

USA Volleyball  
Regional Operations Division  
Minutes of the Meeting  
October 7-9, 2006  
Colorado Springs, CO

**I. Call to Order** – Jon Lee called the meeting to order - Sunday Oct, 8, 2006, 8:30 am

**II. Roll Call**

Arizona – Harold Cranswick; Badger – Chris Haworth; Carolina – Kevin Wendelboe; Chesapeake – Ann Hughes; Columbia Empire – John Downey; Delta – Joe Williams; Evergreen – Jon Lee; Florida – Steve Bishop (proxy); Garden Empire – Bob Dingee; Gateway – Donna Mayer (proxy); Great Lakes – Hank Van Arsdale (proxy); Great Plains – Sue Mailhot; Heart of America – Hank Van Arsdale; Hoosier – Chuck Stemm; Intermountain – Scott Keister (proxy); Iowa – Lynne Updegraff; Iroquois Empire – Patty Blacklock; Keystone – Steve Covert; Lakeshore – Mary Jo Hardy; Lone Star – Will Vick; Moku O Keawe – Elroy Osorio; New England – Dave Castanon; North Country – Judy Praska; North Texas – Rodney Prater; Northern California – Donna Donaghy; Ohio Valley – Bob Price; Oklahoma – Shawn McCarty; Old Dominion – Skip Weston; Palmetto – Jimmy Peden; Pioneer – Nancy Funk (proxy); Puget Sound – Jenny Vogt; Rocky Mountain – Wendy Sapp (proxy)/Glenn Sapp; Southern – Ken Cain/Harold Cranswick (proxy); Southern California – Jon Lee (proxy); Sun Country – Rudy Nava/Donna Mayer (proxy)  
**Others in attendance** – Andy Reitinger (YJOVD Liaison), Mike Price (ESIX), Susan Barkley, Mike Chandler, Jennifer Joseph, John Kessel, Denny Lennon, June Lobeck, Margie Mara, Jeff Mosher, Tom Pingel, Kerstin Fracassini-Reiff (USAV), Joanne Stemm (Hoosier), Tom Donaghy (Northern California), Suzanne Motes, Robin Barlow (North Texas)

**III. Introductions** – Becky Hudson, Secretary

Executive Committee Members - Ken Cain, Al Monaco, Susan True, Kevin Twohig, Fred Wendelboe, Stew McDole, Doug Beal, Kevin Barnett, Kerry Klostermann, Elaina Oden, Becky Howard, Tyra Turner

**IV. Rules of Order** – Hank Van Arsdale addressed the rules of order for the meeting.

**V. Approval of Minutes of May, 2006 meetings**

**Motion #1** (M/S/C, Praska, Downey) to approve minutes of May 2006 Minutes as amended.

**VI. Call for additions to Agenda**

**VII. Approval of Agenda**

**Motion #2** (M/S/C, Updegraff, Dingee) Motion to approve agenda.

**VIII. RVA Contingency Fund** – Hank Van Arsdale

Expenses from May meetings were the only expenses paid out. Assessment was made to all 40 Regions. Current Assets stand at \$5,560.19. There may be a change in methodology coming from Insurance Committee as to future assessments.

**IX. ESIX/Insurance report - Mike Price**

At the May meetings the forecast was for a 25-30% increase in insurance costs due to several major personal injury claims and two open sexual abuse investigations. The renewal process is now complete and the report is good news. This renewal is about the best renewal in the history of the relationship between ESIX and USAV due to a lot of hard work, luck and timing. Mike credits Mark Repast of ESIX with great work on this renewal.

Renewal includes the following improved areas:

1. Aggregate for 2006 was \$5 M for the year, for 2007 we have coverage of \$5 M aggregate per event. Huge improvement over what we had.
2. USAV has a deductible plan where they are responsible for certain amount of claims – 2006 aggregate \$100,000 max liability, for 2007 they were able to reduce the liability to \$75,000 max.
3. Self Insurance Retention – 2006 deductible for Sexual Abuse was \$100,000, for 2007 it has been reduced to \$50,000
4. Per Incident deductible for 2006 was \$25,000 for 2007 it will be \$15,000
5. Sexual abuse limits for 2006 was \$1 M, for 2007 they were able to increase the limit to \$2M.

AIG will be the carrier of the Sports Accident Insurance for 2007 replacing CIGNA. ASIS will continue to process the claims so no change in what we have to do.

2006 rates were based on 190,000 members, for 2007 the rates will be based on 195,000 members – only a 3% increase. 2006 premium was \$600,000 +. For 2007 the premium will be \$570,000 + resulting in no change in cost per member.

Director's & Officers' Insurance should be strongly encouraged to all clubs. It will help keep the Regions out of the situation should an issue arise with a club. A mailing will be sent from ESIX to the Regions to be distributed to the clubs educating them on the need for D & O coverage.

One very important change for Director's & Officers' Insurance for 2007 is that RSUI was able to change the rating structure to allow more clubs to fall into the lower tier of premiums. For 2006 the base was \$250,000 and under in gross receipts to qualify for the \$600 premium – over that it was \$1000 premium, for 2007 the base is \$500,000 and under for the tier one premium. This will increase the number of clubs that will fall into the first tier allowing them to pay the lower premium of \$600.

Regarding the timing of the renewal process – the carriers do not like to renew too early due to potential of additional claims that may come in. ESIX has put a lot of historical data in front of the carriers to help them make a decision sooner. It is their intention for the 2007 renewal period to get the carriers to commit to a Sept 1<sup>st</sup> renewal. The certificates would be up and available near Sept 5<sup>th</sup>.

**X. BOD Reps Reports - Jon Lee**

The minutes have not yet been received from May meetings. There were two main items from the May 2006 meetings:

1. Article VIII action brought by AVP – complaint that beach is not represented well enough in USAV.
2. Proposal by Andy Read to restructure USA Volleyball

Approved 5/23/07

USOC putting pressure on NGB's to restructure – 4 recommendations came forward for restructuring USAV.

Board of Directors will be working out the restructuring of the USAV Board. Commissioners should send their recommendations to ROD Board Reps to pass along during the restructuring process.

Questions to BOD Reps – Open floor

Q. Why not sell our National Championships (naming or title sponsorships) to National sponsors to bring in revenue so that they don't have to raise fees? A. Good question for Doug Beal in his report.

Q. Have there been any suggestions to charge other Member Organizations at the Board level? A. This would probably not go over too well with other member organizations – schools are the member organizations not the individuals.

Restructuring to be voted on in January at the BOD meeting but no real plans have come forward to date. One option is no change for USAV. We would be under-represented if we don't have an equal number of votes to the players which would mean 4 RVA Representatives.

Margie Mara – The USOC appears to be using the Article VIII filing to put pressure on USAV to restructure. The USOC reduced board model is not yet a proven model. Ex Committee is meeting right now and may have more info before these meetings are over.

## **XI. Committee Reports/Issues to Present for Discussion and Consideration**

### **A. Structure & Function – Jenny Vogt**

Full Minutes of committee meeting attached – **Appendix A**

- Bylaws are the rules a Region is governed by. Op Codes are your day to day operations.
- Manuals and Member Handbooks are for the members to use, Op Code of for leadership to use.
- Why do we not require attendance of our Referee and Scorekeeper Chairs to the Official's Division meetings in May as part of compliance?
- Voting calculations for RVA Assembly should require accurate membership figures. Different numbers are produced in September and November. Do we need to change the date in the Admin Manual which we use to calculate those figures?

### **B. Competition Committee – Bob Dingee**

Full Minutes of committee meeting attached – **Appendix B1**

- Thanks to Mike Chandler and George Egan for their input.
- Fewer courts are available in Austin – bids may be needed to enter the tournament - the process for allocating bids was adopted in 2005. The allocation of bids to be used if needed for 2007 Open Championships is attached. **Appendix B2**
- Recommendation from the committee that the Regions advise the Events Dept if they will be accepting their allocation of bids in each division for the Open National Championships by March 21, 2007.

- Ex Committee to revisit the issue of junior members playing at Open Nationals – they did not put in the wording to disallow junior player participation instead they took out the wording that did allow it. It is still confusing so it needs to be readdressed by the Ex Committee.
- Recommendation from the committee to fix the A/AA and B/BB scheduling so that A/AA always plays in the first half and the B/BB always plays in the second half. Rationale: 1. It will help balance court usage (B/BB is bigger), 2. It will help assure that teams play in the appropriate division, 3. The age divisions can go back to an annual rotation. Teams may have to be turned away teams if B/BB is scheduled in the first half.
- Recommendation from the committee that we support the CEC proposal to schedule divisions with 10 teams or less playing a 3–day schedule with a decrease in entry fees.
- Recommendation from the committee that all junior level activities are to be conducted by a coach that has a minimum certification level of IMPACT.

### **C. Insurance Committee - Kevin Wendelboe**

Full Minutes of committee meeting attached – **Appendix C1**

- Jennifer Waller is the new ESIX account manager for USAV.
- Two funds that we put money into. Self Ins Retention fund pays our deductibles. This money is on deposit with Ins Company. The Regional Ins Fund covers the difference between aggregate possible exposures minus the Self Ins Fund. Estimating that the aggregate minus Self Ins Ret Fund to be about \$160,000 for 2007. We have just over \$105k in the Regional Ins Fund right now. Margie is expecting a surplus again this year due to growth. If we need to get to \$160k Insurance Committee recommends taking the surplus to the Regional Ins Fund. After meeting the \$160k, if more than \$10k is in excess it will be refunded to the Regions. If under \$10k is in excess the committee recommends putting it in the RVA Contingency Fund. It will continue to earn interest and hopefully will do away with assessments. All this is spelled out in Regional Ins Guidelines - **Appendix C2**
- Background Screen policy – Everything seems to be going well. There are a couple of additional offenses that concern Randy – embezzlement felonies and convictions on fraud. Randy doing some research to see how many would have been caught on those types of offenses to see if we want to amend the policy. We will have the information at the May meetings.
- The Insurance Committee is amending the current background screening policy: 1. to remove SSCI from the document so we don't have to change the policy in the event of a change in screening companies; 2. to add language that says the Regions have the right to add groups they want to be screened for their region, i.e., officials, tournament directors, or others who are not currently included in the policy; 3. to update the definition of a junior member to fit USAV definition of Junior Member.
- Investigating the use of electronic signatures for adults and juniors for next season. Five of the seven insurance companies that ESIX approached said they would honor them if needed. More NGB's are allowing this. In May we should have more information and can make a motion at that time.

- Background Screen Info letter – a one page document produced by ESIX on why we do background screens. The letter is for parents and others who ask why we do the screening.
- Project in future – Producing an RFP for selecting an insurance broker. It has not been done since 1998. This can be done to keep the brokers on their toes and make sure we are getting the best insurance possible while keeping the cost as low as possible.

**D. Compliance Committee – Harold Cranswick**

Full Minutes of the committee meeting attached – **Appendix D**

The committee went over the compliance categories that we currently have and are reconsidering these categories. The committee is seeking input on the following: 1. Who should collect the data and materials and where should it be kept; 2. Who should be responsible for monitoring compliance – the committee recommends the Chair of the Compliance Committee continue to be the primary communicator to the Regions and keep the ROD VP informed, 3. The consequences of non-compliance – the committee discussed education and assistance to become compliant first then if issues remain see what steps need to be taken. They would like to work to get all in compliance rather than coming down as a hammer. 4. Relevance and redundancy of current requirements – things have changed since requirements were established, 5. Consistency across the Regions - mainly concerning due process and how issues are dealt with across the Regions. The committee requests information from each Region on their major problems and how each has dealt with them. Harold will compile and share the data and see how we are all doing on the major issues; 6. Conflict of interest – The committee is asking how each Region handles conflict of interest as it pertains to their board/leadership– is it part of the Region’s By-Laws, are board members required to sign a Conflict of Interest statement, is it dealt with at all; 7. Philosophical question on compliance – what is our philosophy – do we want the national office to take over and deal with compliance issues with the Regions or do we want to take care of our own house? The committee prefers to keep it in house. 8. Strategic Planning Committee – consider the formation of a committee or changing this committee to include planning. Compliance committee focus has always been on looking back (reacting) instead of focusing on where we want to be - how we fit in to the organization.

Doug Beal has a four pronged approach to compliance – 1. Review current list of criteria, 2. Collection and enforcement as it pertains to the compliance committee, 3. Create a small committee to examine viability of compliance and operational criteria for regions, 4. He would like to see incentives for compliance rather than a punitive standpoint.

**E. Others from the Floor** – None – all are covered in requests from other committees.

**F. Election of Candidates for Associate VP position** – Lynne Updegraff

There are 2 candidates willing to run for Associate VP - Chris Haworth of the Badger Region and Judy Praska of the North Country Region.

## **XII. Division Reports**

### **A. YJOVD - Chris Haworth**

Chris was not in attendance at August Meetings. Andy Reitingger (YJOVD liaison to the ROD) reported. The growth plan was the only item that came forward from YJOVD to Competition Committee and is being sent to zonal meetings. The May meetings are used as policy making meeting.

### **B. Officials - Sue Mailhot**

- Proposal to combine rating process with USAV and PAVO. This has been talked about for a number of years within the Division. This proposal was the attempt to bring it forward.
- Background Screening for officials – officials did not agree that it was necessary.
- OD is continuing to offer training programs to bring more officials into the ranks. A consultant was hired to help develop the training programs.

Glenn Sapp –

- The primary goal is growth of the ranks. Many officials have retired, many were moved off the rolls due to non-compliance (not taking tests or paying dues). The OD is very happy with the group that was rated at Jr Nationals – 54 new officials.
- OD will help train region evaluators, raters, trainers. OD will pay part of the bill and Region will pay the difference.
- OD will be sending recruiters to events to look at Regional and below rated officials. They are hoping to find new or young officials.
- Officials are still fighting the battle of compensation. \$20 per match does not cover housing, food and airfare. Some tournaments pick up some housing.
- OD is working on standards for National Qualifier officials. Glenn Sapp has a goal to combine all the officials' organizations. All of them are hurting for resources. He hopes they can combine efforts and manpower. He would like to create a joint status of PAVO and USAV officials – creating a National ranking system. They need to figure out how to mesh the two organizations.

### **C. Championship Events Committee - Kevin Wendelboe**

Goal of the committee is to improve the quality of events.

- Recommending the ROD approve the AA/A divisions play first and BB/B Divisions play second session. Events Dept wants this, CEC supports it.
- Recommending the ROD approve the 3-day reduced fee tournament for older age and coed tournaments. Events Dept wants this, CEC supports it.
- Recommending the Events Dept purchase or acquire more radios for the events to increase communication ability.
- Recommending the Events Dept run all event related meetings at Championship Events. Currently the tournament directors run this and find out just before meeting that they are supposed to run it – USAV staff should run the meeting to get consistent info across all events.
- Recommending the Events Dept hire all event specialists and clarify chain of command to improve communication before, during and after the event.

- Going to have Bill Stanley work with Officials Division to address issues with the camp at the Invitational and the rating process at JO's.
- Recommending to the Events Dept to explore a web based feedback survey for participants.

Committee decided that the CDC (directors) needs to meet only once a year after the events and the CEC needs only meet once a year just prior to the ROD Mid-year meetings. Kevin as chair will get to two events in 2007. He will attend one boy's bid tournament, one girl's qualifier and the Boy's JOVC to evaluate.

#### **D. Rules of the Game Commission - Jenny Vogt**

Jenny did not attend in New Orleans for health reasons. The commission will meet again in January. Sue Mailhot and Glenn Sapp from this body also have a vote on the commission.

All modifications or rule differences have to meet the criteria of safety & development in order to change something from the FIVB rules. Our rules are currently FIVB rules with modifications or differences.

The commission is recommending the change of Assistant coaches standing. The YJOV minutes reflected their opinion on this change.

Recommending Net height changes – Women's 60, 65 & 70 from 7'2 1/8th" to 7' & Men's 70, 75 & 80 from 7'9 to 7'6" pending the equipment committee's ability to set the nets at that height.

Injury evaluation 30 second rule has been put back in Guidelines.

Questions or concern on Domestic Competition Regulations should be sent to Ben Jordan, Chairman of Rules Testing Commission for consideration. The commission must take into consideration directives by the FIVB before changes to rules can be made.

### **XIII. Officer's Reports**

#### **A. President's Report - Al Monaco**

- Principal issue on the floor of Ex Committee is governance. This stems from the Article VIII filed by AVP with USOC but not the sole reason. Reorganization is being pushed by USOC for NGB's. USAV has been looking at reorganization for a while. The response of the Executive Committee can be to change nothing, change a little or change a lot. The Ex Committee is looking to create a better USAV and better NGB. They are drafting a position paper as these meetings are being held.
- ROD needs to get on board as a partner with USAV. ROD will have a smaller number of representatives but larger percentage of representation – some organizations will have no representation. We are not broken the way we are but we need to respond to the pressures of USOC – not broken but could be better. We need to feel good about where we are headed. We want full respect for our sport.

- Thank you to all who contributed to the Hall of Fame. It is a special place for us. Quality of Hall of Fame reflects on us all. We all need to support it. Full participation sends a huge message from the ROD – send something.
- Thank you for being in the trenches. It is a tough place to be. Everything starts at the Region level.

**B. Executive Director Report - Doug Beal**

- Scheduling was an issue for him at this meeting – Ex Committee meeting at same time. There are important issues in front of us and we need to get them on the table.
- Thanks to those Regions that made contributions to Hall of Fame this year. Hall of Fame inductions are coming up this week. The Hall is making moves to become stable financially – our donations have been a part of that.
- Doug is disappointed that he was not able to be here, to sit in this meeting and hear the issues before this body. The Regions and USAV need to partner in an increasingly important way. Don't hesitate to pick up the phone and call him. Dialogue is key for the relationship.
- VolleyMall – get the word out for the holidays.
- Effective Practices Sessions – USAV would very much like to continue the sessions. It is very valuable for USAV and hopefully the Regions too.
- Beach – USAV is increasing support of beach initiatives and the Regions need to also. They are exploring the possibility of packaging beach programs that we now run with new programs using an outside marketing group. Discussion is ongoing on this.
- Men & Women's National teams in training for the World Championships. Most of the men are abroad right now. We are hoping for better results than last summer which will produce a better ranking for the qualification process for 2008 Olympic Games. The move of the Men's team to Anaheim was a positive. USAV is exploring a site for the Women's team to train. The move would not happen until after the Beijing Olympics.
- Youth & Juniors/ boys and girls qualified for World Championships – all 4 teams. The girl's teams are a little ahead of the boys' teams developmentally right now. The Youth Championships will be in Mexico – both boys and girls, Junior Boys Championships will be held in Morocco and the Junior Girls Championships site is still to be determined.
- USAV is in development of electronic newsletters for junior boys and girls. Toying with a beach newsletter – not enough email addresses available to make it work right now. They are hoping to start the newsletters this year. They will wait and see what will happen with Rotations when these newsletters are implemented. The junior newsletters will be sent monthly. They want the newsletters to be informative – target events, teams, etc. They want the kids to feel very special. Unique mastheads for each of the newsletters will be developed.
- CAP program – Doug's personal opinion is to continue to discuss and move toward an increasing requirement for coaching certification for USAV events. We all get caught up in the specifics or mechanics of CAP – cost, content, cadre, logistics, etc. As an NGB and as a National Association it is our responsibility to pursue excellence and create the best programming we can for our members. We need to change our focus and set high standards for the most direct interaction with our kids. Promote it and endorse it, it is necessary etc. Then focus on the specifics/mechanics of the



program. What is most important is that we are out in front – running the best program that we can run. We need to get to get comfortable with that. We don't have to agree collectively on the specifics of the program – it should all be constantly evolving. We are not trying to create great coaches – mostly great coaches get created by coaching. We are trying to produce great programs, great events and a great environment. Doug is very committed to this.

- Governance change – rationale is tied to the Article VIII compliant filing from AVP. The governance issues have been in front of us for a couple of years. We should be proactive – it should be an ongoing process – we should make improvements as needed. This was accelerated by the Article VIII filing and it was moved up on the agenda of the Olympic Committee. Of the 150-200 specific complaints about USAV operation in the Article VIII complaint, Doug thought two issues were legitimate; 1. General support for beach activities – we needed to increase that. We have a responsibility as an NGB to support both disciplines – indoor and beach; 2. It is appropriate to have reasonable direct representation by all disciplines in our governance structure. With that background, we have had regular and ongoing discussion with the AVP, a group of beach athletes as a separate entity and the Olympic Committee regarding the issues to meet the guidelines of the USOC and the Article VIII complaint.

The guidelines of the Olympic committee seemed to have evolved beyond guidelines to mandates. USOC Guidelines are: 1. All NGB's should have a Board of between 7-12 members (we have 32), 2. Athletes should hold 20% of the Board, 3. 20% of the Board should be independent directors (for 2 years prior they should not be affiliated with any entity involved with your sport. The purpose is to get non-affiliated voices – new perspectives – business expertise, legal expertise, etc), 4. To not have an Executive Committee – just a Board – that meets 4 times a year, 5. The Board is to be the sole governing organ of the association. 6. Once someone becomes a Board member they are to resign their position from the organization they came from – we are opposed to this, 7. There should a very small number of committees involved with governance, 8. Rotating terms of members – we want the terms staggered to keep experience on the Board at all times.

- We are going to propose to the USOC a Board of 19 to include the following: the 4 Officers without the Past President; 4 athletes – 2 beach, 2 indoor with the appropriate mix of gender; 1 rep from indoor HP (mostly thinking the NCAA); 1 rep a coach (meeting national coaching criteria – participation at an international event); 1 rep from Officials (jointly selected from OD and/or PAVO, meet criteria of experience); 4 reps from RVAs (to be selected from this body); 2 reps from Beach (1 likely to come from a nationally recognized tour (AVP right now) and 1 likely from a created beach division or collection of other beach organizations – developmental beach position), 2 At-Large or Independent members.

They are meeting tomorrow with members of USOC to see how this is meeting their guidelines. This is not the only model that could work. This is a defensible number for the Board – given the responsibilities as the NGB, as the National Federation, as the National Association, etc.

Officers elected by this Board but they do not have to come from this Board. Not sure of logistics of this – transition plan would have to be in place – take affect for the start of the new quad. We need continuity and experience to go forward. This would require a much more involved nominating committee that would propose candidates for all of the positions on the Board - present a slate of candidates for the positions to the voting group. This structure could be implemented with no change to our current Division structure. Representation of member organizations – possible annual gathering of member organizations and others involved in volleyball to offer input and for the Board to be addressed or address them in annual report or convention type format. The change must have a positive governance impact on our association – more efficient, more organized. The reasons for change according to USOC 1. Improve the governance of the NGB's; all changes are in the best interest of the NGB, 2. With this complaint filed against us something must be amiss if they don't feel they have an appropriate voice. We will write the criteria that the nominating committee will use to find candidates. If we write reasonable criteria for the candidates the process should not be as hard as it sounds. The most troublesome nominations and election will be with the At-large or Independent positions. USOC likes a model that comes from a business or corporate structure. We also have what the USOC wants - a board governed and a staff managed organization. The percentage of RVA representation will be larger on the proposed Board than on the current Board. We want to keep a staggered rotation of terms to keep experience on the board. This proposal came as an evolution of discussions with USOC and the Article VIII complainants. The written proposal and any modifications will come to everyone in an email. The proposal will be discussed at the Board meeting in January.

- **Admin Fee Increase – Appendix E**

Doug needs feedback (all kinds) on this proposal by the end of November. Reorder the priorities, proposed uses for current programs or added programs – put into underrepresented populations in our membership. Doug would like to marry this proposal to a freeze in fee increases for 3-4 years. There could be an advisory committee to oversee the fee increases. The priorities are not in rank order on this proposal. Doug hopes we can agree on the principal/philosophy of the increase and work out the logistics. The increase is a proposed increase in full – but can do anything. To Doug, we are already seen as elitist sport this will only increase that perception.

**C. Associate Ex. Director Report - Margie Mara/Jennifer Joseph/Susan Barkley**

Update on online registration system – WebPoint System – Jennifer Joseph

- Entering the 3<sup>rd</sup> season for the online system – 22 Regions will be using it for 2007 – Pioneer and Garden Empire are new online for 2007.
- Membership cards will now be able to be printed by the individual – after the Region has accepted the individual. The data will be updated as any certification is updated – coaching certification, official rating, background screening, etc. Neither the Team nor the age division is listed on the card.
- Additional updates in the system – 1. an individual that had already registered can now go into their record to edit status in the event it has changed – example, an adult player is now going to coach, was not originally signed up as a coach; 2. Officials' certifications are now tracked in the system; 3. The CAP information has been loaded

in the system. They are working on allowing an individual to see it on their own record and for the Region to be able to see who is certified in their Region.

- Next phase is Events. The system will be ready in November for testing events (intra-regional events only) usage. Four Regions will help with this testing. Working on other types of events – camps, clinics, etc

Susan Barkley has been hired and will be helping with the system and taking over for Jennifer when she leaves.

Margie Mara –

Thanks to Kerstin Fracassini-Reiff for her help with the Regions and all she has done for them.

- Database Comparison handout – membership comparison
  1. Greatest Growth - North Country (1000+), Great Lakes(1000+), Heart of America (800+) increase in membership
  2. Greatest Percentage of growth - Lakeshore 29% growth, Intermountain 18.85% growth, Evergreen and Southern Regions 15.76% growth.
- League memberships will now be processed on an individual basis as well as a team.
- There is a maximum of 15 players per team allowed on the system.
- Foreign team participation forms – Kerstin modified a few of the forms to try to make the individual league registration a little easier to summarize.
- WebPoint System Update – Integrating Event and Membership Data handout. Found out that the National Event Registration system will not work until we have 100% online system participation. The goal is to develop it into a National system. We need to look forward to where we are going, to what is best for the whole group and then we need to agree that a fully integrated system is the way to go.
- The 2007-2008 season is when the system will be required by all – per Executive Committee mandate from May 2005 to Board of Directors.

Strong recommendation from the Florida Region on the WebPoint system - Do not allow one person to key in the information for many – have each person do it themselves.

#### **D. USAV Foundation – Fred Wendelboe**

The Foundation is hiring a part time Development Director who will be able to do a better job than Fred Wendelboe has been able to as a volunteer. The name of the Director will be released at a later date.

Send the Development Director names of potential contributors this person could contact. It may be a parent or someone that is involved in your Region.

### **XIV. Staff Reports - Q & A**

#### **A. Beach - Denny Lennon**

2006 Season review

- USAV Beach Jr Tour with 11 tournaments in 8 Regions
- 2 High Performance Camps

Approved 5/23/07

- 2700 athletes participated
- Qualified athletes for participation in FIVB Youth & Jr Championships events

For 2007 Beach Program needs to:

1. Improve marketing – get the word out to more possible participants.
2. Encourage all the Regions to operate tournaments
3. Increase the National tour to 12-15 tournaments – adding tournaments in the mid-section of the US.
4. Establish a national ranking system – identify top athletes
5. Create an easier entry process into tournaments – go through a club coach to enter the team instead of the parents

Why run a beach program –

- It brings value to the programming in the Region
- Develops the whole athlete in volleyball – improves indoor skills
- Provides more opportunities for players to play
- The players can have fun without the structure of indoor – they enjoy it
- The parents are not involved – the tournaments are self run – the players take ownership of the tournament with it being player administered.

Keys to growing the Beach Game

- Participation of the Regions – spread the word
- Player administration of tournaments – good programming
- Creation of an info hub – ranking system online that the players can see where they stand against others in the nation.

ROD requests that the format of the beach tournaments that was used last season – specifically how the tournament is run and administrated by the players – be sent electronically to all Regions.

The 2007 Beach Tour schedule is not set yet. Contact Denny Lennon to schedule a tournament in your Region.

## **B. Disabled – John Kessel**

CDs for Youth and Disabled are available. They were handed out at the YJOVD meetings in August. Continuing to hold military summits for injured athletes. Looking for talent for boys and girls disabled teams. We need taller guys to compete at the international level. John is meeting with physical therapists and orthopedic surgeons from Limbs at Risk Extremity Clinic in October to try to open doors to all sports for disabled. Junior clubs in Omaha, Oklahoma, San Antonio and Dallas with able bodied and disabled coming together to help the training of the disabled athletes.

We were unable to host World Challenge due to visa problems. Bosnia and Mongolia were going to come but found out last week that they could not come due to the length of time it takes to process visas in our country. The USOC has now put a person in Washington, DC to try to solve the problem of visas not being processed in a timely manner for teams to enter the US.

Blaze Sports Clubs – disabled sports clubs in the US – Mike Moushet’s goal is to have 250 Blaze Sports Clubs by 2010.

**C. CAP/IMPACT - Diana Cole**

2007 IMPACT materials are ready. The IMPACT Manual was emailed out to ROD list about a week ago. Support materials for Instructors are ready and will be posted on ROD webpage next week – new PowerPoint presentation has video clips imbedded. Education Department is taking orders for pre-printed IMPACT manuals in the binders until Nov. 1<sup>st</sup>. You can order them after that but the order won’t be filled until January.

There are 5 CAP courses remaining for 2006 – AZ Region, Colorado Springs, Evergreen Region, Delta Region, and at the AVCA Convention in Omaha. 2007 schedule should be almost complete by the end of October. If interested in hosting the Region should forward the prospective dates to USAV-CAP to get on the schedule before they open it up to outside hosts.

Electronic delivery projects: 1. Dartfish instructional cd for coaches should be available by the end of October. Order forms will go out soon. This is the first of a planned 12 or 13 cds to be produced, 2. Working on CAP modules available electronically on [www.tobee.biz](http://www.tobee.biz). [www.asep.com](http://www.asep.com) currently has three CAP modules available to download and are working on a fourth module.

The IMPACT Manual may be put on a cd for Instructors only per the agreement. Participants may only receive them in printed version.

For Regions that have distance issues for coaches to be IMPACT certified – there are CAP Cadre that are available to do IMPACT or it can be done electronically with group – using Skype – minimum level is over the phone. It is better done with a microphone, headphone, and camera and hooked up to computer.

**D. Membership Development – John Kessel**

Growing the Game – Handouts: Demographics by SGMA, disabled, boys high school participation by state spreadsheet. CD sets that are available: Beach, Boys, Girls, Disabled, Youth, NIRSA, Players and custom made for RVAs (need 2-3 weeks lead time to produce custom RVA cd). USOC will help produce it for \$.65 each.

- Growth incentives – National team players, USA Gear/Trips, Program Discounts
- Customized brochure for the Regions to leave at YMCA’s, Park N Recreation or other program locations to let them know we are there.
- One Event and new league memberships – try – hope to help grow boys and youth – reducing the barriers to join - Margie working on paperwork and insurance issues with it.
- 11 and under – create a \$12 membership to help grow the game from the youth
- Middle School/Elem School Championships – Regions put them on - one event memberships to help get kids connected to USA Volleyball.
- RVA Grants to help start boys programs in schools – to go varsity.
- Molten may provide 6-10 volleyballs as part of grant money to help get a boys club program going at a very affordable price.
- Niles Pedersen working with Jeff Mosher to help expand men’s collegiate programs.

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- How to keep the collegiate players playing – extend the programming – offer prize money for winning Regionals, AAA Events, etc. One Idea - NIRSA Champions or Military All Star team to expand Women's Open Division at Nationals.
- Expanding Adults - Corporate Volleyball Challenges, Dusk to Dawn Tournaments
- DIII – 50 is the magic number for a program to be able to hold a NCAA National Championships – men's volleyball actually makes money for the university partly because the players are paying tuition to attend school.
- Contact CSTV to let them know we like to see volleyball on television.

Growing the Game is John's main goal now. Any ideas on growing the game is appreciated – please send to him.

Online chats on topics like growing the game are being studied – using Skype.com or Yahoo Messenger. You can sign up for free. It is an easy way to communicate. When signing up use something that will describe your position for example NTcommish or something that is recognizable. The Epperson's son is working for skype.com.

#### **E. Effective Practices – John Kessel**

The next Effective Practices seminars will be for facility owners and junior club directors. Effective Practices manuals are available by request. John is synthesizing the information from the three Effective Practices he has held and will send out to Regions in November.

Jeff Mosher is taking over for Gary Moy in men's and boys' development.

#### **F. Events Department - Mike Chandler**

2006 Overview –

- Adult numbers were down in New Orleans (about 60 teams below the year before). USAV did the right thing to be there.
- Boys in Minneapolis – numbers were the same as last year – no growth – Mike feels that the growth will still come.
- Hosted World League – have not hosted the event since 2001
- Hosted NORCECA Youth Championships in Gainesville, FL

2007 – schedule and deadlines attached as Appendix

- Invitational will move earlier in June - will be held in Atlanta, GA.
- Boys will be held in Atlanta, GA
- Girls' site is still TBD – Mike hopes to announce the location this week. Waiting on signed contracts which should be enroute.
- Adults to be held in Austin, TX

Along with the National Championships in 2007 the Events Dept will be hosting:

1. The World League – three locations. The first weekend coincides with the YJOVD meeting weekend in May and two other weekends in late June.
2. Pan Am Cup – 12 Women's Senior teams. Mike is trying to partner with Miami to host since most of the teams will be coming from Latin America, the Caribbean and South America. This will help sell tickets for non-USA matches.

History behind change in Invitational – the current JOVC tournaments are not meeting the needs of the populace. The JOVCs are for the elite, the growth is in the Club Division. These are teams that look for a season ending tournament soon after their Region play ends. The move to earlier June will eliminate the late June school releases but it will help meet the need in those areas that are looking for season ending tournaments soon after Memorial weekend.

Girls JO's will have staggered starts for all divisions so that each division has it's own championship day – one championship court and 4 wide courts for traffic flow. Girls 18's have been moved back so that both sessions will be able to see them play. The tournament is also expanding to 10 days. This will help with the hotel crunch in the turnover of rooms from the first session to the second.

Mike handed out the Deadline Dates for 2007. The deadline dates for girls have been moved back a week. The online system will close on May 7<sup>th</sup> and the Region deadline will be May 9<sup>th</sup>. This will allow time for the submission of materials to USAV for a team that enters very close to the deadline.

Teams will be allowed to participate in both the Invitational and JO's if they choose. However, the Invitational is primarily for developmental teams to use as a season ending tournament and not really for the elite teams.

Girl's JO's site is close to being signed but Mike does not have the contracts in hand so he cannot announce the location. He will announce it by the end of these meetings if he receives the contracts on Monday. Dates for the Girls JOVC are June 29 – July 8.

**G. High Performance -Tom Pingel**

Review of 2006 - All four Boys and Girls, Youth and Junior teams medaled this year equaling our 2004 finish. The two gold medals were with the Girls Youth and Junior Teams and the two silver medals were with the Boys Youth and Junior Teams. The teams qualified for the World Championships – exact dates and sites to be determined or firmed up.

Tryout numbers were down. Region teams are the alternative to the National team.

New camp run this past summer in conjunction with a company called American Athlete run by Rob Buck and Marlon Sanno – Development A2 Camps. This is another layer below the development camp – extended invitations down. They ran four of these camps in 2006 – none were held in the west. They are looking at two more sites next year in the northwest and west.

For 2007 HP Department is working on USA Training Camps for all of those that attended tryouts but did not make a team. Regions may host the camps – contact Tom Pingel if interested in hosting one of these camps. Normal size of the camp is 30-40 participants – need 2 -3 courts on a small college campus with dorms.

The HP Department is still accepting applications for HP Coordinator Position.

HP Championships 2006 – Ft. Lauderdale, FL – boys and girls

Approved 5/23/07

The tournament continues to get better each year. Statistics were available for all matches except first one (technical glitch). Referees were all rated, given feedback and match pay was good. Issue is still a lack of international teams – working on that - looking at NORCECA teams. Transportation and referees staying in dorms were also issues.

First Boys HP Championships was held in Sacramento, CA this past summer. Club team from Greece came in. USA teams, Badger and Northern California entered teams.

Bring It Promotions will be running a junior tournament in Europe in summer of 2007. If your Region will be having a Girls Junior Team for 2007 strongly consider sending the team to this event. They will in turn help find teams for our International Select division.

For 2007 the Girls and Boys event will be combined at the same venue and time – a different hotel will be designated for each gender. For boys the International and Youth divisions will be the only divisions offered. Looking at NORCECA Select Championships to play in International Youth Division for pool and break out for their own Championships for playoffs.

For 2007 the entry fee will be \$1150 for International Division and \$950 for the National Divisions. This increase is due to an extra half day of play scheduled and for help to bring in international teams. There will also be a \$200 per team surcharge for referees. Ft. Lauderdale was chosen again to entice Mexican or Caribbean teams to come. Officials will be given a travel allowance of \$250 and will book their own travel. In certain instances, officials from Hawaii or California for example, they would like to apply some of the local officials' travel allowance to cover officials coming from areas further away.

Regions sending teams to the HP Championships are to send a list of recommended referees from their Region by March 1<sup>st</sup>. Kathy Ferraraccio, Tom Blue and others will go over the list and pick the officials for the HP Championships tournament.

If your Region is considering dropping the HP program, contact Tom in hopes of partnering with another region. If not fielding a team, consider a camp. Boys Youth and both Boys and Girls Select age groups should be the focus of the Regions. This will help catch those not being seen at National tryouts.

Region HP Coaches Training Sessions will be run in breakout sessions – module like breakout groups. Please send Representative to address issues there instead of at the tournaments. The cost is still \$235 and will be held at the OTC. Training session dates will be January 18-21, 2007. Allowing two representatives per Region to attend the session

HP Department is requesting each Region send their Region HP contact person or persons for the information to be sent. This will come out in an email to the ROD.

#### **H. VolleyMall - Kerry Klostermann**

The VolleyMall is ramping up. It is averaging \$1.47 per transaction. This is free money to every Region participating. Each Region is encouraged to get on board if you are not. Encourage use of the VolleyMall by your members especially for the upcoming holiday shopping season.



Diversity training – Doug Gertner will lead the 4 hours of diversity training in May for Commissioners. The Staff and Board of Directors will receive diversity training in January.

## **XV. Zonal Meetings/Reports**

### **A. Selection of Zonal Reps**

Atlantic – Bob Dingee, Border – Will Vick, Central – Lynne Updegraff, Pacific – Jenny Vogt

### **B. Zonal Reports – Appendix’ F (Atlantic), G (Border), H (Central) & I (Pacific)**

### **C. Discussion Items from Zones**

**1. Enforcement of compliance issues** – what do we do for the regions that don’t comply? The requirements are good but we need to change them along with the services we provide. For example a more visible document delivery system, a registration system that will allow for better reports, easier access for complying with materials/data. Once an easier submission format is accomplished, then we should enforce compliance. The job description for commissioners includes attendance at these meetings, they should be here. Can we change the wording from commissioner to designee in the attendance requirements?

**2. IMPACT certification for all coaches by 2007-2008.** Two parts - Set minimum standards and then Regions need to implement. We need a simple online/cd course to give the coach the basic information and will give them time to get to an IMPACT clinic – core information but no on court stuff until they can get to a clinic at a later time.

A collegiate coach must go through IMPACT so that they are on board with USAV requirements, policies, etc. John Kessel - There is a way that they don’t have to sit through IMPACT. They need to request a current IMPACT Manual from the National Office and then take a quiz. No separate requirement for assistant coaches to be IMPACT. What are the additional costs going to do our membership if an AAU pops up and take our members because costs and requirements are much lower? We need to use it as a selling point over AAU for quality and safety.

What is the Education Department’s resistance to online or cd IMPACT Course that is not instructor lead? John Kessel - Bill or Diana would need to answer but the spirit of the idea is to talk to someone that is knowledgeable and can answer questions. The insurance company is happy that we train coaches and background screen in the event of civil liability. We need a minimum level of certification to set the standard. We should look at ways that it can work instead of ways that it can’t work. Mike Chandler – AAU is concerned that they don’t require background screens – that is where our coaches go that can’t pass our background screen. Background screening is coming to all (AAU included). Online IMPACT could generate an incredible amount of money for USAV.

**3. Expand fields at Open Nationals to allow for divisions that would exceed bid allocations in certain divisions.** This could affect teams from the local area of Open Nationals being allowed to attend. Mike Chandler – we should incorporate local issues into the motion. More teams from the local areas will attend in the club division. The formula needs to be out and available so that all can see it – not a secret formula.

**4. Do we want to require a general statement asking Regions to have Conflict of Interest provisions?** Straw poll – half of the Regions already have a conflict of interest policy in their Region. Blanket conflict of interest is difficult because regions operate differently.

Approved 5/23/07

**5. Background screening of Officials** – almost half of regions already background screen officials. Straw vote – should they be background screened – split half and half. Glenn Sapp - OD struggled with this in May. Kevin Wendelboe - Insurance committee has discussed this with Mike Price and has made no action on it.

**D. Discussion and Vote on issues**

Motions and Action Items follow

**XVI. Election of Associate VP**

Judy Praska was elected as the Associate VP to October 2008.

**XVII. Retooling/ Reorganization Discussion**

Ken Cain attended the Executive Committee meeting. The USOC is especially concerned that the beach medal winners were part of the Article VIII complaint, that the USOC had given us \$1.5 M in funding. They are withholding this until the complaint is settled. The Board will have to change in order to get USOC off our back. USAV has filed a motion to dismiss but Ken would be very surprised if they would grant that motion. One USAV charge about the complaint was if the AVP as a body has any standing to say whether we were or were not acting as an NGB. The USOC recommends we don't have any officers on the board just one chairperson.

Margie Mara – we have to do something or something will be done for us. Executive Committee really struggled with what USOC was asking them to do – asking them to adopt a model that has not proved successful. The Ex Committee is trying to hold on to the experience that our board reps bring to the table. We do not want our reps to resign once on the board. The players were saying we have to have a strong representation of Regions because they are USA Volleyball.

Jon Lee – Take the Ad-Hoc Committee for USAV Governance Report from New Orleans – **Appendix J**. Look it over for changes that may be needed. Note in the report that the AVP is the only for profit member. This report is a kind of nudging by USOC to the NGB's to see if there are any changes needed within the organization.

**XVIII. Educational Issues and Best Practices**

Would the Commissioners like to back a proposal to discontinue the August meetings of the YJOVD? Straw poll – split half and half

Commissioners should send agenda items to Dave Gentile when he calls for agenda items for the YJOVD meetings. Admin Manual requires Regions to send representatives to the YJOVD meetings. Commissioners should attend the May YJOVD meeting and let them know what is wanted from that division by the Regions. The meeting needs to be more valuable in order to send representatives to it.

Grassroots is what the Region is all about. Jimmy Peden volunteers to head up grassroots for ROD in May with YJOVD. Palmetto Region is giving free clinics, equipment and training to underdeveloped areas. A side benefit of this is that it opens doors to facilities for clubs. Athletic Directors have responded to the Palmetto Region in their helping with coach's training. Befriend the athletic directors and help them know what we are about.

**Presentation by Jim Peden**

Challenge to the Regions -

Approved 5/23/07

Provide free training and video via the internet to middle school and elementary school coaches. How can we educate coaches without asking for money? How many can we touch with video/internet coaching? Learn by seeing and hearing – schools need the resources but can't always afford to attend expensive coaching education sessions. Take knowledge, resources and technology we have and reach out to schools and other grassroots type organizations – share our knowledge. Initial intent is to focus on the coaches with these training video/internet sessions.

Anyone interested in working on this project with Jim, email him. Palmetto is going to produce a program. They would like the help with the project.

### **XIX. Wrap Up**

- 1. 2007 Annual meeting dates** – Austin, TX – May 22-24, 2007
- 2. 2007 Mid year dates** – Cheyenne Mountain Resort, Colorado Springs – Friday – Sunday, October 5-7, 2007
- 3. Appointment of Election Committee** - Lynne Updegraff will chair the Election Committee
- 4. Recognition of Staff** - thanks to June Lobeck, Liz Cornella, Kerstin Fracassini-Reiff, and Margie Mara

**Motion #12** to adjourn (M/S/C, Dingee, Downey) Meeting adjourned 4:21 pm, Monday, Oct 9<sup>th</sup>.

### **Motions/Action Items as a result of this meeting:**

#### **Motions –**

#### **Structure & Function Committee**

**Motion #3** (SF Motion 1: (M/C) Rescind Motion 24 which allowed unaffiliated officials to register in an adjacent region when agreed to by the commissioners of the two regions.

**Motion #4** (SF Motion 3 with amendment: (M/C) Recommend to the BOD that a replacement motion be made that requires IMPACT or equivalent certification approved by USA Volleyball within a reasonable amount of time after participation as a coach in junior level activities to be effective as of 2007-2008 season.

#### **Competition Committee**

**Motion #5** (CC Motion #1: (M/C) Regions must advise the USAV Events Department by March 21, 2007 if they will be accepting their allocated bids to the USAV Open National Championships Club Divisions. The region will forfeit any bids not accepted by that deadline. Events Department will send out a reminder two weeks from the deadline.

**Motion #6** (CC Motion #2: (M/C) Support the CEC proposal to schedule age divisions (likely age 60 & over) with 10 teams or less playing a 3-day schedule, with a commensurate decrease in entry fee.

#### **Insurance Committee**

Approved 5/23/07

**Motion #7** (IC Motion #1: (M/C) The ROD adopt the Regional Insurance Fund Administrative Guidelines.

**Motion #8** (IC Motion #2: (M/C) The ROD adopt the updated RVA Background Screening Policy.

**Motions from the floor –**

**Motion #9:** (M/S/C) (Bishop/Dingee) ROD recommends the National Office webmaster create a forms submission page on the ROD web site to collect electronic copies of documents required to maintain compliance with USAV and ROD requirements. Furthermore, RVAs would be allowed to submit required documents via this method, via email or via cd to reduce postage, labor and physical storage space.

**Motion #10:** (M/S/C, Castanon/Dingee) To recommend to the Education Division of USAV that they develop an online IMPACT like course with online testing that does not require specific face-to-face or synchronized instruction.

**Motion #11:** (M/S/C, Castanon/Dingee) When an adult club tournament capacity is increased over the nominal 48 berths, the extra spots in the tournament will be allocated by extending the regional bid allocation formula to the new number.

Note: SF Motion 2 & CC Motion 3 were removed from consideration.

**Action Items –**

- All Regions are encouraged to donate to the Hall of Fame on an annual basis
- All Regions are encouraged to inform their members about the VolleyMall and encourage them to shop online for the holidays.
- Board reorganization proposal and any modifications to be forwarded to the ROD members.
- Doug Beal requests feedback by the end of November on the admin fee increase Appendix E
- Fred Wendelboe requests that the Regions forward the names of potential donors to the new USAV Foundation Development Director.
- All Regions interested in hosting a USAV Beach event next year contact Denny Lennon.
- Denny Lennon to send the ROD members a description of the structure and format used in the self-run beach tournaments.
- All Regions interested in hosting a CAP course in 2007 should contact Diana Cole by the end of October to get on the schedule before they open it up to outside contacts.
- John Kessel requests that we notify our members to contact CSTV and let them know how much we like seeing volleyball televised on their network.
- All Regions are encouraged to forward John Kessel any ideas on growing the game.
- High Performance Department requests that each Region send them the name and contact information of their High Performance contact person.
- Anyone interested in working with Jim Peden on an online/internet training for coaches contact him at the Palmetto Region.

Appendix A – Structure & Function Committee Minutes

Appendix B1 – Competition Committee Minutes

Appendix B2 – Competition Committee – Bid allocations for 2007 Open National Championships

Approved 5/23/07

Appendix C1 – Insurance Committee Minutes

Appendix C2 – Regional Insurance Guidelines

Appendix D – Compliance Committee Minutes

Appendix E – Admin Fee Increase Proposal by Doug Beal

Appendix F – Atlantic Zone Minutes

Appendix G – Border Zone Minutes

Appendix H – Central Zone Minutes

Appendix I – Pacific Zone Minutes

Appendix J – Ad-Hoc Committee for Governance Report from New Orleans

Appendix K – Motions/Action Items as a result of this meeting

### **To May 2007 ROD agenda -**

1. Competition Committee recommends to YJOVD Growth Proposal be addressed in Zonal meetings with recommendations back to the YJOVD through the junior reps.

YJOVD Growth Proposal: Andy Reitingier indicated a straw vote in the YJOVD supported the growth proposal Option A. The committee concluded the purpose of this proposal is to produce a growth in teams who would attend National Championship Events – not necessarily a growth in membership, a Qualifier-Based Championship, and an Event-Based Championship (three tiers, from lowest to highest)

2. Competition Committee recommends this topic be discussed in zonal meetings. No change proposed for 2007 Championships.

US Open Club Division Scheduling: The CEC recommends to ROD that the AA/A club divisions play first session and BB/B in the second session. Rationale: 1. It will help balance the number of courts needed; 2. It will help assure that teams play in their appropriate divisions; and 3. The age divisions can go back to annual rotation. Committee members discussed the preference of most teams to play in the first session to limit their absence from work. It was felt many teams would play BB division (already near maximum) when held in the first session, even when they probably qualified for the A division. Age division players frequently also play with club teams, based on the session of their age division. Championship Events noted there are currently many vacant courts in the second session and scheduling changes are required to maximize the use of courts.

### **Referred back to Compliance Committee Agenda for May 2007**

1. Who should have the authority to deal with enforcement of compliance issues? Should this continue to be the responsibility of the Chair of the Compliance Committee or would it be better to let the National Office assume the role?

2. Is there support for the idea of focusing more on incentives rather than punishment to promote compliance?

3. How should the concept of “conflict of interest” be addressed by the Regions? Should this be considered as part of the Region’s By-Laws, a signed form or just a recommendation to the Region?

4. Strategic Planning to be proactive rather than reactive. Where have we been and where do we want to go with compliance issues?