



USOPC Membership Application

USA Surfing Application For NGB Certification

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REVIEWER: Mark Storey
DUE DATE: 2025-02-05

SUBMITTED BY: Becky Fleischauer
SUBMITTED DATE: 2025-02-05

SECTION 1 : REQUIRED DOCUMENTS

Please provide the following attachments. If your organization does not have one of the listed documents, explain why your organization does not have the document, why it may not be relevant, and/or the steps to which your organization is taking to obtain or create the document.

1. Bylaws

1 file(s) attached:

[USA Surfing Bylaws 2025 .pdf](#)

2. Articles of Incorporation

1 file(s) attached:

[USAS_Articles of Incorporation.pdf](#)

3. Code(s) of Conduct

1 file(s) attached:

[USA Surfing Code of Conduct 2024 FINAL.pdf](#)

4. Complaint/Grievance Procedures

1 file(s) attached:

[USA Surfing Complaint Resolution 2025 FINAL.pdf](#)

5. Most recent IRS Form 990

1 file(s) attached:

[1.e. USAS Surfing Inc 2023 990 - PUBLIC INSPECTION COPY.pdf](#)

6. Most recent audited financial statements with management letter

1 file(s) attached:

[USA Surfing Inc -Financial Statements - 12-31-2024.pdf](#)

7. Board of Directors roster with names, term dates, positions (e.g., Board Chair, Vice Chair), and director class (e.g., Athlete Representative, Independent Director, Club Representative) for each director

1 file(s) attached:

[USA Surfing Board Roster.pdf](#)

8. List of Committees with description of each Committee's function

1 file(s) attached:

[Description of USA Surfing Committees.pdf](#)

9. Board meeting agendas and minutes from the past year

11 file(s) attached:

[Board Meeting Agendas and Minutes](#)

10. Staff organizational chart

1 file(s) attached:

[USA Surfing Inc - Staff Organizational Chart.pdf](#)

11. Organizational chart of local members, clubs, state organizations, regional organizations, etc.

file(s) attached:

[1.k USA Surfing Inc - Surfing Ecosystem.pdf](#)

12. Criminal Background Check Policy

file(s) attached:



13. Athlete Safety Policy

file(s) attached:

[USA Surfing SurfSafe Policy 2025 FINAL.pdf](#)

14. Strategic Plan, or anticipated Strategic Plan

file(s) attached:

[USA Surfing Strategic Plan 2025-2028.pdf](#)

15. Financial policies and procedures

file(s) attached:

[USA Surfing Financial Policies and Procedures - Revised January 2025.pdf](#)

16. Conflict of Interest Policy

2 file(s) attached:

[USA Surfing Conflict of Interest Policy 2025 FINAL.pdf](#)

[USA Surfing COI Disclosure Form.pdf](#)

17. Whistleblower and Anti-Retaliation Policy

file(s) attached:

[USA Surfing Whistleblower Policy 2025 FINAL.pdf](#)

SECTION 2: ORGANIZATION OVERVIEW

18. Why does your organization want to become an NGB and what benefits can your organization bring to the USOPC and athletes by becoming an NGB?

Becoming an NGB would provide surfers with the highest level of support and expertise to elevate our sport's power, athleticism and skill on the world's largest sporting stage – the Olympic Games. We care about our athletes and we want to be in the best position to serve their needs.

As the countdown to the 2028 Los Angeles Olympics begins, USA Surfing is building a legacy of excellence that will create America's strongest generations of surfers, solidifying the sport's place -- and U.S. dominance -- on the global stage.

Our strategic regrowth and lineup of groundbreaking programs positions USA Surfing not only to continue to advance the sport and develop top-tier talent, but also to regain National Governing Body (NGB) status with the U.S. Olympic and Paralympic Committee.

Becoming an NGB would provide surfers with the highest level of support and expertise to elevate our sport's power, athleticism and skill on the world's largest sporting stage – the Olympic Games.

USA Surfing is now in a position to become the NGB once again. The USOPC can have faith that we can and will carry out our obligations and handle our responsibilities fully. Below are some additional reasons we believe we should be the NGB for surfing, highlighting our dedication and capabilities.

i. The Sport of Surfing is at our Core.

We are surfing. It is the core of our mission. We live and breathe the sport. We care about the athletes holistically. We care about the athletes from the grassroots to the elite.

The new leadership and staff brings resolve and responsiveness to the needs of athletes and coaches.

This capacity comes from new stakeholders (many volunteers) with significant expertise, authentic connection to the athlete community, and commitment to the sport and the organization:

- A diplomatic new CEO who champions innovation, stewards relationships, and is a communications expert with a strong track record of working with some of the most successful nonprofits in the nation.



- A board who reflects the future of surfing, and represents athletes, parents, and industry of surfing in America.
- A revamped organizational structure designed to encourage greater collaboration, responsiveness, and accountability.
- An expanded staff team that includes expert coaches as well as athlete and member services experts.
- A future forward strategic plan and high-performance plan with talent development and podium-strength in disciplines in current and future Olympic and Paralympic Game programs.

We are the only organization in the best position to be the NGB for surfing, the sport that USA Surfing serves.

The Ted Stevens Act divests the authority to an NGB to, among other things, “serve as the coordinating body for amateur athletic activity in the United States,” “conduct amateur athletic competition” and “exercise jurisdiction over international amateur athletic activities.” We not only do that, but are the only organization that can currently handle that responsibility. And we do it well. We run domestic competitions with unparalleled success and send the best of the best to represent the U.S. in International Surfing Association (ISA) competitions. Our track record with two back-to-back Gold Medals in the Olympic Games and winningest athletes in the Pan Am Games and repeated podium results in ISA World Championship competitions is a testament to that.

We are surfing. And the athletes are our priority.

ii. Backing of the Surfing Community.

First, USA Surfing is the current recognized national federation by the International Surfing Association (ISA), a requirement under the Ted Stevens Act. While the initial decertification MOU with USOPC asked USA Surfing to relinquish USA Surfing’s ISA membership, it was determined that USA Surfing was the only organization in the position to field and support teams in all the ISA disciplines – para surf, longboard, Masters, SUP surf and SUP and prone race. To ensure surf athletes had the opportunity to continue representing the U.S. on the ISA world stage, USA Surfing maintained its ISA status and fielded and supported world championship teams on its own. As such, USA Surfing was and is the governing body for athletes to compete in international competition, and have proven that we can fulfill that responsibility.

Next, USA Surfing has the backing of the surfers. The top elite athletes in our sport, along with the ISA and the World Surfing League (WSL), signed letters of support for USA Surfing to the USOPC, which we have uploaded as an additional document to this application. We talk with the athletes on a daily basis and they trust us. We are enormously proud of USA women’s back-to-back Gold Medals and know firsthand how hard Carissa and Caroline work, and what this pinnacle achievement means for them and the next generations of surfers. The athletes know that we are there for them, and they back us.

iii. Decertification – the Previous Management.

In 2017, USOPC officially recognized USA Surfing as the NGB for the sport of surfing. However, after many negative findings resulting from a 2019 USOPC conducted audit, USA Surfing voluntarily agreed to decertify in December of 2021. An agreement between USA Surfing and the USOPC was entered into to save time, money and resources on administrative proceedings so that USOPC’s focus could be on the support for the athletes leading up to the 2024 Olympic Games. USA Surfing’s board agreed to voluntary decertification with an express understanding that once the audit deficiencies were rectified, it would be re-considered for NGB status.

The findings from the audit have been rectified. And that is because the organization has completely turned itself around for the good, and our future trajectory is even better.



iv. The New Management

With a new board, new staff, new policies, new procedures, and new safeguards in place, we are setting a new course. We are capable. We are committed. We are passionate. We are here for the right reasons.

We know that we can now fulfill USOPC's compliance standards and we know that we are the best organization to become the NGB for the sport of surfing, the sport that we love. USA Surfing's strategic plan and high-performance committee report and plan clearly demonstrate the first-hand knowledge and experience needed to support surfers striving for excellence. We want this.

Surfing is a high-performance sport and healthy lifestyle with myriad research-based physical, social and emotional benefits for participants. As a full-body sport with a constantly changing playing field, surfing requires a mindset and method of training and preparation that can benefit and inform practitioners in other Olympic sports as well. In fact, our high-performance committee members know several PT's who prescribe surfing for pro football, basketball and baseball athletes.

In addition, as evidenced by how well surfing social media posts performed during the 2021 and 2024 Olympic Games, surfing athletes, imagery and storylines are beautiful, fresh and compelling for all audiences. Being recognized as an NGB would enable us to capitalize on our commitment to surf athletes, the surfing culture, and community. We exist by and for them.

19. What is the mission statement of your organization?

USA Surfing is the exclusive International Surfing Association (ISA)-recognized national federation for the sport of surfing in the U.S. with a mission to:

- Steward the sport of surfing in all its disciplines
- Empower future generations of Champions
- Showcase the transformative power of surfing on the Olympic stage

20. How many members does your organization have?

Surfing does not have a club or affiliate structure, but rather a network of qualifying pathways through regional organizations that provide local competitions, which based on rankings and performances qualify them for USA Surfing's national Championship events.

As the recognized International Surfing Association (ISA) federation responsible for fielding and supporting surfers representing the United States on the world stage, current and aspiring top performing surfers compete in a network of local competitions (see below) in order to qualify to compete in USA Surfing Championship events in which the winners are named to national teams that compete in international ISA competitions.

As such, USA Surfing fuels a strong ecosystem of regional organization competitions, surf schools, and boardriders clubs, which present competition experience to progress to national and international competition. These organizations include, but are not limited to: the National Scholastic Surfing Association (NSSA), the Western Surfing Association (WSA), the Eastern Surfing Association (ESA), Hawaii Surfing Association (HSA), the Texas Gulf Surfing Association (TGSA), the Great Lakes Surfing Association, U.S. Boardriders and its local Boardriders clubs, the Surf Industry Manufacturers Association (SIMA), other industry partners, surfing professionals and stakeholders who develop and enhance the sport of surfing.

There are immense opportunities to grow and galvanize a more organized hierarchy of affiliate organizations and individual and group member categories. We currently have 500 members and 1,516 total over time. This is an untapped area of potential.

21. How many full-time staff members does your organization currently employ?

All USA Surfing staff are independent contractors. Our core staff include:

- CEO



- Head coach and competition director
- Innovations coach
- Event operations director (East and West)
- Athlete and member services specialist
- Independent accountant

USA Surfing's goal is to increase its staff as more resources are available, including a plan to make leadership positions employee positions.

22. Do you know of any other national sports organizations in the sport for which your organization is seeking NGB certification?

We are not aware of any other national sports organization in the sport of surfing that is seeking NGB certification.

However, we have information that U.S. Ski & Snowboard may apply and/or be seeking NGB certification or subsume the high performance management of the sport, away from the USOPC.

Since the Ted Stevens Act prohibits a certified NGB being recognized by more than one International Federation, and U.S. Ski & Snowboard is already recognized by FIS, the international federation for ski and snowboard, to answer this question in compliance with the Act, we do not know of another eligible organization who is seeking to apply.

What are the key challenges your organization faces in becoming an NGB? What are your plans to address these challenges?

23. USA Surfing's front row seat and supporting role helping to prepare surfers for elite, global competition helps ensure we are in tune with the current and emerging needs of surfers. This proximity has allowed USA Surfing to anticipate challenges and provide support that has been applauded as valuable in letters of support from the World Surf League, Olympic surfers, and other top surf athletes.

As outlined in USA Surfing's high-performance committee report and plan, surf brands are experiencing a major shakeup with severe cutbacks. Support for training, travel, and even boards and product has shrunk. There is far less leadership among the brand reps that encouraged and coached surfers currently on tour. The SWOT analysis outlines USA Surfing's rebuilding position after voluntary decertification, serial leadership changes, and a loss of staffing, funding and resources. Our plan to address these challenges has included:

- Continuing to deliver timely, high-value support and expertise that meets the current and emerging needs of surfers.
- Providing excellent competition and membership experiences.
- Strong communication and marketing to extend the positive benefits of USA Surfing's programming and resources, and ensure competitions, programming and content are funded and on track to meet needs.
- Generating sustained revenue sources, sponsorships, and fundraising to ensure the organization is staffed and has capacity to deliver value and respond to needs.
- Creating continued collaboration and feedback loops through governance and advisory groups and stakeholders involvement to promote accountability and excellence.

SECTION 3: GOVERNANCE AND COMPLIANCE

24. Provide a performance overview of your organization's board and board committees, using the SWOT model (Strengths, Weaknesses, Opportunities, and Threats).

See attached [SWOT](#) in additional documents.

Strengths Board:



New Board of Directors who are aligned, committed, and accountable to the mission.

Launched updated Conflict of Interest Policy to prevent and address issues immediately which could otherwise hurt organization success. New Treasurer and Finance Committee with strong financial acumen and complete transparency.

Newly designed Board of Directors Handbook offering crystal clear guidance for Board members' success during their terms. A new onboarding process ensuring Board members are effectively onboarded and immediately engaged and activated.

A new Board Performance Review that ensures personal accountability to results and ethical practices.

*Significant athlete representation on the Board.

Consistent board meeting schedule, maximizing virtual and in-person sessions to maximize board engagement.

Strengths Committees:

Updated high-performance committee that created a high-performance plan and programming that prepare athletes for competitive success on the world stage. Fresh and new committee members who bring strong experience and unique subject matter expertise to execute the new strategic plan.

Impeccable judicial committee with exceptional track record of resolving complex issues efficiently and with positive outcomes.

Newly onboarded Counsel on Ethics Committee experienced in guiding the committee and resolving any complex issues related to our sport. New specialty committee focusing on expanding the booming SUP market and branch of USA Surfing.

New para surf committee focusing on strengthening the high-performance program tailored for para surfers. Newly formed fundraising committees committed to elevating the fundraising plan.

Newly designed Committee Handbook to guide and ensure consistency and compliance within committees to deliver measurable outcomes. Renewed excitement and top-tier athlete engagement serving on committees.

Weaknesses Board:

*Lack of athlete representatives who meet the current "10Y Athlete" qualifications. Lack of board member fundraising and contributions.

Lack of leveraging the Board's expertise and connections to increase fundraising and sponsorships.

**Athlete-representative Board members lacking experience due to being a sport with inherently young athletes.

Weaknesses Committees:

Inherited disorganized committees with lack of direction to consistently execute tasks and deliverables.

Lack of clear communication reporting between committees, CEO, and Board of Directors (will be resolved with new Committee Handbook and structures).

Opportunities Board:

Expand the Board with athlete representatives who meet the qualifications for 10Y Athletes.

Use our new Board Member Performance Evaluation to increase Board member contributions and sort out members who aren't contributing to expectations. Invite and source new Board members with fundraising and sponsorship connections to build a sustainable financial plan and forecast.

Maximize one in-person strategic planning meeting each year to build engagement and cohesiveness within the Board.

Opportunities Committees:

Activate our new Committee Handbooks to ensure all committees have clear guidelines on their responsibilities and expectations. Increased engagement where committees report their accomplishments and challenges during regularly scheduled board meetings. Re-populate and refresh committees to ensure members are engaged and contributing.

Add committee members who offer increased expertise and ensure compliance (especially Finance/Audit and Ethics). Increase staff allocations to help manage the administrative portions of committee work.

Threats Board:

Small pool of "10Y athletes" to engage with due to it being a new sport in the Olympics.



Active WSL “10Y athlete” board member pool is limited due to their professional surf obligations.
**Athlete-representative Board Members lack experience due to being a sport with inherently young athletes.

Threats Committees:

Previously run committees without structure or follow-through left some participants disengaged or discouraged and reluctant to rejoin.

25. Describe management’s authority and strategies for meeting the operating needs of the organization.

USA Surfing’s structure lends itself to consistently meeting operational and program needs and is routinely evaluated for responsiveness, efficiency and effectiveness.

Based on feedback from athletes and stakeholders at all levels, lessons learned, and front-row seat supporting the future of surfing, our leadership developed and is executing a strategic plan and high-performance plan to meet the needs of our sport and surfers. This work sets a course to deliver:

Authentic Leadership and Stewardship – USA Surfing will lead with integrity, building a strong organization that prioritizes athletes, embraces innovation, and strengthens the sport from the grassroots level to the Olympic podium. A Competitive Edge Through High-Performance Innovation – We will equip our athletes with cutting-edge sports science, training resources, and developmental pathways to maximize podium potential in 2028 and beyond.

Powerful Partnerships to Drive Success – Establishing impactful sponsorships and collaborations that fuel performance and provide resources for athletes. A Parasurf Revolution – Ensuring inclusivity and excellence for parasurf athletes while expanding accessibility, visibility, and competition opportunities.

Extraordinary Member Experiences – Enhancing the value of USA Surfing membership with expanded benefits, engagement, and community-building efforts. Unrivaled Brand Momentum – Strengthening USA Surfing’s brand to maximize reach, inspire new generations, and attract top-tier sponsorship support.

To ensure we are fulfilling our organization’s mission, strategic plan, and sport’s needs, we have a financial and managerial process in place to meet operation needs, including:

- Annual strategic planning, budget review and approval with monthly reporting and analysis of meeting KPI’s
- All programs, teams, competitions and initiative budgets are documented, tracked and reported for transparency.

The staff holds weekly/biweekly team meetings.

Board of Directors meetings are held quarterly with working groups and officers meeting at least twice per month.

26. How do you ensure consistent and open communication between the organization and the athlete community?

Understanding, anticipating and reflecting the needs and priorities of our athletes is paramount to everything USA Surfing does. Maintaining continuous, transparent communication and feedback loops is core to our work.

USA Surfing communicates with our athletes and stakeholders through:

- WhatsApp channels that provide real-time updates before, during and after our competitions, trainings, and initiatives held throughout the year.
- A series of in-person and Zoom Power Your Performance workshops on key high-performance topics.
- Working groups/committees for each surf discipline - para, longboard, SUP, and Under 18 shortboard.
- FAQ documents curated and developed by our Athlete and Member Services specialist.
- Regular Google form surveys of athletes and stakeholders.
- A live broadcast of each Prime Series competition and Championship events.



- E-newsletters, website, and social media updates.

We promptly disseminate and distribute applicable rules and any changes to those rules from the IOC, ISA, WSL, and USA Surfing to ensure that athletes are kept abreast of and informed of our policy matters. We pride ourselves on transparency from our governance structure, finances, procedures, and communication to athletes.

27. Describe your organization's engagement with its current and former athletes. For example, does your organization engage with an Athlete Advisory Council or similar athlete-led group, hold town halls, or provide other opportunities for athletes to engage with the organization?

We have strong engagement with current and former athletes. They play a leading role in providing input to and feedback on our plans and programs both formally through committee and working group roles and informally through conversations, texts and emails.

USA Surfing alumni frequently play a leadership role in junior team trainings and are frequently engaged to share their advice and encouragement to up-and-coming younger surfers in social media posts and in person at USA Surfing trainings and events. (often unsolicited!)

We continue to populate an Athlete Advisory Council, and there are working groups/committees for each surf discipline - para, longboard, SUP, and Under 18 shortboard. Other engagement includes:

- Reviewing and contributing to the organization's strategic and high-performance plans.
- A series of in-person and Zoom Power Your Performance workshops on key high-performance topics.

A partnership with high-quality online colleges who offer surf travel and training friendly opportunities to earn degrees with high value and demand in the industry.

Regular Google form surveys of athletes and stakeholders.

28. How does your organization plan to evaluate the status of 10 Year Athletes when considering athlete representation requirements?

USA Surfing's 10-year athlete list has not been consistently maintained during the period after the organization's separation from the USOPC. Based on current definitions - participants in the competitions listed below, we have an Omnibus list of qualified 10-year athletes.

- 2018 PASA (all disciplines that qualify to Lima)
- 2018 ISA World Surfing Games (all disciplines that qualify to Lima)
- 2018 ALAS Tour (all disciplines that qualify to Lima)
- 2018 PASA Games (all disciplines that qualify to Lima)
- 2019 ISA World SUP Championships (racing and surfing)
- 2019 ISA World Longboard Surfing Championships
- 2018 PASA Games (longboard and SUP)
- 2018 APP World Tour – only SUP Racing
- 2019 Lima Pan American Games (all disciplines)
- 2019 World Surf League Championships Tour
- 2019 ISA World Surfing Games
- 2021 ISA World Surfing Games
- 2022 ALAS Pro Tour
- 2022 ISA World SUP Championship
- 2022 ISA World Surfing Games
- 2023 ISA World Surfing Games
- 2023 ISA World Longboard Championship
- 2023 PASA Games (shortboard, longboard and SUP)
- 2023 Santiago Pan American Games (all disciplines)



- 2023 World Surf League Championship Tour •
- 2024 ISA World Surfing Games • 2024 ISA World Surfing Games

See the "other documents" section for an upload of how we made the evaluation of the qualifying competitions for the [10 year list](#).

SECTION 4: FINANCIAL STANDARDS AND REPORTING PRACTICES

29. Describe your organization's funding model and primary revenue sources.

Our primary funding models include the following:

- Corporate Gifts and Sponsorships 48%
- Program Revenue 26%
- Donations & Fundraising 17%
- Membership 4%
- Grants 3%
- Product Sales & Licensing 1%

30. Does your organization have an accounting system that can assign expenses by project and provide general ledger details?

Yes. We use Quickbooks Advanced online, which provides the ability to budget and provide income and expense details for our various programs separate from our general administrative costs. We utilize classes for our reporting and the field is mandatory when any income or expense is entered into the system.

31. Describe your organization's reporting mechanisms for keeping the board current on budgetary matters and the financial stability of your organization.

Management prepares the monthly financial statements which are reviewed monthly by the board chairperson and treasurer. These reports include:

- budget to actual reports with a description of variance, if any
- current statement of financial position;
- current statement of activities
- statement of functional expenses; and
- cash flow statement and/or projections

For each board meeting, the board receives a Treasurer's Report with a summary of key items related to area of finance and copies of the above referenced financial reports. Twice a year a financial forecast is presented to the Audit/Finance committee for their review and approval. This forecast starts with actual expense and the remaining budget based on predicted expenses for the rest of the year.

The board is presented with a budget for approval every December.

SECTION 5: ATHLETE PROTECTION AND RIGHTS

32. How does your organization plan to comply with applicable anti-doping rules, policies, and procedures?

As a member of the International Surfing Association, USA Surfing follows ISA's anti-doping policies and practices and promotes them with our athletes as a critical means of ensuring a clean, healthy, fair sport atmosphere. Prior to participating in ISA competitions, USA Surfing shares with athletes the list of prohibited substances, along with the ISA's website outlining the policy and how it is administered:

<https://isasurf.org/anti-doping/>



As a signatory to the World Anti-Doping Agency (WADA) Code, the ISA implements a strict adherence to the Code. By conducting both in-competition and out-of-competition testing, the ISA confirms proper testing and results management methods are administered throughout the sport.

As surfing's culture represents a healthy lifestyle, we pride ourselves that USADA considers us a low-risk sport for doping.

How does your organization plan to comply with applicable US Center for SafeSport

33. requirements and USOPC athlete safety policies?

USA Surfing has zero tolerance for any emotional, physical or sexual abuse. USA Surfing has developed a robust athlete safety plan, called the SurfSafe Policy, which includes prevention, education, and adjudication of alleged misconduct rules. Since USA Surfing is not currently under the U.S. Center for SafeSport's jurisdiction, USA Surfing currently oversees all aspects of athlete safety.

For our prevention model, we require all of our board members, officers, staff, coaches, judges, announcers, PT, trainers, mental performance coaches and anyone who interacts with surfers to be background checked in accordance with USA Surfing's Background Check Policy. For our education model, we require the same list of leaders and personnel who interact with surfers to take SafeSport training, which is outlined in the MAAPP within the SurfSafe Policy.

Additionally, we include the Center's Minor Athlete Abuse Prevention Policies with every parent email communication along with a link to SafeSports free parent and caregiver education courses.

USA Surfing has a webpage devoted to SurfSafe (athlete safety) so that all participants can find resources readily accessible. We include contact information so participants can feel safe to ask us questions at any time. For our adjudication model, we have an online portal, email address, and a voicemail hotline for individuals to submit reports on. Reports can be made anonymously.

Becoming an NGB will enable the allegations of sexual misconduct to go under the Center (and permissive jurisdiction for other misconduct), so we will revise our policy accordingly. We plan to cooperate fully with the Center and the USOPC on any athlete safety issue, and know that our policies will comply with the requirements since USA Surfing is already doing it all on its own.

SECTION 6: SPORT PERFORMANCE

34. Describe your organization's high performance program and high performance planning process. If you have a high performance plan, please share it here.

To build on remarkable back-to-back Gold Medal results and strengthen Team USA's podium-readiness for LA2028 and beyond, USA Surfing's high-performance committee responsible for developing our high-performance plan, represents deep expertise in core components of peak surf performance - coaching, strength and conditioning, exercise physiology, PT, sports psychology, nutrition, tech and equipment, Osteopathy, and orthopedics.

In developing the plan attached to this application, the committee conducted a needs assessment and survey of surfers, WSL leadership and both Olympic team coaches. The report includes a landscape analysis of USA Surfing's talent pipeline, what other countries are investing in surf performance, how supported USA surfers feel in and out of the water, their feelings about their futures, and lessons learned from the experience of the first two Olympic Games. American women won back-to-back Gold Medals in its first two years on the Olympic program, as well as World Surf League world titles in 2024 (men's and women's), 2023, and 2021. The committee felt this landscape analysis was an important part of the plan, because surfers' needs and economic challenges are not well understood outside the surf world.

USA Surfing's 2025-28 high-performance program builds upon USA Surfing's Power Your Performance workshops led by new leadership in 2024. USA Surfing is devoted to continuing a comprehensive and



integrated high-performance program that includes strategically tracking, analyzing, and providing evidence-based research to support talent identification for podium success. USA Surfing's pipeline has delivered the majority of American Olympians and World Titles. It is imperative for future surfing generations and athlete welfare to be supported in a cooperative high-performance environment that includes coaches, athletes, trainers, parents and other support staff.

The high-performance committee plan outlines key operations support, pathways, programs, resources, and competitions that help advance surfers' performance in the lead up to the 2028 LA Olympic Games and into 2032, when para surf, SUP race, and longboard are expected to be added to the Olympic and Paralympic Games.

The resulting plan is a future-forward strategic, actionable plan responsive to the talent development and high-performance needs to create podium-strength in surf disciplines that are on current and future Olympic and Paralympic Game programs collaboratively and holistically supporting surfers with athlete-centered KPI's shown in a diagram featured in the high-performance report and plan attached to our application.

If you hold a national championship for your sport, please explain the structure and the

35. number of participants.

USA Surfing Championship events in junior shortboard, longboard, para, Masters, SUP Surf and SUP and Paddleboard race qualify surf athletes to compete in the ISA World Championship events and for longboard, SUP surf and SUP race, the Pan Am Games.

There are about 300 athletes who qualify through regional association competitions to compete in Masters and para surfing at USA Surfing Championship events and for longboard, WSL or regional association competitions serve as Championship qualifiers. There are about 250 junior surfers who qualify to compete in the Championship event through placing in the top 50 percent in the Prime Series and the top two finishers in each age division in regional association competitions.

The Championship format for under 18 shortboard, Masters, longboard and SUP surf is an elimination format. The para surf Championship format uses a leaderboard format where surfers compete in two heats and their top two scores represent their result and finish against the field. The SUP and prone race Championship features technical and distance formats in the ISA age divisions.

In the United States, shortboard surfers competing in the Olympic Games qualify through the World Surf League and are also required to compete in the ISA World Surfing Games to earn a bonus Olympic spot on the team and for seeding.

Due to the nature of surfing's professional league tours, and the heavy reliance on ISA and WSL ranking points and two ISA competitions, USA Surfing has not held trials that lead directly to Olympic Games qualification like some other sports.

Do you have a national team? If so, describe your current method for selecting athletes for the national team.

- 36.** We have national teams for each discipline that competes in ISA World Championship and ISA World Surfing Games events: Masters shortboard, longboard, para surf, SUP surf, SUP race, junior (under 18). USA Surfing also fields teams to represent the USA in Pan American Surfing Association (PASA) Games.

These national team athletes qualify by finishing first and second in their divisions at USA Surfing's Championship event.

USA Surfing Championship events in longboard, SUP Surf and SUP and Paddleboard race qualify surf athletes to compete in the ISA World Championship events, which in turn qualify them for Pan Am Games.

What activities and programs do you support to help grow and promote your sport?



USA Surfing has devoted a number of resources to creating programs that develop highly competitive athletes, team players, and all-around good humans who embody the spirit of sportsmanship, and are equipped to be successful in life beyond their competitive careers. Here are highlights of some of the recent efforts.

Strategic Pipeline Development

Four of the six Olympians have come from USA Surfing's Prime Series, Championship events and national teams. USA Surfing has created competitive experiences and training opportunities that have leveled up American surf athlete performance.

In 2024, USA Surfing stopped surfing athletes up, or beyond their age group in the Prime Series, to bring more focus to skill development, heat strategy, and to protect them from burnout. We are creating a development pipeline and periodization and sports medicine protocols to ensure our young athletes master skills and healthy mindsets and that their mind and body have time to mature.

Power Your Performance Workshops

USA Surfing launched a series of 12 place-based and online Zoom Power Your Performance workshops to help surfers strengthen skills and career preparation, including topics such as:

- Training periodization and proper warm ups with Deep2Peak founder Samantha Campbell and special guests Kai Lenny and Eli Hanneman.
- Injury-prevention and management with Dr. Casey Johnston
- The power of training mental performance with Dr. Lenny Wiersma
- Goal setting and daily habits to meet them with coaches Ryan Simmons and Courtney Conlogue
- Deepwater fitness breath work and water safety with Jason Kenworthy
- Mobility, balance drills and meditation with UNatural trainers - a method used by multiple world champions
- Marketing and working with agents with Wasserman Group's Blair Marlin (Griffin and Crosby Colapinto agent) and Gabe Garcia (Caity Simmers agent)

Aerial Training New Hope Gymnastics, Fountain Valley, CA

As part of the Power Your Performance series, USA Surfing offered surfers aerial training workshops led by committee member and former WSL Championship tour surfer Courtney Conlogue. Four training sessions featuring trampolines, foam pits, and bounce tracks were tremendously valuable for surfers to develop body air awareness, rotation, and safe landing techniques. Surfers were given direction on how to apply what was learned in the water.

Wave Pool Training

Through a partnership with PerfectSwell, USA Surfing's junior team U18 competitors built upon the aerial gym training to further hone airs and above-the-lip surfing at a two-day training camp at Waco Surf wave pool in Texas. More wave pool sessions are planned for 2025. With greater investment, we would like to at least double the number of top talents in wave pool training sessions.

Expanded Audience/Video Technique Tool

USA Surfing's Prime Series, which is the highest level of under 18 surfing, features a competition format that mirrors what surfers will face in WSL and higher level competitions. This year the bi-coastal tour that culminates in a Championship event at Lower Trestles features live broadcasts, expanding USA Surfing's audience, providing valuable technique and performance evaluation tools, and the potential to attract more advertising and sponsorship revenue.

Expanded Non-Endemic Sponsorship

USA Surfing continues to add new sponsors and brands to its roster of supporters. Because surf imagery is exceptionally beautiful and the surfing lifestyle is rich with health, wellness and adventure storylines, there is an increase in non-endemic brands using surf video, pictures and messaging to sell products. Companies' marketing campaigns benefit from surfing's fresh, head-turning, healthy lifestyle. We believe more non-endemic sponsorship opportunities would in turn help the athletes. For example: Hoag Health sponsored USA Surfing's under 18 junior national Championship event with financial support and health expertise.



USA Surfing has devoted a number of resources to creating programs that develop highly competitive athletes, team players, and all-around good humans who embody the spirit of sportsmanship, and are equipped to be successful in life beyond their competitive careers. Here are highlights of some of the recent efforts.

Strategic Pipeline Development

Four of the six Olympians have come from USA Surfing's Prime Series, Championship events and national teams. USA Surfing has created competitive experiences and training opportunities that have leveled up American surf athlete performance.

In 2024, USA Surfing stopped surfing athletes up, or beyond their age group in the Prime Series, to bring more focus to skill development, heat strategy, and to protect them from burnout. We are creating a development pipeline and periodization and sports medicine protocols to ensure our young athletes master skills and healthy mindsets and that their mind and body have time to mature.

Power Your Performance Workshops

USA Surfing launched a series of 12 place-based and online Zoom Power Your Performance workshops to help surfers strengthen skills and career preparation, including topics such as:

- Training periodization and proper warm ups with Deep2Peak founder Samantha Campbell and special guests Kai Lenny and Eli Hanneman.
- Injury-prevention and management with Dr. Casey Johnston
- The power of training mental performance with Dr. Lenny Wiersma
- Goal setting and daily habits to meet them with coaches Ryan Simmons and Courtney Conlogue
- Deepwater fitness breath work and water safety with Jason Kenworthy
- Mobility, balance drills and meditation with UNatural trainers - a method used by multiple world champions
- Marketing and working with agents with Wasserman Group's Blair Marlin (Griffin and Crosby Colapinto agent) and Gabe Garcia (Caity Simmers agent)

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Several sports medicine, PT, nutrition and mental health staff spoke with surfers and did educational demonstrations on the beach and on the broadcast.

College Degree Program

USA Surfing forged a partnership with Colorado State University Global (CSU Global) which provides online high-value degrees, career preparation and flexibility for surfers competing around the globe in multiple time zones throughout the year, so that athletes can continue with their education efforts while still competing at the highest level.

38. What is the name of the organization that is the international federation (IF) of the Olympic and/or Paralympic sport?

International Surfing Association

39. Does that IF recognize your organization as the national federation in the U.S. for your sport? If not, please indicate what organization is recognized, if any.

Yes, USA Surfing is the exclusively recognized national federation for the sport of surfing in the United States (see letter of recommendation from ISA President Fernando Aguerre and executive director Bob Fasulo, attached in the [“other document”](#) section).

SECTION 7: OPERATIONAL PERFORMANCE

40. Detail your organization’s strategic objectives over the last four years and their achievement status.

Upon voluntary decertification in 2021, it was USA Surfing’s top priority to achieve fundamental strategic objectives: 1) establish new leadership at the CEO and board of directors levels, 2) rectify key issues raised in USA Surfing’s 2019 audit, 3) govern with transparency and accountability, and 4) meet surfers’ development and high-performance needs.

There was a sense of urgency to field new leadership roles - to clear out ineffectiveness and find the stewards and leaders with the capacity and commitment to build the organization back better without interruption to the current programming serving surfers’ development.

Understanding how to rectify issues in the audit required a thorough review of the past and current financials to code expenses retroactively and build budget assumptions and projections for the future. Access to this data was not available until the prior leadership and staff left the organization.

While there were valuable programs, coaches and staffing in the past, the organization lacked the commitment to transparency, fiscal responsibility and planning to sustain those programs and staffing because things simply were not coded.

The haste in replacing previous leaders led to poor choices in hires and board selection - people who were not in it for the right reasons. Discerning and documenting ineffectiveness and conflicts of interest to counsel leadership and staff to leave the organization took time and care. Their eventual departures in 2023-24 finally provided access to financial data and information.

There was a significant lack of action on several critical issues during the tenure of the previous interim CEOs (2021-2023). This inaction resulted in several challenges, including tax compliance issues, late tax and 990’s filing and ineffective orientation of new board appointments. Despite the urgency to address these matters, the CEOs did not prioritize their importance, leading to tax penalties, and explanatory submissions required into 2024.

Board treasurer Laura Bren started her position in late 2023, and pored over past transactions, balance sheets, and bank statements to understand revenue and spending patterns.



She developed codes for expenses, hired an independent accountant, and as result the organization developed a full year (2023) of solid financial data to use for planning and conversations with sponsors and donors. This fundamentally important financial forensics made it possible to systematically address problems, establish financial controls, budget forecasting, and stakeholder engagement. Armed with resolve, and past financial data, the new board set a transparent, accountable course of good governance. With solid budget projections and financial controls in place, the board was in a better position to recruit new board members and CEO Becky Fleischauer, who made a thorough review of finances, financial controls and an independent financial authority and oversight a condition of her employment.

Ending 2024, the board was able to review and approve an evidence-based budget with clear deliverables. This clear view and confidence in data, allowed the board to move into action and be fully engaged and informed in the budgeting approval and ownership.

The new leadership and staff now leverage accurate budget data to use in planning and programming to meet the needs of sport and community. This capacity comes from new stakeholders (many volunteers) with significant expertise, authentic connection to the athlete community, and commitment to the sport and the organization. As mentioned in question #1, this has led to success in meeting core strategic objectives:

- A diplomatic new CEO who champions innovation, stewards relationships, and is a communications expert with a strong track record of working with some of the most successful nonprofits in the nation.
- A board committed to financial and operational strength and stability and governing with transparency and integrity. The board undergoes an annual performance review on key benchmarks of productivity and effectiveness.
- Financial controls, accounting best practices, and good governance protocols and policies are core to daily operations. For example, every board meeting begins by asking board members to declare conflicts of interest.
- A revamped organizational structure designed to facilitate greater collaboration, responsiveness, and accountability.
- An expanded staff team that includes expert coaches, communicators, as well as athlete and member services experts.
- High-value resources, training, competition experiences, and coaching for elite competitors to deliver peak performances in world competitions.
- A future forward strategic plan with talent development and podium-strength in disciplines in current and future Olympic and Paralympic Game programs.
- Progress in re-building revenue, sponsorship and donor strength has been made, but more is needed to overcome the loss of NGB certification and achieve big goals for supporting our surfers.

41. Do you have a mechanism to provide for anonymous or confidential reporting?

Yes a google form providing for anonymous reporting is posted on our website.

42. Describe common complaint or reporting themes and how your organization has addressed the concerns.

We have not received many complaints about our policies and practices, but have channels to resolve occasional disputes as well as anonymous reporting and SafeSport channels.



43. What actions does your organization take to encourage participation and inclusion in your sport for members of diverse and/or underrepresented groups and communities?

The ocean welcomes everyone and unites us all. Nowhere is this more clear than among our para surf community. Unlike some NGBs that add para disciplines later after they've organized and developed a critical mass of competitive athletes, USA Surfing included para from day one, growing the program and providing the same high-performance resources for all disciplines.

USA Surfing is also proud of majority female staff and board of directors' representation. There are also two para athletes on our board of directors.

According to Surf Industry Manufacturers Association research, nonwhite surfers are the fastest growing demographic in surfing (which is the fastest growing water sport). While encouraging data, there is much room for improvement.

USA Surfing also works to promote nonprofits, which actively recruit new surfers from diverse backgrounds to learn and join surfing's lineups. USA Surfing's para surfers reflect diverse backgrounds, geographies, and physical disabilities, showing the world what is possible in an inclusive sport with a playing field that welcomes everyone.

In addition, as an indigenous sport – USA Surfing respects and celebrates surfing's Hawaiian roots. In non-Olympic surf divisions, Hawaii is considered sovereign and competes under the Hawaiian flag.

Hawaiian culture has a rich history and deep connection to the ocean, which has given the world the gift of surfing. It is important for native Hawaiians to preserve this heritage. There is a concern that it will be lost through commercialization.

When surfing made its Olympic debut, USA Surfing and Gold Medalist and native Hawaiian Carissa Moore continually referenced Hawaii's role as the birthplace of surfing and her pride in fulfilling Hawaiian Olympic Gold Medalist swimmer Duke Kahanamoku's dream to have surfing be in the Olympics.

As wave pools become more numerous, accessible and affordable, wave pools have the opportunity to dramatically diversify and democratize the surfing population, bringing surfing to landlocked locations. There is also an increase in novelty surfing in rivers and behind ships and ferries. One of USA Surfing's former junior national team members recently featured a YouTube series where he found waves to surf in all 50 states.

SECTION 8: OTHER

44. Do you anticipate asking for any exceptions to the NGB Compliance Standards or to any of the athlete representation requirements? Upon becoming an NGB USA Surfing intends to submit to the NGB Athlete Representation Review Group a recommendation to define the "NGB 10 Year Athlete" and the "NGB Actively Engaged Athlete" pool of athletes. Those pools of athletes can only exist upon the approval of the NGB Athlete Representation Review Group. As required, we will work with our USA Surfing Athletes' Advisory Council to define the standards for those pools of athletes in our request. Considering that USA Surfing only got onto the Pan American program in 2019 and the Olympic program in 2020 (2021), our pool of athletes is markedly smaller since we are a new sport. Whereas other core sports can look back to 2015 for athletes to qualify as a 10 Year Athlete, surfing can currently only look back to 2019 for the first qualifying events. Additionally, our sport is composed of young athletes, who don't have as much experience on committees or boards. Thus, we anticipate asking for an exemption to the athlete representation 10-year requirements. The request however would depend on what is first approved for our NGB 10 Year Athlete pool and NGB Actively Engaged Athlete pool). **Upload any additional documents you feel are relevant to your application.**



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23 file(s) attached:

- [SWOT Board and Committees Final 011625.docx.pdf](#)
- [Olympic Athlete - Letter of Support - Caity Simmers.pdf](#)
- [Olympic Athlete - Letter of Support - Carissa Moore.pdf](#)
- [Olympic Athlete - Letter of Support - Griffin Colapinto.pdf](#)
- [Olympic Athlete - Letter of Support - Caroline Marks.pdf](#)
- [Olympic Athlete - Letter of Support - Kolohe Andino.pdf](#)
- [ROOKIEOFTHEYEAR_LINDBLAD_Support for USA Surfing to become the NGB for the sport of surfing.rtf](#)
- [WSL - Letter of Support for USA Surfing.pdf](#)
- [Legal Comms - 1st ltr Re-Certification\(38214107.1\).pdf](#)
- [2025_ABOUT USA SURFING - Podium-Ready Programs.pdf](#)
- [USA Surfing Board Member Handbook FINAL.pdf](#)
- [USA Surfing AAC.pdf](#)
- [ISA LETTER OF SUPPORT.pdf](#)
- [CEO Becky Fleischauer - The Spirit of Surfing.pdf](#)
- [WestCoast 24 and 25 Season Champ_Ruby_Support for USA Surfing to become the NGB for the sport of surfing.rtf.zip](#)
- [Mons_ ISA World Jr Silver Medalist letter of support.rtf](#)
- [WillDeane_EastCoast Season Champ letter of support .rtf](#)
- [Legal Comms - 2nd Ltr to USOPC re Re-Certification - 11.04.2024.pdf](#)
- [ISA World Jr Silver Medalist_BOD_Christine Benedetto.rtf](#)
- [2025-28_USAS High Performance Plan - 2025-2028.pdf](#)
- [USA Surfing 10 Year List Definitions.pdf](#)
- [2025-28_USAS HP Plan Budget.pdf](#)
- [Reconciliation of 2019 Audit Findings.pdf](#)