificate of insurance naming USATF, its employees, directors, assigns & USATF Certified Officials as additional insureds.*

Indemnification and Statement of Conditions

(Organizer) shall indemnify, hold harmless, assume liability for, and defend USA Track & Field, Inc. (USATF), its member Associations, employees, officers, agents and volunteers from any and all damages, awards, costs and expenses including, but not limited to, attorneys' fees, court costs, and all other sums which USATF and its member Associations, employees, officers, and volunteers may pay or become obligated to pay on account of any and every demand, claim or assertion of liability, or any claim or action founded thereon, arising or alleged to have arisen out of the (a) negligence or willful misconduct of Organizer or its agents, employees or representatives, (b) violation of any applicable laws or rules and regulations of USATF or the IAAF by Organizer or its agents, employees or representatives, or (c) sanction issued by USATF and/or its member Associations, on _____ (event date) or by any action or omission of _____ (Organizer), its members, agents, employees, volunteers, officers or directors in relation to the sanction.

Organizer represents and warrants that it is fully familiar with all the rules and regulations of USATF and the IAAF applicable to the event to be conducted, including USATF competition rules, Article 15 of the USATF Bylaws and USATF Regulation 23, and that it shall take all necessary precautions to protect event participants, spectators, volunteers and workers from harm of any kind. Organizer further warrants and represents that (a) it thoroughly understands all rules and regulations of USATF and the IAAF, (b) it assumes responsibility for this event and agrees to be held accountable for any irregularities that might occur, and (c) it has complied with all requirements applicable to USATF sanctioned competitions conducted by it, within the preceding four-year period. Organizer understands that USATF shall be under no obligation to grant a sanction to an organization that has failed in the past to abide by the rules and regulations of USATF, or has defaulted on its obligation to give prizes to athletes, as stated in any contract, entry form or advertising literature. Organizer warrants that the information provided herein is true to the best of its knowledge. Organizer warrants that it has received the proper permission and permits to conduct this event at the facilities which the event will be held.

Signature _____ Date _____

Event Director or individual responsible for conduct of event *Revised 11/11*

SANCTION INSTRUCTIONS

A USATF Sanction is a certification which evidences a competition's intent to comply with the international and national rules and regulations of the sports of track & field, long distance running and race walking. An event may obtain a USATF sanction by filing a completed USATF sanction application with the appropriate USATF Association, paying the requisite local and national sanctioning fees and complying with the requirements of obtaining a sanction. USATF will sanction only those events that agree to comply with the applicable IAAF and USATF rules and regulations (www.usatf.org), including USATF Bylaw Article 15 and Operating Regulation 23. Events which fail to meet all criteria will be denied a sanction.

The following information is intended to assist an applicant in completing the Application for Sanction. USATF has helpful publications that are available from your local Association. After completion of the Application for Sanction, *return this form and any required addenda to your local Association with required fees at least four (4) weeks prior to the date of the event.*

Conditions and Information

- 1. Type of Event:** Sanctions may only be issued for competition (one of the necessary attributes of a competition is that all participants are timed/scored) in track & field, long distance running, and race walking. **Events such as stair climbs, walkathons, triathlons, mud runs, warrior dashes, or those events which contain a man-made obstacle (excluding those identified in the USATF competition rules), cannot be sanctioned by USATF.** Long distance running is limited to foot races and USATF approved racing wheelchairs and does not include other methods of wheeled transportation such as roller blades, bicycles, etc. In compliance with liability insurance requirements, the coverage extends only to the athletics event(s) for which the Sanction is issued. The decision to allow persons with disabilities to compete using crank cycle racing wheelchairs is at the sole discretion of the race organization and/or race director.
- 2. Hazardous Obstacles:** USATF cannot sanction any event that contains extreme hazards or obstacles such as mud pits, slippery slopes, wall climbs, tunnel crawls, or other similar hazardous obstacles. If any of these obstacles are included in your event, you are required to list them in this question.
- 3. Age Divisions:** Youth – 18 & under; Open – no maximum age restriction; Masters – 35 & over.
- 4. Sex:** Please indicate if the event is open to men, women, or both.
- 5. Number of finishers:** Enter the number of expected finishers for the event.
- 6. Sanction Fees:** *Association* – Each Association has the right to establish its own fee structure. Fees may vary based on the number of entrants, services provided by the Association, or other reasons. *National* – National Fees, which are determined by the estimated number of finishers, are sent by the local Association to the National Organization. The current fees can be found at www.usatf.org/events/sanctions. Both Association and National fees are to be sent to your local Association. Adjustments in fees will be made when the number of finishers varies from the estimates used in this application. These adjustments, if necessary, are paid when the Post-Event Report Form is filed by the Organizer within fifteen (15) days after the event.
- 7. Safety Precautions and provisions for medical supervision:** USATF requires that all sanctioned events take the appropriate safety precautions and provide for appropriate medical supervision. A summary of safety recommendations is available at www.usatf.org/events/sanctions. Upon request, your local Association can provide additional guidelines to help you ensure a safe and successful event.
- 8. Participant waivers of liability:** To reduce the organizer's and USATF's exposure to potential lawsuits, Organizer is required to have all participants, officials and volunteers sign the USATF waiver of liability that releases the race organizers, volunteers and officials, and USATF from claims for damages. While the USATF insurance policy covers many risks it does not cover every possible risk. A valid waiver is important to the Organizer, volunteer, official and USATF. All waivers will be maintained in a secure location for at least five years (or longer if your state's statute of limitations on liability claims is longer than five years). The Organizer **MUST** be able to produce this waiver in the event of a claim against any of the named parties. Organizer should consult with local legal counsel for any waiver language changes.
- 9. Post event report:** The appropriate form will be enclosed with your approved sanction and must be completed and returned to the local Association within fifteen (15) days after the event.
- 10. USATF name, logo and trademarks:** The entry form must state the event is sanctioned by USA Track & Field. The entry form, promotional publications such as posters or advertisements may also use USATF's Sanctioned Event insignia. The organizer may obtain a copy of the USATF Sanctioned Event insignia for this purpose at www.usatf.org/events/sanctions. Permission to use the USATF name and trademarks for any other purpose must be obtained from the National Office prior to such use.
- 11. USATF's Policy & Procedures for Accommodation Requests Pursuant to the Americans with Disabilities Act:** The event shall comply with USATF's *Policy & Procedures for Accommodation Requests Pursuant to the Americans with Disabilities Act* available at www.usatf.org/groups/EventDirectors/ADA.
- 12. Transfer Rights:** The event organizer does not have the right to transfer the sanction to conduct this event to anyone.

Check boxes – please read carefully:

Elite Sanctions: In accordance with USATF Operating Regulation 23, events that anticipate at least one of the following must complete an Elite Sanction Addendum:

- Award cash or prizes with a value of more than \$500 for any *individual* performance or participation (note that total prize money may exceed \$500 as long as any single prize, bonus or appearance fee does not exceed \$500);
- Invite five (5) or more non-resident foreign athletes;
- Serve as a National Championship or trials competition for selecting international teams (other than Youth and Masters);
- Subject to formal drug testing controls.

Questions regarding Elite Sanctions and related requirements should be directed to your local Association or the USATF National Office. Compliance with Elite Sanction requirements are necessary to maintain the eligibility of all athletes under both USATF Bylaws and IAAF Regulations.

Waiver of Insurance: Under certain circumstances, organizers can waive USATF's liability insurance coverage and pay a reduced national sanction fee. RRCA clubs can also waive liability insurance coverage. Complete the *Waiver of Liability Insurance* form and refer to those separate instructions.

Date Received _____/_____/_____

Assoc. Sanction # _____

National Control # _____

N.O. Signature _____



Association Contact Information:

Association Signature _____

USA TRACK & FIELD – ELITE SANCTION ADDENDUM

Check all applicable reasons your event requires an Elite Sanction (see instructions):

- Awards at least one individual prize greater than \$500
- Serves as a National Championship or selection trial for an international team (specify):
- Subject to formal drug testing procedures

Please read the instructions on the back page. Return the form to your local Association with required fees at least four weeks prior to the date of the event. The Applicant Copy will be returned following approval/denial of your sanction application. **In addition to the completed application, you must enclose an additional sheet listing all funds to be awarded based on performance (prize money & bonuses)** – see instructions. All athletic funds based on performance shall be paid to athletes in accordance with this schedule. Compliance with this payment schedule and the Elite Sanction Addendum are integral conditions upon which the sanction is granted. Notice of any changes must be submitted to USATF and no change will be effective without USATF approval.

By initialing this paragraph, the sanctioned event affirms that it will not pay athletic funds based on performance to any ineligible athlete. All qualified athletes finishing below a disqualified athlete shall be moved up one place and shall receive athletic funds based on performance in accordance with such adjusted place finish. Initialing this paragraph is optional, but compliance with the paragraph once initialed forms part of the conditions upon which the sanction is granted. _____(Organizer initials)

ADDITIONAL SANCTION CONDITIONS

1. Appropriate measures have been taken to protect the eligibility status of athletes who will take part in the competition and to protect their eligibility to compete in international amateur athletics competition.
2. Appropriate provisions have been made for the validation of records which may be established during the competition. If drug testing is necessary to validate a world record, the event will pay the cost of such test.
3. Due regard has been given to IAAF requirements specifically applicable to the competition.
4. The competition will be conducted by qualified officials.
5. Upon request, the organizer will furnish to USATF an audited/notarized financial report of similar events conducted within the past four (4) years.
6. If the event is selected for drug testing, appropriate facilities for doping control will be made available. In addition, all entry blanks or related published materials must contain the following language: "Athletes who participate in this competition may be subject to formal drug testing in accordance with USATF and IAAF rules, in accordance with USOC, USADA, or IAAF procedures. Athletes found, after a disciplinary hearing, to be positive for prohibited substances, as defined by the WADA Code and/or IAAF, or who refuse to be tested, will be disqualified from this event and may lose eligibility for future competitions. Any prize money payable to an athlete who has tested positive shall be withheld until the final disposition of all disciplinary proceedings. BEWARE: Some prescriptions, over the counter medications, and nutritional supplements may contain prohibited substances. Information regarding drugs and drug testing may be obtained by calling the USADA Reference Hotline at 1-800-233-0393, or www.usantidoping.org."
7. Organizer represents and warrants that he/she or it has fully complied with all Elite Sanction application requirements, including payment of prize money, for USATF sanctioned competitions that he/she or it has conducted within the preceding four year period. Applicants must initial this paragraph to acknowledge understanding and compliance with this provision. Provide an explanation if you cannot initial this paragraph. _____(Organizer initials)
8. By signing below, I agree to the above conditions and affirm my compliance with all requirements.

Signature _____ Date _____
Event Director or individual responsible for the conduct of the event

USA TRACK & FIELD - ELITE SANCTION ADDENDUM INSTRUCTIONS

The Elite Sanction Addendum must be completed if your event plans to do any one of the following:

- a) Award funds or prizes with a value of more than \$500 for any *individual* performance or participation (note: *total* prizes may exceed \$500 without triggering this requirement but any potential single payment greater than \$500 will trigger the Elite Sanction requirements and regulations);
- b) Serves as National Championship and/or trials competition for the selection of USA international teams (other than Youth or Masters); and
- c) Competitions which may be subject to formal doping controls.

The conditions of the Elite Addendum are additional conditions of the sanction that are required due to the nature of these events. Most of them are required by the Ted Stevens Amateur Sports Act of 1998 or by regulations of the International Amateur Athletic Federation (IAAF). The IAAF is particularly concerned with the payments to athletes and extending invitations to non-resident foreign athletes. Your attention and compliance with these procedures are necessary to protect the interests of the athletes. If you have any questions about your responsibilities under the Amateur Sports Act or IAAF rules, please contact the USATF National Office at 317-261-0500 attention: Legal Department.

Note that a schedule of fund payments must be included with this form. This schedule should include all amounts you plan to offer based on place and/or time. A sample schedule would be as follows:

SCHEDULE OF FUNDS: <event name>

Division: Men's Open	
1 st	\$1000
2 nd	\$500
Course Record:	\$500

Division: Women's Open	
1 st	\$1000
2 nd	\$500
Course Record:	\$500

ADDITIONAL SANCTION CONDITIONS

1. **Protecting the eligibility of athletes:** The IAAF has a number of rules regarding athlete eligibility. It is the responsibility of event organizers to understand all relevant regulations. Failure to understand or comply with these regulations can harm the eligibility of participating athletes. (See IAAF Rule 17, USATF Regulation 14 and USATF Competition Rule 146.)
2. **Records provision:** Many organizers want to ensure that performances at their event may be recognized for record or ranking purposes. The requirements vary depending on the event and the type of performance recognition. Contact USATF (317-261-0500) for more details.
3. **IAAF requirements:** Sanctioned events which invite international athletes may be subject to additional IAAF competition and other rules and should consult the IAAF rulebook to ensure compliance.
4. **Qualified Officials:** USATF certified officials are considered qualified officials. In general, officials certified by a state officials group are also qualified. Other officials may be considered qualified provided they have had experience in the conduct of events similar to the one being sanctioned. This does not mean that all volunteers must be similarly qualified. Rather, it means that the event must be supervised by qualified officials.
5. **Financial Statements:** The Ted Stevens Olympic and Amateur Sports Act of 1998 require this provision.
6. **Drug Testing:** USATF sanctioned events are subject to a drug testing program and your event may be randomly selected for testing. If selected, you will be notified of your selection prior to the event and you will be instructed by USATF regarding all material aspects of the drug testing protocol. This includes furnishing of a facility in which to take samples, providing drinking fluids, and assembling volunteers to assist the drug testing crew assigned by USATF.
7. **Attestation:** No future sanction shall be given to any organization which has failed to fulfill its obligation to athletes or to give prizes as stated on its entry forms. **Organizers must initial this section.** _____ (Organizer initials)

USATF Online Sanctioning FAQ

Q: What is a sanction?

A: A USATF sanction is an official designation issued by USATF, through a local Association, which approves and licenses the holding of a competitive track & field, long distance running or race walking event in the United States. The sanction is also a contract, which evidences the event's commitment to follow national and international rules and regulations of the sport and to provide a safe environment for the participants and spectators. Once the event has satisfied the sanction requirements, the event's application for sanction is approved.

Q: What are the benefits of sanctioning your event?

A: Sanctioning your event by USATF includes the following benefits; Increased Prestige, Liability Insurance, Sport Accident Insurance for Athletes, Volunteer Event Medical Coverage, Calendar Promotion, Records, Resolving Disputes and other additional benefits that each association may provide to its sanctioned events. Click [here](#) to learn more about the benefits of sanctioning your event with USATF.

Q: What is proof of sanction for an event organizer?

A: Event organizers must be notified by their local Association that their event sanction has been approved. To do this the Association should return an approved (signed with a National Control Number affixed) copy of the event's Application for Sanction. It is also recommended that a "approved sanction" cover letter be included. See Exhibit G for a sample cover letter.

Q: What if the Association would like more information from the applicant?

A: You may develop your own supplemental form for informational purposes to be used in conjunction with the National forms.

Q: Can we sanction track & field meets in multi-sport events such as State Games?

A: Yes. We can sanction these types of events but, the sanction and liability insurance coverage only applies to the track and field, long distance running, race walking competition and not the other competitions or ceremonies.

Q: Can we sanction camps or clinics?

A: No. We can only sanction competitive events.

Q: Can we provide liability insurance coverage to camps and clinics?

A: Only clinics that are owned and conducted by USATF (National Committees, Associations, National Office) are covered under the USATF policy. These clinics must be registered with USATF National Office by using special clinic insurance forms.

Q: Can we sanction events that include wheelchairs?

A: Yes. We can sanction events that include racing wheelchair divisions that are conducted under USATF rules. The event organizer should indicate that either a separate start or course is provided for wheel chair racers, and able-bodied runners will be alerted to the presence of wheel chair racers.

Q: Can we sanction wheelchair only events?

A: No. Wheelchair-only events must be sanctioned by USA Wheelchair. They can be contacted at 719-574-1150 or via email at wusa@aol.com or visit their website at www.wusa.org.

Q: Are there any restrictions on event names?

A: No event may use the term “Olympics” or any derivative unless authorized by the USOC through the USATF National Office. Such approval already exists for the USATF Junior Olympic program. Additionally, USATF should not sanction a new event if its name is similar or identical to an existing event name. For example it would not be in the best interest of the sport for there to be two separate events using the name “Boston Marathon.”

Q: What if an event is postponed?

A: If an event is postponed, the Event Organizer should email the National Office with the new date. The National Office will make the necessary changes to the event’s Application for Sanction and all insurance certificates. Since the national fee has already been collected, there is no additional fee for postponing an event, unless the number of participants increases.

Q: What if an event is cancelled?

A: If an event is cancelled, the event organizer should submit a Post Event form with “Event Cancelled” indicated on the form to the Association. Upon receipt of the paperwork from the event, the Association should forward this form to the National Office. The National Office will refund the event the National Sanction Fee minus a 10% administrative fee (maximum administrative fee is \$50). This means larger events (over 3,000 participants) that are cancelled pay \$50.00 instead of 10%. The Association may establish its own policy regarding refund of local12-10 Associations Manual 2013 sanction fees for cancelled events.

Q: How do we report a claim or incident?

A: Using Incidents Reporting form, all incidents that occur at sanctioned events should be reported to the National Office within 48 hours of the event. If the incident involves an athlete, a copy of the athlete’s completed event entry form should be submitted with the claim. In the case of bodily injury or death, statements should be obtained from witnesses, officials and on-site medical personnel. It is critical that a member of the event management team interview witnesses to the incident and take written statements whenever possible. It is important to collect the name and contact information (address, telephone, cell number, email address)

of as many witnesses to the incident as possible. These statements should be included with the submission of the Incident Reporting form.

Q: What if I exceeded or have a less amount of estimated participation than expected?

A: You will need to complete a post event form, which can be found [here](#), and indicate the actual number of participants. From this the National Office will either refund you or you will have to pay the difference.

Q: What if the password and event ID, needed to sanction an event, is not working?

A: These both are case sensitive and include upper and lower case letters with numbers. The best way is to copy and paste them from the email so that they are exact.

Q: Is there a difference between an individual membership and a USATF member organization?

A: Yes. You must be a member club or organizational member to be considered a USATF member organization. In this case you will have a separate club number you need to enter during the sanction application process.

Q: Do I need a Certificate of Insurance to be covered?

A: No. If you (the event organizer/director) conduct a USATF sanctioned and insured event, coverage is automatically provided for the event and your approved sanction is proof of coverage. Certificates are issued as proof of insurance for third parties only. Please retain a copy of your sanction through the duration of the statute of limitations period in your state.

Q: How do I request a Certificate of Insurance?

A: During step 4 of the 6 step sanctioning process you will be able to request as many certificates of insurance as need.

Q: Can a third party be covered by this insurance?

A: Yes. Third parties having an insurable interest may be named an "Additional Insured," but only with respect to the activities of the Named Insured in connection with USATF sanctioned events. That is, if an additional insured entity is named in a lawsuit because of your event activities that entity may qualify for coverage.

Q: What safety precautions are we looking for the sanction to be approved?

A: Be specific and provide appropriate safety and medical precautions to protect the welfare of athletes and spectators. If your event falls within the Pacific Association have specific requirements and needs proof- go to their web page to get that information.

Q: Should I list my prize money payout?

A: Yes. If you have at least one or more individual prize greater than \$500 the money payouts need to be listed.

Q: Am I required to have all participants, volunteers and official sign a waiver of liability?

A: Yes. Organizations will require all participants and volunteers to sign a valid waiver of liability that releases the race organization, volunteers, officials and USATF from claims for damages. All waivers will be maintained in a secure location for at least five years (or longer if you have your state's statute of limitations on liability claims are longer than five years).

Q: Am I allowed to have handmade, mudpits (natural or manmade) or any hazardous obstacles on my course?

A: No. We cannot sanction events with any of these types of obstacles on the course.



USA TRACK & FIELD

GENERAL LIABILITY INSURANCE

USA TRACK & FIELD GENERAL LIABILITY SUMMARY OF INSURANCE

EFFECTIVE 11/1/2012-11/1/2013

(REV. Feb 2013)

NAMED INSUREDS:

The following parties are included as Named Insureds under the USA Track & Field General Liability policy:

USA Track & Field, Inc. (USATF)
USA Track & Field Associations

USATF members, member clubs, directors, officers, officials, coaches, event owners, event organizers, race directors and volunteers, but only while acting in their capacity as such with respect to events or other approved activities that are sanctioned and insured by USATF.

COVERED ACTIVITIES:

Sanctioned events and approved activities include:

1. Track and field athletic competitions and all necessary and usual ancillary activities such as registration, warm-up and pre-event instruction, awards ceremonies and expositions that are organized, sponsored, sanctioned or approved by USATF.
2. USATF member club supervised practices properly registered with USATF and other approved activities that are common to USATF member clubs.

Note: Specifically excluded from sanctioned events are club practices held at a home-based facility, music concerts, parades, and other competitions or exhibitions requiring a separate remittance or ticket or involving sporting activities not sanctioned by USATF.

COVERAGE SUMMARY:

The USATF General Liability policy provides coverage for the Named Insureds against liability claims brought by third parties alleging bodily injury, property damage, personal or advertising injury arising out of premises, operations, products and completed operations of the Named Insureds in connection with Covered Activities.

Premises Liability
Event Liability
Participant Legal Liability
Spectator Liability
Third Party Property Damage Liability
Host Liquor Liability (complimentary serving only)
Abuse & Molestation Liability
Drug Testing Liability
Worldwide Coverage Territory
Additional Insureds (as requested and approved)

GENERAL LIABILITY LIMITS:

Each Occurrence:*	\$1,000,000
General Aggregate (PER EVENT):	\$3,000,000
Products-Completed Operations Aggregate:	\$3,000,000
Personal & Advertising Injury:	\$1,000,000
Damage to Premises Rented to You (Any One Premises):	\$1,000,000
Abuse & Molestation Each Occurrence:	\$1,000,000
Abuse & Molestation Aggregate:	\$2,000,000
Participant Legal Liability	Included
Deductible:	\$0

* Higher limits are available (up to \$10,000,000) for 3rd parties who contractually require additional coverage. To request excess limits, you **MUST** submit with the Request for Certificate of Liability Insurance form, a copy of an executed contract, permit or submitted permit application indicating the 3rd party's insurance requirements. USATF and the insurer reserve the right to deny requests for additional insurance.

UNDERWRITING COMPANY:

Philadelphia Indemnity Insurance Company (admitted carrier)
A.M. Best Rating: A++ (superior)
Financial Size: XV (\$2 billion or greater)

HOW TO PURCHASE COVERAGE:

General Liability is an important benefit USATF provides to its member clubs and sanctioned event organizers. This insurance applies to specific activities of member clubs, sanctioned events, and their organizers. Since the national sanctioning and club membership fees incorporate a charge for insurance, there are no additional costs or premiums.

SANCTIONS

USATF sanctions are obtained by filing a completed USATF Sanction Application with the local USATF Association and paying the appropriate sanction fees. Sanction applications can be obtained at www.usatf.org/events/sanctions or by calling either your local USATF Association or the USATF National Office.

CLUB PRACTICES

Each year, member clubs conduct practices (training sessions) to prepare their athletes for competitions. Online filing of a practice schedule for each facility is required on an annual basis. Club practices held at Home-based facilities are not eligible for sanction and insurance.

HOW TO REQUEST A CERTIFICATE:

Certificates of Insurance for Club Practices can be purchased online by logging in to the Club Management Area.

Certificates of Insurance for Sanctioned Events may be requested through your local Association by submitting a *Request for Certificate of Liability Insurance* form with your Application for Sanction. Please request Certificates of Insurance only for those third parties who require them and have a direct relationship with your event/practice.

Note: Certificates must be requested on the appropriate form at least 30 days prior to the event to allow for adequate processing time. There is an additional \$10 fee for requests received less than 5 business days prior to the date the certificate is needed and a \$25 fee for requests received less than 36 hours before the date the certificate is needed.

HOW TO FILE A GENERAL LIABILITY CLAIM:

Whenever an injury, property damage or other accident occurs during a USATF covered activity, an Incident Report Form should be completed and submitted to the National Office:

USA Track & Field
132 E. Washington St., Suite 800 Indianapolis,
IN 46204
Fax #: (800) 833-1466

Incident Report forms can be obtained online at: www.usatf.org/events/sanctions.

If you are aware of an incident that may give rise to a liability claim under this policy or if you receive a legal summons or a letter from an attorney as a result of such an incident, please report this information immediately to USATF.

This summary is only a brief description of the coverage terms and conditions for the USA Track & Field General Liability policy. This summary in no way affects or alters the scope of coverage provided.

WHAT IS COVERED UNDER THE USA TRACK & FIELD GENERAL LIABILITY POLICY?

The USATF General Liability will pay amounts, up to the policy limit, that an insured is legally required to pay as damages for *covered* bodily injury, property damage, personal injury, or advertising injury.

The bodily injury or property damage must have occurred during a covered activity. Basically, the covered activity is the sanctioned event, any directly-related set-up and tear-down activities, or any ancillary events such as participant check-in and award ceremonies.

Coverages extend to the regularly scheduled practices of USATF clubs provided such practices are *not* located at a [home-based](#) facility, are filed with USATF in advance, and are supervised by a coach.

The following are a few of the key coverage areas:

- ***Bodily Injury Liability:*** protects the Named Insureds against claims brought by third parties alleging bodily injury or death caused by the negligent acts or omissions of the Named Insureds. The USATF General Liability policy excludes coverage for medical expenses, since bodily injuries to members participating in a sanctioned event are covered under USATF's Participant Accident Medical policy.
- ***Property Damage Liability:*** protects the Named Insureds against claims brought by third parties alleging physical damage to or loss of use of tangible property caused by the negligent acts or omissions of the Named Insureds. All Commercial General Liability policies contain exclusions for damage to property in the insured's care, custody or control. Therefore, sports equipment or other personal property used in connection with a sanctioned event would not be covered in the event of loss or damage. The policy will respond to third party property damage claims caused by use of the equipment, but not to the equipment itself.
- ***Personal & Advertising Injury Liability:*** protects the Named Insureds against injury, other than bodily injury, arising out of libel, slander, defamation of character, invasion of privacy, wrongful eviction, wrongful entry, false arrest, wrongful detention or imprisonment, malicious prosecution, misappropriation of advertising ideas or style of doing business, or infringement of copyright, title or slogan.
- ***Products-Completed Operations Liability:*** protects the Named Insureds against liability for bodily injury or property damage as a consequence of some defect in a product sold, manufactured, handled, distributed or disposed of by a Named Insured. An example of a products liability claim would include a food poisoning claim from concessions sold by a Named Insured at a sanctioned event.
- ***Premises Liability:*** protects against liability for bodily injury caused by failure to maintain safe, secure and properly maintained premises. Regardless of how or why a person enters a property, property owners may be held liable if injury occurs. Slip-and- fall and trip-and-fall accidents are by far the most common claims in premises liability law suits.
- ***Participant Legal Liability:*** protects the Named Insureds against claims brought against that insured for "bodily injury" to a "participant" while practicing for or participating in any USATF sanctioned event.
- ***Drug Testing Liability:*** provides Personal & Advertising Injury coverage for liability arising out of any drug testing program sponsored by USATF, provided the testing is conducted in accordance with USOC Doping Control Program policies and procedures.
- ***Host Liquor Liability:*** protects the Named Insureds against liability associated with servicing alcohol on a complimentary basis to adults of legal drinking age. The laws vary by state, but most provide that a party which serves alcoholic beverages is liable for injury or damage caused by an intoxicated person if it can be established that the party serving the alcohol caused or contributed to the intoxication of the person. If alcohol is going to be for sale during a sanctioned event, the party selling the alcohol will need to secure an appropriate liquor license and carry Liquor Liability coverage. The USATF General Liability program does not provide coverage for liability arising out of the sale of alcoholic beverages, unless a liquor liability application has been completed, approved, and appropriate premium remitted.
- ***Abuse & Molestation Liability:*** protects the Named Insureds against claims alleging liability for actual or threatened abuse or molestation by anyone or any person while in the care, custody or control of any insured, or the Named Insured's negligent employment, investigation, supervision, reporting or failure to report to the proper authorities, retention of a person for whom any insured is or ever was legally responsible. This coverage will not pay any claim or defense costs on behalf of any person who personally takes part in inflicting physical or sexual abuse, sexual molestation, sexual exploitation or sexual injury upon another person; or on behalf of any person who remains passive upon gaining knowledge of any alleged physical or sexual abuse, sexual molestation, sexual exploitation, or sexual injury committed by a employee, member or volunteer of the Named Insured organizations.

WHAT IS NOT COVERED UNDER THE USA TRACK & FIELD GENERAL LIABILITY POLICY?

- Bodily Injury or Property Damage that is unrelated to a USATF sanctioned event or not caused by the acts or omissions of a Named Insured under the USATF General Liability program
- Medical Expenses (claims for medical expenses are excluded, including participant accident medical expenses resulting from accidents or injuries during USATF sanctioned events) *[Note: USATF members are eligible for Accident Medical coverage for sports injuries in connection with USATF sanctioned events and practices. If you have questions regarding the Accident Medical coverage, please contact USA Track & Field at 317-261-0500]*
- Claims for Damage to Property (except for Sports Equipment which is subject to \$5,000 per occurrence/\$20,000 aggregate with a \$500 deductible) in the care, custody and control of the Named Insureds and used in connection with sanctioned events. Examples would include property or equipment which is leased, rented or borrowed from others for use during the event
- Auto Liability & Physical Damage claims
- Aircraft Liability & Physical Damage claims
- Watercraft Liability & Physical Damage claims
- Player vs. Player Exclusion (this eliminates coverage for claims/lawsuits filed by one player/athlete against another for injury. This exclusion does not preclude coverage for USATF, its event organizers/clubs)
- Expected Or Intended Injury Exclusion – excludes coverage for intentional acts which result in "bodily injury" or "property damage" from the standpoint of the Named Insureds (this exclusion does not apply to "bodily injury" resulting from the use of reasonable force to protect persons or property)
- Limited Excess Fireworks - excludes coverage for bodily injury, property damage or personal and advertising injury arising out of fireworks, unless the entity or person performing the fireworks has and maintains valid and collectible commercial general liability insurance coverage in the amount of at least \$1,000,000 that covers fireworks, and you are named as an additional insured on the policy providing such coverage
- Exclusion – Designated Professional Services – Police/Law Enforcement (this insurance does not apply to "bodily injury", "property damage" or "personal and advertising injury" due to the rendering or failure to render any professional service; however, this does not apply to traffic control performed directly to USATF sanctioned competitions)
- Standard General Liability policy exclusions and limitations per standard ISO General Liability policy form, including Workers' Compensation and Similar Laws, Employer's Liability, Pollution, Mobile Equipment, War, Nuclear Energy Liability Exclusion and Employment Related Practices Exclusion
- Fungi or Bacteria Exclusion
- Lead Liability Exclusion
- Asbestos Liability Exclusion
- Exclusion – Violation of Statutes that govern emails, fax, phone calls or other methods of commercial sending material or information

The exclusions identified above do not represent a complete list of exclusions and limitations under the policy. Additional exclusions and limitations apply.

Other Coverage Notes:

Organizers must obtain a Waiver and Release of Liability form from all participants, including volunteers. Failure to obtain written waivers may reduce or void your coverage. Retain old waivers of liability in accordance with the statute of limitations applicable to each specific state where the USATF sanctioned event/activity takes place. Note that in the case of minors, the statute clock may not begin until the minor reaches the age of majority.

This coverage may be secondary to any other insurance that may be in force.

USA TRACK & FIELD GENERAL LIABILITY - CERTIFICATES OF INSURANCE

Certificates of Insurance for Club Practices can be purchased online by logging in to the Club Management Area.

Certificates of Insurance for Events may be requested through your local Association by submitting a *Request for Certificate of Insurance* form with your Application for Sanction. Certificates must be requested on the appropriate form at least 30 days prior to the event to allow for adequate processing time. There is an additional \$10 fee for requests received less than 5 business days prior to the date the certificate is needed and a \$25 fee for requests received less than 36 hours before the date the certificate is needed (i.e., 8 a.m. Thursday for a certificate needed by 8 p.m. Friday). Certificate requests received after 5 pm ET will not be processed until the next business day.

Please be certain to fill out the request form completely and ascertain the needs of third parties. If replacement copies of previously issued certificates fall into the "rush" category (see above), the applicable fees will be charged regardless of the timing of the original request.

The insurance carrier and USA Track & Field reserve the right to refuse to name an entity or person as an additional insured. (Hotels, for example, will not be named as additional insureds.)

If your Certificate is not received by the individual indicated on the application by the time requested, please follow up with your Association or the national office immediately. Please do not wait to call until Friday afternoon prior to your event or practice, as we may not be able to produce a replacement in time for your event/practice.

Please request Certificates of Insurance only for those third parties who require them and have a direct relationship with your event/practice.

Certificate of Insurance is a document issued by or on behalf of an insurance company to provide an interested third party (the Certificate Holder) with information regarding the insurance coverage maintained by the Named Insured. The most common type of certificate is provided for informational purposes only to advise a third party Certificate Holder of the existence and amount of insurance issued to the Named Insured, and confers no rights upon the Certificate Holder. The second most common type of certificate is one that in addition to describing the insurance available to the Named Insured, the certificate may also convey information that the Certificate Holder is an "Additional Insured" under the policy issued to the Named Insured, thus giving the Certificate Holder some interest in the policy itself.

For example, USA Track & Field member clubs will often be required to provide Certificates of Insurance as a means to secure permission from and to confirm availability of a facility for a USA Track & Field registered club practice or event.

If the certificate names a facility as an Additional Insured, it will protect the facility against claims caused, in whole or in part, by the acts or omissions of the Named Insured (i.e. USATF and its member club) during the use of the facility for the registered practice or event. It does not cover the facility for liability arising from the facility's own negligent acts.

Important Definitions:

- **Certificate Holder:** the interested party provided with a certificate of insurance as evidence of the insurance maintained by the Named Insured
- **Named Insured:** the person, firm, or organization specifically designated on the applicable insurance policy for whom the insurance company has agreed to provide coverage (i.e. USA Track & Field, its member clubs and their individual members, coaches, officers, officials, directors, event organizers/directors and volunteers)
- **Additional Insured:** an interested party (usually a Certificate Holder) for whom the insurance company has agreed to extend limited coverage, but only with respect to claims caused, in whole or in part, by the acts or omissions of the Named Insured

USA TRACK & FIELD GENERAL LIABILITY - INCIDENT REPORTING PROCEDURES

An important component of the USATF General Liability Insurance coverage is the prompt reporting of claims and incidents.

Incidents may include injuries to participants, spectators, or volunteers, damage to property of a third party, or altercations between individuals. Immediate reporting of incidents will help the USATF General Liability carrier with providing coverage and defense to your organization, the other named insureds and any additional insureds should a claim or lawsuit be filed.

A claim is an actual demand for damages by a third party. You should report all claims and incidents by completing a USATF Report of Incident.

Minor injuries to athletes and spectators, damage to property of a third party, and altercations between individuals should all be reported to USATF by completing a USATF Incident Report Form. Incident Report forms can be obtained online at www.usatf.org/events/sanctions.

Completed USA Track & Field Incident Report forms should be submitted to the National Office:

USA Track & Field
132 E. Washington St., Suite 800 Indianapolis,
IN 46204
Fax #: (800) 833-1466

Any incident involving serious bodily injury to an individual that requires emergency transport or a death/fatality should be reported immediately to American Specialty Insurance & Risk Services, Inc. by calling Tel. #: (800) 566-7941. USA Track & Field National Office should also be notified immediately of any such injury or incident.

USA TRACK & FIELD GENERAL LIABILITY - QUESTIONS AND ANSWERS

Q: Do I need a Certificate of Insurance to be covered?

No. If you (USATF club or event organizer/director) conduct a USATF sanctioned and insured event, coverage is automatically provided for that event and your approved sanction form is proof of coverage. Certificates are issued as proof of insurance for third parties only. Please retain a copy of your sanction through the duration of the statute of limitations period in your state.

Q: How do I request a Certificate of Insurance?

Certificates of Insurance for Club Practices can be purchased online by logging in to the Club Management Area.

For events, your local Association can provide you with a Request for Certificate of Insurance form. See the Certificates of Insurance section of this brochure for more details.

Q: Can a third party be covered by this insurance?

Yes. Third parties having an insurable interest may be named an "Additional Insured," but only with respect to the activities of the Named Insured in connection with USATF sanctioned events. That is, if an additional insured entity is named in a lawsuit because of your event activities that entity may qualify for coverage.

Q: Should I provide a vendor/contractor (such as a concession stand operator) with a certificate of insurance naming the vendor/contractor as an Additional Insured?

Vendors and contractors should carry their own insurance to cover their negligent acts and omissions. Event organizers/directors should not be liable for the actions of those hired to provide goods and services to events. These contracted parties should be required to provide a certificate of insurance as evidence of their own General Liability coverage with the certificate naming USATF and the club/event organizer as Additional Insureds. If the vendor provides a certificate in favor of USATF, then a reciprocal certificate may be provided to the vendor.

Q: I already have my own insurance. Why should I buy insurance through USATF?

You are not buying insurance from USATF. You are obtaining a USATF sanction and one of the benefits of that sanction is liability insurance. In addition to insurance, there are other benefits of USATF sanctioning. Furthermore, many events that have their own insurance do not have satisfactory limits or coverage, such as Participant Legal Liability coverage. However, if you have your own coverage, you should not cancel it because of the USATF policy. If your existing insurance is adequate for your needs and you are able to provide a certificate naming USATF as an additional insured, you can receive a "no insurance" sanction at a reduced cost by submitting a Waiver of Liability Insurance form with your Application for Sanction. Additional information and forms available at www.usatf.org/events/sanctions.

Q: What happens to equipment and property that I rent for my event?

The insurance provided through a USATF sanction is a liability policy. All General Liability policies exclude coverage for theft, loss or damage to Property in the insured's care, custody and control. It does not matter whether the equipment and personal property is owned, leased, rented or borrowed from others for use, no coverage applies. If you are responsible for rented personal property or equipment, separate Property insurance coverage should be secured. A special endorsement on the USATF General Liability policy makes an exception to the care, custody and control exclusion which provides coverage for specialized sports equipment necessary to conduct a USATF sanctioned event. The coverage is subject to a limit of \$5,000 per occurrence, \$20,000 in the aggregate and a deductible of \$500 per occurrence.

Q: What about club practices?

Member club practices are covered if they are **not** located at a [home-based facility](#), are regularly scheduled, and are filed online in advance of the practice. The practice must be supervised by a coach, who is a current member of USATF, and the coach must be physically present during the practice.

Q: What is the definition of a home-based practice facility?

A home-based facility is usually one developed on a residential site which is not held to the same standards as commercial buildings and grounds. Commercially owned buildings and grounds are typically required to meet certain building code rules and safety requirements which often include inspections to ensure the safety of the building/ground inhabitants.

Q: Why are practices covered at a facility, but not at my home-based location?

Many commercially owned buildings/grounds are required to carry commercial insurance with significant policy limits for liability. USATF has no way to confirm that the home owner's insurance policies will respond to these such insurance claims and/or that the home-based practice facility has adequate insurance limits. It is in all parties' interest to utilize a commercially owned, commercially insured, and safety inspected practice facility.

Q: Can I request that an exception be made for my home-based facility?

While USATF has made some exceptions to the policy in the past, it does not intend to do so in the future. USATF remains sensitive to this issue. Accordingly, should a homeowners' or other policy of a club owner not cover the activities of a home-based facility, USATF has worked with its insurance broker to provide the following list of possible insurance carriers who may be willing to cover a home-based practice facility (keeping in mind that each home-based facility situation is unique). Those insurance carriers are as follows: www.fdean.com; www.kandkinsurance.com; www.phly.com

Q: Does coverage include lawsuits brought by a participant who sues a club?

Yes, the policy provides coverage for Participant Legal Liability (see definition under "What is covered under the USA Track & Field General Liability policy" section) as long as the claim is for something that is covered by the policy.

Q: Does coverage include lawsuits brought by a participant who sues another participant?

No, this is excluded under the policy. However, to the extent the Club/Event Organizer or USATF are also named in the lawsuit, the General Liability policy would respond on behalf of the Club/Event Organizer and USATF.

Q: How are volunteers covered?

Volunteers are insured and covered for liability claims arising out of their acts or omissions while acting under the direction of an insured club, USATF association, or the organizer/event director and within the scope of his/her assigned volunteer duties in connection with a USATF sanctioned event. Covered volunteers are insured if someone sues them for negligence that causes injury or property damage. If a volunteer is injured in an accident, this insurance does not cover his/her own medical bills.

Q: How are officials and judges covered?

USATF certified officials and judges working under the supervision of the event director, whether paid or not, are covered in the same manner as volunteers. In addition, USATF certified track & field officials are included in USATF's accident medical insurance program.

Q: What if I need more than \$3 million in coverage?

An event or club can access additional General Liability insurance only if a third party contract or governmental permit requires the higher limits. Verbal requests, letters or other non-contractual correspondence will not meet this requirement. A complete copy of the contract or permit must accompany the Request for Certificate of Insurance form as the insurance company reviews each request individually.



Entertainment and Sports Insurance eXperts (ESIX)

5660 New Northside Drive, Suite 640

Atlanta, Georgia 30328

678.324.3300 (Telephone)

678.324.3303 (Fax)

www.esixglobal.com

Atlanta - Colorado Springs

Entertainment and Sports Insurance eXperts (ESIX) is a fully integrated risk management and insurance brokerage firm dedicated exclusively to clients in the sports and entertainment industries. ESIX was established in 1994 to serve the risk management and insurance needs of amateur and professional sports organizations, entertainers, athletes, teams, foundations, venues and associations.

Today, **ESIX** operates out of offices in Atlanta and Colorado Springs. Built on a reputation of integrity, innovation and service, ESIX continues to develop comprehensive and cost effective risk management and insurance solutions for our valued clients. Whether you are in need of an insurance product or risk management expertise, ESIX will deliver.

ESIX serves some of the nation's most prestigious **professional and amateur sports organizations, foundations, national governing bodies, associations, teams and venues**. By outsourcing the majority of their risk management and insurance functions to ESIX, these organizations are able to access valuable risk management and insurance expertise at a significantly lower overall cost. *Over 200 sports organizations look to ESIX for their risk management and insurance needs each year.*

ESIX applies its risk management and insurance expertise to **events**, ranging from world-class sporting events (such as the ATP Tour World Championships and the USA Cycling Pro Championships) to concerts and local events. *Working with event organizers, sponsors and promoters, ESIX provides risk management and insurance support to over 100,000 events per year.*

ESIX works with **individual athletes and entertainers** provide insurance products designed to protect their financial future (and that of their family) in the event of death, disability, sickness or other exigencies associated with their skill. Top money winners on the ATP and PGA tours, auto racing champions, elite players in the NBA, NHL, NFL and MLB, and high profile collegiate, individual sport and entertainment performers are among our clientele. *In total, over 1,100 athletes and entertainers are insured through ESIX each year.*

USA Volleyball Beach Division:
Review of Programs, Policies and Operations,
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ANNEX 8:

News release: "FIVB unveils record prize money
and tournaments in bumper 2014 beach volleyball season"
(Issued December 16, 2013)

FIVB unveils record prize money and tournaments in bumper 2014 beach volleyball season

The image shows a detailed calendar for the 2014 FIVB Beach Volleyball season, spanning from April to December. The calendar is organized by month and features various tournament dates and locations. Key events include the FIVB Beach Volleyball World Championships in The Hague (September 2015), the FIVB Grand Slam Final (October 2014), and several Grand Slams in locations like Fuzhou (China), Shanghai (China), and St. Denis de la Reunion (France). The calendar also lists numerous Open tournaments and Continental Cups throughout the year.

Lausanne, Switzerland, December 12, 2013 – A record \$10.2m in prize money, 10 Grand Slams, an inaugural FIVB Grand Slam Final and 11 Open tournaments are the highlights of a record-breaking beach volleyball calendar announced by the FIVB on Thursday.

With the aim of providing athletes with more opportunities to participate, the FIVB has confirmed a total of nine double-gender Grand Slams - with another Grand Slam to be added - for the 2013 season, supplemented by a further six double-gender and five single-gender Open tournaments, which represents a significant increase on the 10 Grand Slams and four Open tournaments which featured along with the World Championships in 2013 and carried total prize money of \$6.4m. The previous record prize money for a season was \$7.5m in 2011.

For the first time in FIVB history, two of the Grand Slams (which ones are still to be confirmed) will have a prize pot of \$1m, while the other eight will feature

The FIVB has confirmed a total of nine double-gender Grand Slams - with another Grand Slam to be added - for the 2013 season, supplemented by a further six double-gender and five single-gender Open tournaments

a total purse of \$800,000 – nearly double the prize money of \$440,000 on offer for Grand Slams in 2013.

“Following the outstanding success of the 2013 season, the FIVB is rewarding beach volleyball players around the world with increased prize money and more opportunities to play,” FIVB President Dr. Ary S. Graça F° said. “We recognise that beach volleyball is more popular than ever around the world so the new 2014 beach volleyball calendar reflects this popularity and ensures that beach volleyball continues to grow year on year, building up to the FIVB Beach Volleyball World Championships in The Hague in 2015 and the Rio Olympic Games in 2016.”

Popular venues

The 2014 season starts in similar fashion to this year with the Fuzhou Open in China from April 22-27. The world’s best beach volleyball stars will then stay in China for the first Grand Slam of the season in Shanghai, which takes place from April 29 – May 4.

Stavanger, one of the most popular stops on the FIVB Beach Volleyball World Tour, makes a welcome return. The unique dockside venue, which hosted the 2009 World Championships, was last present on the FIVB Beach Volleyball World Tour in 2011, after 13 straight seasons, but returns with a Grand Slam from June 24-29.

Through the year there are a host of familiar cities hosting Grand Slams; Long Beach continues for a second season after a successful debut in 2013, while The Hague is planning on spreading the tournament over four different cities in preparation for their hosting of the FIVB Beach Volleyball World Championships in 2015.

This year’s World Championships host city, the ever-popular Stare Jablonki, will revert back to a Grand Slam and the venue on the banks of Lake Mazury will welcome the beach volleyball world from August 12-17.

There are also Grand Slams in Fortaleza, Berlin, Moscow and Gstaad and the Grand Slams conclude with the first ever FIVB Grand Slam Final, which will offer \$500,000 in prize money, from October 15-19. The participants in the FIVB Grand Slam Final, for which the location is still to be confirmed, will be made up of the top eight nations on the FIVB Beach Volleyball Grand Slam ranking with a maximum quota of two teams per country, per gender.

Book-ending the season

Open tournaments will again book end the beach volleyball season and after Fuzhou has marked the start of the season, Durban brings down the curtain from December 10-14. In between there are tournaments in Puerto Vallarta in Mexico, Prague, Anapa, Thailand, Xiamen, Parana in Argentina, Doha with Sanya and St Denis de la Reunion to be confirmed while the FIVB continues to negotiate with other potential organisers.

There will be more opportunities for up and coming beach volleyball players to play on the international stage with the introduction of the U17 World Championships increasing the number of age-group World Championships to four. Myslowice in Poland and Porto in Portugal return as hosts of the U23 and U19 versions and Lamaka in Cyprus will host the U21 tournament.

The 2014-2016 Continental Cup will also return next year as it starts its qualification process for the Rio de Janeiro 2016 Olympic Games.

To conclude an outstanding season, beach volleyball will also make its debut at the Youth Olympic Games. The event, the second of its kind, will take place in Nanjing, China and runs from August 16-28.

2014 FIVB BEACH VOLLEYBALL CALENDAR

APRIL							MAY							JUNE							JULY							AUGUST							SEPTEMBER							OCTOBER							NOVEMBER							DECEMBER						
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ANNEX 9:
Abbreviations

AVCA:	American Volleyball Coaches Association.
AVP:	Association of Volleyball Professionals, a U.S. professional beach volleyball league.
CEO:	Chief Executive Officer.
COO:	Chief Operating Officer.
FIVB:	Federation Internationale de Volley-Ball, international governing body of the sport, headquartered in Lausanne, Switzerland.
FTE:	Full-time equivalent (refers to staff time)
NCAA:	National Collegiate Athletic Association.
NGB:	National Governing Body, a U.S. sports organization which governs a specific sport on the Olympic program and is recognized as such by the United States Olympic Committee.
NORCECA:	FIVB geographic competition grouping including North America (NOR), Central America (CE) and the Caribbean (CA).
NVL:	National Volleyball League, a U.S. professional beach volleyball league.
USAV:	USA Volleyball.
USOC:	United States Olympic Committee.