



# 2006 Annual Report





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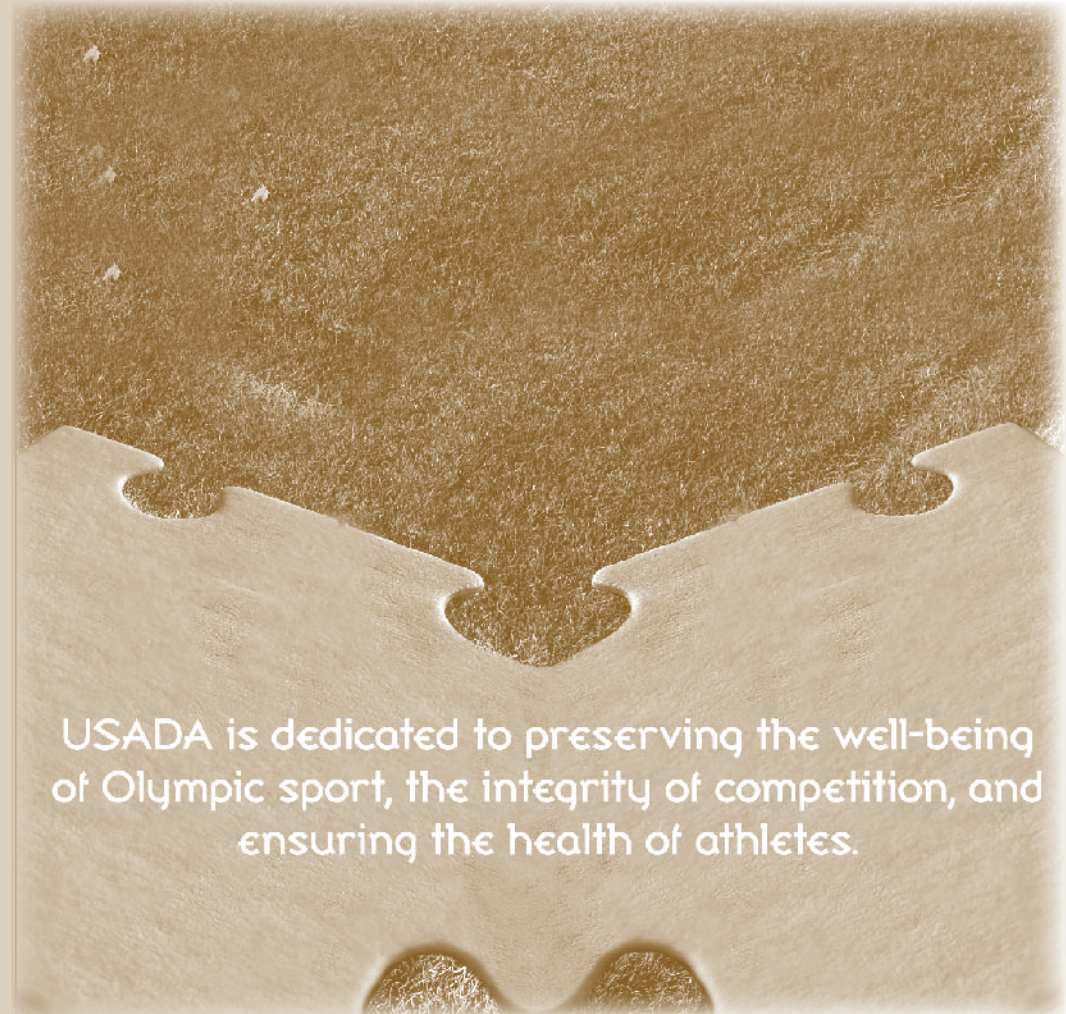
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USADA is dedicated to preserving the well-being of Olympic sport, the integrity of competition, and ensuring the health of athletes.

MISSION



INTEGRITY.

HEALTH.

SPORT.

## Acknowledgements

Special thanks to the following organizations and individuals for their continued support in the fight against doping in sport:

U.S. Athletes  
U.S. Olympic Committee  
U.S. National Governing Bodies for Sport  
World Anti-Doping Agency  
National Anti-Doping Agencies  
International Federations

Sen. Joseph Biden  
Sen. Kit Bond  
Sen. Richard Durbin  
Sen. Chuck Grassley  
Sen. Orrin Hatch  
Sen. John McCain  
Rep. Ralph Regula  
Sen. Ted Stevens  
Members of the Coalition of Anabolic Steroid Precursor & Ephedra Regulation (CASPER)  
Office of National Drug Control Policy  
U.S. Department of Justice  
U.S. Drug Enforcement Administration  
U.S. Food and Drug Administration

### **Credits:**

Editor: Carla O'Connell  
Contributors: Larry Bowers, Karen Casey, Kate Mittelstadt, Baaron Pittenger  
Design: Lyndsey Albright, Cristina Guerra, Lisa McCumber

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# FOREWORD

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Without a doubt, the single most significant development during the year was the extension of our reach – the increasing involvement with a number of other organizations in the anti-doping effort. This widening of the anti-doping front occurred in three primary areas: education, the medical community and with law enforcement.

In November, USADA hosted a meeting in Tempe, Arizona of organizations and persons who are working in anti-drug programs already established nationally and internationally to attempt to identify the messages and strategies which have proved effective, and to build on those with the creation of a Clean Sport Alliance. Much work remains to be done, but we believe the foundation is in place on which we and other Alliance members can build wider and more effective anti-doping educational programs.

Interaction with several important organizations in the medical community has been aimed at creating the realization among individuals, particularly those involved in sports medicine, of the key role they play in the anti-doping effort, and working toward the goal of setting ethical standards with sanctions for those who violate them by assisting athletes in the use of performance-enhancing substances or methods.

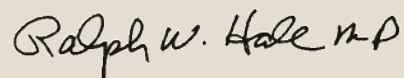
Effective cooperation with law enforcement officials actually began several years ago in conjunction with the BALCO case. The current level of cooperation is both closer and more comfortable, and adds a significant new dimension to anti-doping efforts. As an organization, USADA's investigative powers are limited, but with the growing interest of government and law enforcement in the issues surrounding the use of performance-enhancing substances, the investigative abilities and ultimately the deterrence achieved in areas of both source and use are substantially improved. Recognizing that this topic is relatively new to the world of anti-doping, in November USADA hosted a "Symposium on the Investigatory Powers of Anti-Doping Organizations" in Colorado Springs, Colorado in collaboration with the World Anti-Doping Agency and the United States Olympic Committee.

Another important activity for staff has been identifying possible revisions to the World Anti-Doping Code that would better serve and protect clean athletes. WADA has invited all organizations that have adopted the Code to participate in the consultation and review process prior to accepting a final draft during its November 2007 World Conference. After seeking input from U.S. stakeholders including athletes under USADA's jurisdiction, USADA provided feedback on the Code directly to WADA.

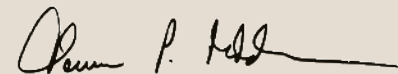
In the area of testing, we have been working to improve our international coverage, and to improve our testing program in the United States so that it better serves the needs of athletes, particularly as it relates to athlete location information.

We continue to benefit from the leadership provided by a dedicated board and the professionalism of a talented staff.

All these elements contribute to making USADA a more effective piece of the worldwide anti-doping puzzle which brings together all sports and all nations to achieve a level playing field.



Ralph W. Hale, M.D.  
Chair, USADA Board of Directors



Terrence P. Madden  
Chief Executive Officer





# LEADERSHIP

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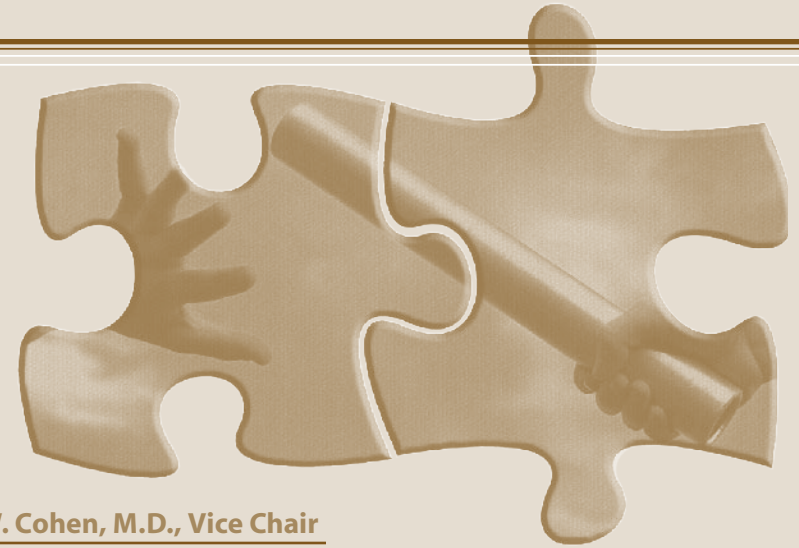
Chaired by Dr. Ralph W. Hale, the USADA Board of Directors offers a well-rounded, professional and diverse group of talented individuals.

## Ralph W. Hale, M.D., Chair

The Executive Vice President of the American College of Obstetricians and Gynecologists, Hale became the USADA Board Chair in April 2003 after serving as Vice Chair since 2000. He was a member of the U.S. delegation staff at four Olympic Games (1988, 1992, 1994 and 1996) and served on the United States Olympic Committee Board of Directors for 16 years as a representative of U.S. Water Polo. Hale was also Chef de Mission for the United States at the 1996 Olympic Games in Atlanta. His extensive work in international sport includes serving as a member of the U.S./USSR Anti-Doping Commission (1989-92) and as a USOC Vice President (1993-96).

## Barry Axelrod, Treasurer

A graduate of UCLA Law School, Axelrod is an attorney specializing in sports, entertainment and business law. His client roster includes athletes Michelle Kwan, Rich Aurilia, Jeff Bagwell, Craig Biggio, Matt Clement, Jake Peavy, Matt Morris and Phil Nevin; broadcasters Rick Sutcliffe, Mark Grace and Wally Joyner; and entertainers Mark Harmon and Pam Dawber.



## Richard W. Cohen, M.D., Vice Chair

Cohen became Vice Chair of the USADA Board in April 2003. He is a former member of the Doping Control Commission for both USA Weightlifting and the U.S. Bobsled and Skeleton Federation, and chaired the Atlanta Committee for the Olympic Games Doping Control Commission. Cohen also served as an advisor on doping control to the Nagano Olympic Organizing Committee during the 1998 Olympic Winter Games in Nagano, Japan. A noted orthopedic surgeon, Cohen is Chair of the Wellstar Health System Ethics Committee in Atlanta.

## Kate Hendrickson Borg, CHMM, Secretary

A member of the 1992 U.S. Olympic Team in the sport of canoe/kayak and a silver medalist at the 1995 Pan American Games, Hendrickson Borg served as an athlete liaison and athlete services coordinator for the 1997 World University Games and the 1999 Pan American Games. She currently works as an environmental consultant for Advent Environmental Inc. A former member of the U.S. Canoe/Kayak National Team (1988-96), Hendrickson Borg remains active as a competitor in road races and triathlons.

### Evelyn Ashford

One of the greatest female sprinters in track and field history, Ashford was a member of the gold medal-winning 4x100m relay at the 1984, 1988 and 1992 Olympic Games, and earned a gold and a silver in the 1984 and 1988 Olympic Games, respectively, in the 100 meters. Also a member of the 1976 U.S. Olympic Team, Ashford was the top-ranked sprinter in the world on four occasions and number one-ranked American seven times. She was a two-time world record holder in the 100 meters, a member of 15 U.S. national teams and won 19 national titles, including six indoors. Ashford was inducted in the Track & Field Hall of Fame in 1997 and was among the Class of 2006 inductees to the U.S. Olympic Hall of Fame.

### Donald L. Gambril

Elected to the USADA Board in May 2006, Gambril served as the head coach for the 1984 U.S. Olympic Swimming Team and was an assistant coach for the sport's 1968, 1972, 1976 and 1980 U.S. Olympians. A swimming coach for more than 35 years, he started his career at the high school level and compiled a 350-60 record as a collegiate coach during stints at Pasadena City College, Long Beach State, Harvard and Alabama (270-49). In 1990, Gambril retired from collegiate coaching and became an assistant athletic director at the University of Alabama. He retired from that position in 1996, but has continued to teach at the university.

### Andrew Mecca, Dr.PH, M.P.H.

Prior to assuming his current position as President of the California Mentor Foundation, Mecca held several posts with the state of California, including Drug Czar (1991-98), Chair of the Governor's Policy Council on Drug and Alcohol Abuse, and Chair of the California Commission on Improving Life Through Service. An accomplished triathlete and marathoner, he has assisted in the development of programs designed to curb substance abuse in more than 15 countries.

### Lawrence Brown Jr., M.D., M.P.H.

A physician-researcher with training in internal medicine, neuroendocrinology and addiction medicine, Brown is Senior Vice President at the Addiction Research and Treatment Corp. in Brooklyn, New York. He has appointments as Visiting Physician at Rockefeller Hospital and Clinical Assistant Professor of Public Health of the Weill Medical College at Cornell University. Brown provides consultation to a host of government and private agencies. He also serves as a medical advisor to the National Football League.

### Jean Fourcroy, M.D., Ph.D., M.P.H.

An urologist and retired medical officer with the Food and Drug Administration in the Division of Clinical Laboratory Devices, Fourcroy is regarded as an expert on the subject of anabolic steroids, androgens and their alternatives. A noted clinician, researcher and scientist, Fourcroy has worked extensively with the U.S. Drug Enforcement Administration on the development of regulatory and educational formats, both domestically and abroad.

### Annette Salmeen, Ph.D.

Salmeen captured a gold medal in the 800m freestyle relay as a member of the 1996 U.S. Olympic Swimming Team. Earlier that year, as co-captain of the women's swim team at the University of California, Los Angeles (UCLA), she became the NCAA champion in the women's 200m butterfly and received UCLA's Outstanding Female Athlete award. Salmeen's accomplishments earned her an additional prestigious honor in 1996, the NCAA Top VIII Award, presented to only eight NCAA student-athletes annually for excellence in academics and athletics. Salmeen graduated with honors from UCLA in 1997 and completed her doctorate in biochemistry as a Rhodes Scholar at Oxford University in 2001. She is currently conducting post-doctoral research in molecular pharmacology at Stanford University Medical School.

# LEADERSHIP

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## **TERRENCE P. MADDEN**

### **Chief Executive Officer**

Terry Madden became the Chief Executive Officer of the U.S. Anti-Doping Agency in April 2000. As CEO, Madden works closely with USADA Chair Dr. Ralph Hale and other members of the agency's board of directors to strengthen the United States' position as a leader in the fight against doping in international sport.

Prior to joining USADA, Madden was Chief of Staff to United States Olympic Committee President William J. (Bill) Hybl. He worked as a U.S. Treasury Bond and Treasury Note Financial Futures Pit Broker at the Chicago Board of Trade from 1979-95. Additionally, Madden served as Secretary of the Board of Trade (1979) and was a member of the Office of Investigation and Audits (1978).

A graduate of the University of Notre Dame Law School, Madden began his professional career as an Assistant District Attorney for the Dallas (Texas) County District Attorney's Office (1976-77). He also earned a bachelor of business administration degree in finance from Notre Dame.

## **LARRY BOWERS, Ph.D.**

### **Senior Managing Director, Technical & Information Resources**

Larry Bowers joined the U.S. Anti-Doping Agency in September 2000 as the Senior Managing Director, Technical & Information Resources. He is responsible for leading the research efforts into prohibited substances, including detection, and oversees USADA's drug testing program and the development of resources for technical and educational anti-doping information for Olympic and elite athletes in the United States as well as the development of an anti-doping educational program for America's youth in sport.

Bowers serves as a consultant with the U.S. Food and Drug Administration Medical Devices Advisory Committee and was deputy director of the Athletic Drug Testing Laboratory for the 1996 Olympic Games. He has published more than 100 papers on drug testing and chemistry and is frequently invited to present at conferences and scientific meetings.

Prior to his appointment with USADA, Bowers spent eight years as the Director of the Athletic Drug Testing and Toxicology Laboratory and was a professor of Pathology and Laboratory Medicine at Indiana University Medical School. He was also a professor in the Department of Chemistry at the Purdue University School of Science. Previously, Bowers was a professor at the University of Minnesota.

Bowers earned a bachelor's degree in chemistry from Franklin & Marshall College and completed his Ph.D. in chemistry at the University of Georgia.

## **TRAVIS T. TYGART, ESQ.**

### **Senior Managing Director, General Counsel**

Travis Tygart joined USADA in October 2002 as Director of Legal Affairs. In October 2004, he became Senior Managing Director, General Counsel, overseeing all legal and communication matters for USADA, including adjudication of alleged doping offenses in arbitration before the American Arbitration Association and the Court of Arbitration for Sport.

Tygart was involved with drafting the USADA Protocol for Olympic Movement Testing and directed USADA's efforts in its BALCO investigation that led to the discovery of tetrahydrogestrinone (THG) and resulted, to date, in 15 cases. He has been an expert presenter in the United States and internationally at numerous conferences and symposiums.

Prior to joining USADA, Tygart was an attorney in the sports law practice group at Holme, Roberts and Owen, LLP in Colorado Springs, Colorado. While at HRO, Travis worked with individual athletes and several sport entities, including the United States Olympic Committee, USA Basketball and USA Swimming.

Tygart graduated from the University of North Carolina with a bachelor's degree in philosophy and earned his J.D. from Southern Methodist University, graduating Order of the Coif.



# FOCUS

## USADA FOCUSES ON FOUR PRIMARY AREAS:



### E DUCATION

Focusing on ethics involved with the use of performance-enhancing substances and the associated health risks, USADA's education program seeks to inform both elite athletes and all those participating in sport, including youth, of the dangers and consequences of using prohibited substances. In addition, USADA, through its education initiatives, makes concerted efforts to inform athletes of policies, procedures, and athletes' rights and responsibilities with respect to doping control.

### R ESEARCH

Because research is the cornerstone of an effective anti-doping program, USADA allocates approximately \$2 million annually to the study of prohibited substances, the development of tests and other issues involved with the practice of doping in sport. This commitment to research exceeds that of any other national anti-doping agency in the world.

### T ESTING

USADA is responsible for managing both In-Competition and Out-of-Competition testing for athletes in the U.S. Olympic Movement including Olympic, Pan American and Paralympic athletes. A major goal in testing is to achieve quality and consistency in the collection process and prompt, efficient handling of results.

### R ESULTS MANAGEMENT

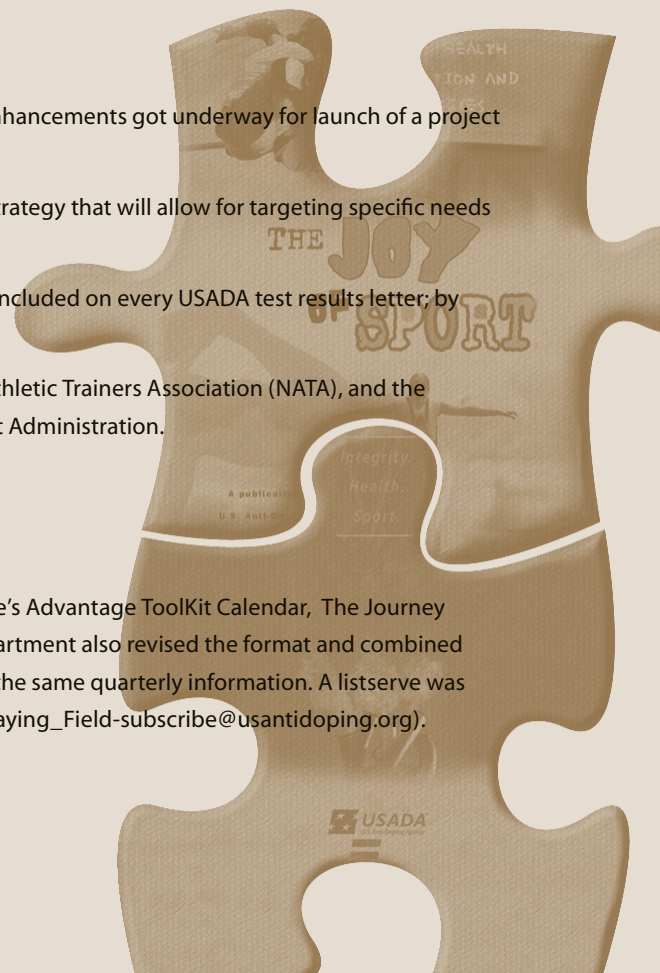
USADA's adjudication process was designed to eliminate the conflicts of interest inherent with the involvement of National Governing Bodies (NGBs) in prosecuting and sanctioning their own athletes, and to simplify and reduce the time and financial burdens associated with appeals. USADA's adjudication system relies on arbitrations before the American Arbitration Association (AAA)/Court of Arbitration for Sport (CAS) under modified AAA commercial rules, which have been agreed to by the relevant stakeholders in accordance with The Ted Stevens Olympic and Amateur Sports Act.



# EDUCATION

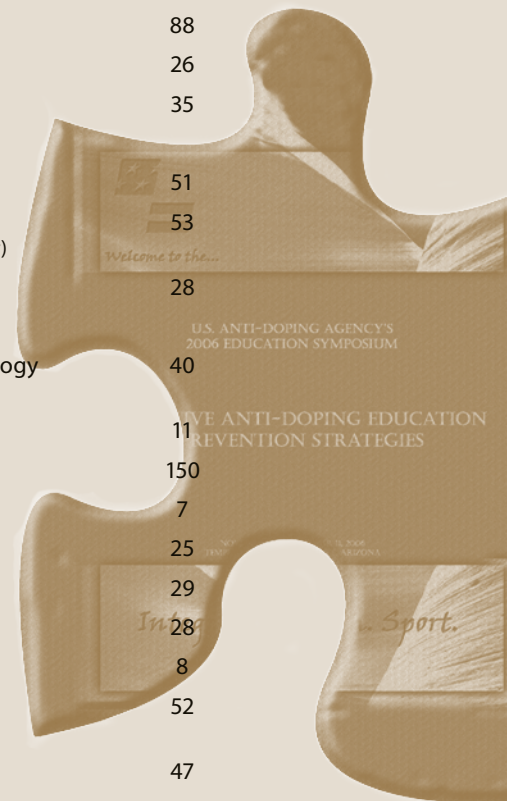
Education is an essential piece of any anti-doping program. To achieve maximum effectiveness all stakeholders need to work together in promoting healthy and ethical decision-making so that athletes of all ages, as well as coaches and support personnel, understand the importance and value of competing clean. USADA's Education Department was active on many levels to protect the spirit of sport and maintain a level playing field.

- Hosted the first USADA Education Symposium, "Effective Anti-Doping Education Prevention Strategies," November 9-11, 2006 in Tempe, Arizona, focusing on current effective interventions as well as future strategies and research to bridge the gaps in anti-doping education. The alliance of attendees included representatives of the National Collegiate Athletic Association, National Center for Drug Free Sport, American Academy of Pediatrics, Scholastic Inc., Taylor Hooten Foundation, American College of Sports Medicine, National Athletic Trainers Association, National Strength and Conditioning Association, Canadian Center for Ethics in Sport, United States Olympic Committee, World Anti-Doping Agency and numerous major universities. The convening groups are developing the Clean Sport Alliance to promote a sports culture which values fair play as much as winning, and where participants respect themselves, their teammates and opponents, and their sport.
- Assisted in the development and piloting of the Coach ToolKit Education Project, a World Anti-Doping Agency initiative.
- 100%Me, My Choices Matter - phase two of a middle school curriculum - was piloted in several schools. Additionally, curriculum enhancements got underway for launch of a project which will boast a new name and look in 2007.
- Implemented the Education Distribution Plan, working with each National Governing Body for a sport-specific annual education strategy that will allow for targeting specific needs of all stakeholders in each sport and discipline, where applicable.
- Began distribution of the Athlete Anti-Doping Passport document in doping control stations at targeted events. A die-cut label is included on every USADA test results letter; by peeling off the label and storing it in the Passport an athlete can store his/her test results in one place.
- Expanded outreach efforts at professional conferences including the American College of Sports Medicine (ACSM), the National Athletic Trainers Association (NATA), and the National Strength Coaches Association (NSCA) – in cooperation with the Taylor Hooten Foundation and the U.S. Drug Enforcement Administration.
- Two new publications were added to Education's resource library:
  - Joy of Sport – a youth brochure
  - USADA General Brochure
- Additionally, six publications were revised (Athlete Handbook, Athlete Passport, Optimal Dietary Intake – Nutrition Module, Athlete's Advantage ToolKit Calendar, The Journey – Ethics Module and the Athlete Pledge) and two DVDs (Athlete Testing and 100%Me Program) were updated. The Education Department also revised the format and combined distribution for Spirit of Sport™ and The Playing Field™ to both athletes and athlete support personnel so all constituents receive the same quarterly information. A listserv was developed for electronic distribution of the Spirit of Sport™/The Playing Field™ newsletter (to subscribe send a blank e-mail to: [Playing\\_Field-subscribe@usantidoping.org](mailto:Playing_Field-subscribe@usantidoping.org)).



## Education Sessions

Audience	Participant Total	Audience	Participant Total	Audience	Participant Total
<b>January</b>		<b>June</b>		<b>September</b>	
Shooting (juniors)	15	American College of Sports Medicine Conference (outreach)	300	Ice Hockey (juniors)	18
Figure Skating	65	Triathlon	71	Ice Hockey	40
Judo	72	National Athletic Trainers Association (outreach)	300	Gymnastics	88
Cycling (athlete support)	16	Basketball	32	Wrestling	26
Weightlifting (athlete support)	11	Triathlon (juniors)	185	Wrestling	35
Swimming (youth)	200	Track & Field (National Championships - outreach)	500	<b>October</b>	
Shooting (shotgun)	45	Basketball (juniors)	16	Ice Hockey (juniors)	51
WADA Coach Education	12	Racquetball (athlete support)	25	Olympic Education Center (Northern Michigan University)	53
Anti-Doping Pilot Project		Water Skiing (juniors)	40	Cycling	28
Speedskating	10	Cycling (track)	10	<b>November</b>	
Sailing	93	<b>July</b>		Society of Forensic Technology (outreach)	40
Curling	100	Track & Field (athlete support)	198	Biathlon	11
<b>February</b>		Cycling	11	Cycling (athlete support)	150
Field Hockey	44	National Strength and Conditioning Association (outreach)	300	Colorado College (outreach)	7
Weightlifting (athlete support)	5	Taekwondo	36	Shooting (juniors-shotgun)	25
<b>March</b>		Boxing	17	Bobsled	29
Shooting	5	Speedskating (juniors)	15	Bobsled	28
Baseball	150	Skiing (freestyle/aerial)	32	Skeleton	8
Shooting (rifle)	70	Luge (juniors)	15	Roller Sports (juniors-inline hockey)	52
Pine Creek High School (Colorado-outreach)	120	Basketball	25	Swimming (juniors)	47
Shooting (juniors-pistol)	89	Water Skiing	63	<b>December</b>	
<b>April</b>		Track & Field	188	Track & Field (agents)	16
University of Virginia (athlete support-outreach)	80	Paralympic Archery	23	Track & Field	85
Paralympic Goalball	12	<b>August</b>		Soccer	72
Paralympic Basketball	35	Roller Sports	40	Tennis	19
Soccer (juniors)	47	Deaflympic Ice Hockey	20	Cycling (BMX)	17
<b>May</b>		Cycling (track)	23	<b>Total</b>	
Soccer	19	Racquetball (juniors)	26	<b>4954</b>	
Cycling (juniors)	19	Cycling (juniors)	24		
Sport Management Student Seminar (outreach)	28				
Basketball (women)	40				



# RESEARCH

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Knowing when to test athletes and being able to detect new prohibited substances are crucial to deterrence. Research is the foundation of that knowledge. In 2006, the Research/Science Department continued to initiate and support advancements in doping control while at the same time serving the needs of today's athletes.

- Hosted the 5th Annual USADA Symposium on Anti-Doping Science, titled "Intra-Individual Reference Ranges: Implications for Doping Control", September 29-30, 2006 in Lausanne, Switzerland in conjunction with an anti-doping conference organized by the International Association of Athletics Federations (IAAF).
- Increased interactions with scientific and medical communities through presentations and USADA displays:
  - American College of Sports Medicine
  - Society of Forensic Toxicologists
  - American Academy of Pediatrics
  - American Association of Blood Banks
  - Joint Commission on Sports Medicine & Science
  - International Military Sports Council
- The Drug Reference Line™ (DRL) received and provided answers to 2,400 calls. While the number of DRL calls decreased from previous years, many calls about Abbreviated Therapeutic Use Exemptions (ATUEs) and standard Therapeutic Use Exemptions (TUEs) are being made directly to and answered by the TUE Coordinator.
- Web visitors made more than 35,000 inquiries on the Drug Reference Online™ (DRO) related to the status of prohibited substances.
- USADA received 56 standard Therapeutic Use Exemption applications that were processed for USADA decision: 37 approved, 16 denied and 3 pending. TUE requests were denied for the following substances: Methylphenidate, Concerta, HCTZ, Modafinil, Dexedrine, Dextroamphetamine, Adderall, MaxAir, Androgel, Testosterone Gel, hGH, Genotropin and Finasteride.
- Approximately 1,200 Abbreviated Therapeutic Use Exemption applications were received and processed. The procedure to protect and educate athletes requires a substantial commitment of resources for ATUEs:
  - Reviewing the forms;
  - Notifying athletes when standard TUE is required for the requested substance;
  - Sending forms back if incomplete, illegible, not signed, or for incorrect substances;
  - Assigning expiration dates based on the period of treatment specified by the physician;
  - Providing notification of acceptable applications through letters and certificates;
  - Notifying athletes of upcoming expirations; and
  - Communicating with the United States Olympic Committee, National Governing Bodies, International Federations and the World Anti-Doping Agency on the process.





## Research Grants and Contracts

### 2006 ACTIVE GRANTS

<b>Principal Investigator</b>	<b>Institution</b>	<b>Title</b>	<b>2006 Funds Paid</b>
Ashenden, Michael	SIAB Research Pty, Ltd.	<i>Detection of Autologous Blood Transfusion via Analysis of Peripheral Blood Samples</i>	\$ 54,600
Brenna, James Thomas	Cornell University	<i>Standardization and Methodology for Steroid Isotopic Analysis</i>	\$ 297,179
Brown, Ross	Royal Prince Alfred Hospital	<i>Validation and Implementation of a Test for a Recent Autologous Blood Transfusion</i>	\$ 106,000
Finkle, Bryan & Dennis Crouch	Sports Medicine Research and Testing Laboratory	<i>General Method Development Grant to Support Doping Control</i>	\$ 175,000
Friedmann, Theodore	University of California, San Diego	<i>Gene Expression and Proteomic Effects of IGF-1 in the Mouse</i>	\$ 143,803
Kicman, Andrew	King's College, London	<i>Studies of Norandrosterone in Women</i>	\$ 198,477
Murray, Thomas	The Hastings Center	<i>Ethics, Genetics and the Future of Sport</i>	\$ 238,524
Saugy, Martial	Laboratoire Suisse d'Analyse du Dopage	<i>Exclusion of Chimerism by Reticulocyte Analysis Using Flow Cytometry</i>	\$ 9,600

### 2006 ACTIVE DIRECTED RESEARCH PROJECTS

<b>Principal Investigator</b>	<b>Institution</b>	<b>Title</b>	<b>2006 Funds Paid</b>
Besley, Laurie	Australian National Measurement Institute	<i>The Synthesis and Certification of 2E-hydroxymethylethisterone Reference Material for the Detection and Quantitative Measurement of Danazol</i>	\$ 5,078
Besley, Laurie	Australian National Measurement Institute	<i>Certification of a Reference Material for the Detection and Quantitative Measurement of Letrazole Metabolite</i>	\$ 1,944
Besley, Laurie	Australian National Measurement Institute	<i>Certification of a Reference Material for the Detection and Quantitative Measurement of Finasteride Metabolite (Carboxylic Acid)</i>	\$ 1,325
Besley, Laurie	Australian National Measurement Institute	<i>Deuterated 19-Norandrosterone Glucuronide Reference Material</i>	\$ 7,691
Crouch, Dennis, Matthew Slawson, & Chad Borges	Sports Medicine Research and Testing Laboratory	<i>GC-C-IRMS Technology</i>	\$ 250,000
Davis, Bruce	Trillium	<i>Red Blood Cell Marker MoAbs for Flow Cytometry</i>	\$ 50,000
Wilkins, Diana & Douglas Rollins	Sports Medicine Research and Testing Laboratory	<i>Flow Cytometry Technology</i>	\$ 250,000

**TOTAL 2006 FUNDS PAID: \$ 1,789,221**



# TESTING

On the anti-doping front, science and investigations are changing the role of testing; however, testing continues to complement education as an effective deterrent to the use of prohibited substances. Testing, in-competition or out-of-competition, helps to protect clean athletes who are committed to competing on a level playing field.

- Doping Control Officers (DCOs) conduct out-of-competition and in-competition testing on behalf of the U.S. Anti-Doping Agency. In 2006, athletes rated, on average, the performance of the DCOs at 3.75 (3 meets expectations, 4 exceeds expectations) for the core competencies of building athlete goodwill, decision making, integrity, planning and managing work, and quality orientation. The DCOs also received an average rating of 3.74 from the site coordinators and National Governing Body representatives, who additionally rated their interactions with USADA staff at 3.81.
- Improved the Athlete Whereabouts Systems, incorporating upgrades to the online Athlete Location System (password retrieval, repopulated forms and access to previously submitted forms), and launching acceptance of text messages for Athlete Updates.
- Average 95% compliance for submission of Athlete Location Forms (ALF) for OOC testing.
  - Athlete use of the online system has increased significantly, with approximately 64% completing their ALF online for Q4 (up from a previous average near 50%).
  - Through a proactive approach, USADA has been able to decrease the number of no-form-on-file Missed Tests to between 20 and 30 per quarter – down from a 2005 average of 100-plus.
- Staff worked with the DCO Advisory Committee to standardize and expand resources for Lead DCOs, including creating and implementing the Guidelines for Identifying and Developing Lead DCOs, conducting a workshop for Lead DCOs, developing new written resources and updating the USADA Site Coordinator Handbook.
- As part of USADA's DCO Performance Support and Development, USADA staff conducted Field Observations and Training at 14 events.
- In the area of international testing, staff has been working to improve USADA's 'global' coverage.
  - USADA established OOC Testing agreements with 21 countries and conducted testing in 19 countries.
  - In addition, testing was conducted for 16 other anti-doping organizations.



## Tests Conducted by Sport

### Olympic, Paralympic and Pan American Sports

Sport	OOC	IC	Camp	Total	Sport	OOC	IC	Camp	Total	Sport	OOC	IC	Camp	Total
Archery	20	24	0	44	Sailing	34	22	0	56	Paralympic Cycling	16	0	0	16
Badminton	5	23	0	28	Shooting	30	60	0	90	Paralympic Equestrian	0	0	0	0
Baseball	32	0	76	108	Skiing & Snowboarding	346	160	0	506	Paralympic Fencing	4	0	0	4
Basketball	29	0	12	41	Soccer	89	0	41	130	Paralympic Goalball	4	0	0	4
Biathlon	51	11	0	62	Softball	25	12	36	73	Paralympic Judo	6	0	0	6
Bobsled & Skeleton	115	40	0	155	Speedskating	225	122	0	347	Paralympic Nordic Skiing	18	0	11	29
Bowling	10	6	14	30	Squash	6	9	0	15	Paralympic Powerlifting	2	0	0	2
Boxing	46	44	0	90	Swimming	481	375	0	856	Paralympic Rugby	24	0	0	24
Canoe & Kayak	69	29	0	98	Synchronized Swimming	43	8	0	51	Paralympic Sailing	4	0	0	4
Curling	25	29	0	54	Table Tennis	5	14	0	19	Paralympic Shooting	2	0	0	2
Cycling	260	443	0	703	Taekwondo	22	62	0	84	Paralympic Sled Hockey	34	0	15	49
Diving	38	34	0	72	Team Handball	48	20	0	68	Paralympic Soccer	12	0	0	12
Equestrian	12	26	0	38	Tennis	9	0	0	9	Paralympic Swimming	33	41	0	74
Fencing	16	64	0	80	Track & Field	944	811	0	1755	Paralympic Table Tennis	3	0	0	3
Field Hockey	33	16	0	49	Triathlon	112	183	0	295	Paralympic Tennis	9	0	0	9
Figure Skating	94	65	0	159	Volleyball	77	14	0	91	Paralympic Track & Field	40	28	0	68
Gymnastics	113	38	0	151	Water Polo	56	12	0	68	Paralympic Volleyball	18	0	0	18
Ice Hockey	148	0	0	148	Water Skiing	22	0	0	22					
Judo	129	55	0	184	Weightlifting	169	235	0	404	<b>Other Sport Federations</b>				
Karate	28	50	0	78	Wrestling	106	74	0	180	Australian Rules Football	5	0	0	5
Luge	50	24	0	74	Paralympic Alpine Skiing	52	4	18	74	Ballroom Dancing	0	4	0	4
Modern Pentathlon	14	6	0	20	Paralympic Archery	6	0	0	6	Climbing	0	4	0	4
Racquetball	12	4	0	16	Paralympic Basketball	21	0	25	46	Rugby	28	32	0	60
Roller Sports	17	40	13	70	Paralympic Boccia	0	0	0	0					
Rowing	186	35	0	221	Paralympic Curling	6	0	0	6	<b>Testing Totals:</b>	<b>4748</b>	<b>3412</b>	<b>261</b>	<b>8421</b>

## Quarterly Breakdown of Tests

### User Pay Tests

### USADA Tests

	Q1	Q2	Q3	Q4	Total		Q1	Q2	Q3	Q4	Total
OOC	140	41	49	113	343	OOC	1,201	1,070	1,032	1,102	4,405
Camp	0	0	0	0	0	Camp	58	98	105	0	261
IC	97	52	38	35	222	IC	778	1,001	939	472	3,190
<b>Total</b>	<b>237</b>	<b>93</b>	<b>87</b>	<b>148</b>	<b>565</b>	<b>Total</b>	<b>2,037</b>	<b>2,169</b>	<b>2,076</b>	<b>1,574</b>	<b>7,856</b>



# RESULTS MANAGEMENT

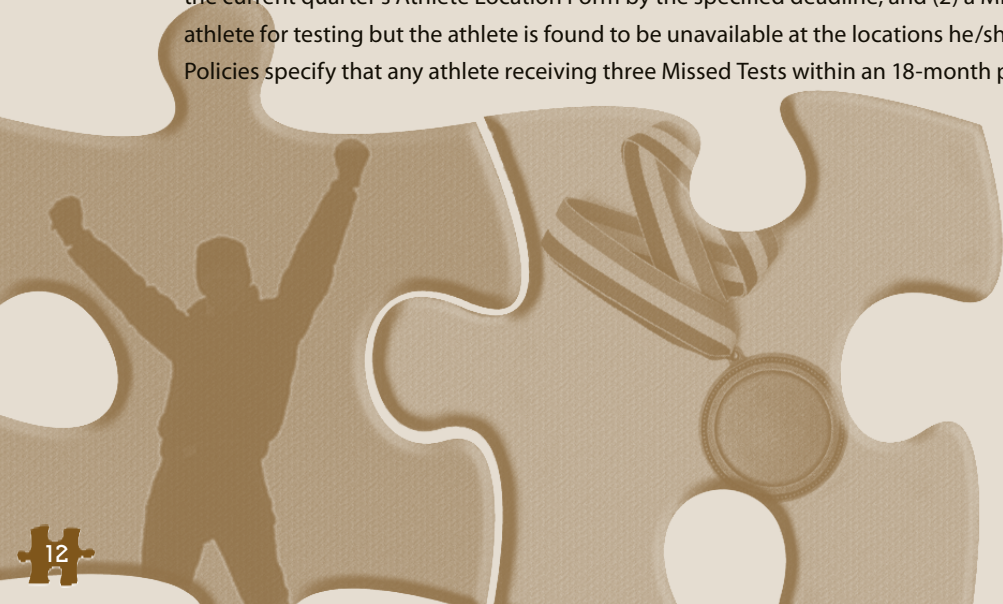
The Results Management process includes managing doping control results, adjudicating potential violations under the USADA Protocol for Olympic Movement Testing (“Protocol”) and working with all stakeholders to create a level playing field for all athletes across all sports.

The USADA Results Management team takes pride in its efforts to notify every athlete tested of the results for the tests performed by USADA. This is an important part of allowing our clean athletes to show their commitment to drug-free sport.

- USADA resolved 19 of the 33 U.S. doping cases in 2006 involving adverse findings and other doping violations and publicly announced the corresponding sanctions, including three one-year suspensions, five two-year suspensions and two eight-year suspensions.
- The remaining 14 cases did not proceed forward based on a finding of no violation.
- Eleven (11) of the 44 total cases initiated in 2006 await resolution in 2007.
- In 2006, seven athletes sanctioned for doping violations involving specified substances deferred a portion of their suspensions by completing the Athlete’s Advantage, an online interactive educational program.
- Two cycling athletes who accepted one-year sanctions for failing to appear for testing were reinstated after a cooperative investigation by USA Cycling and USADA’s Legal and Doping Control departments. In both cases, the athletes were selected as reserve athletes and would not otherwise have been tested since both the automatic selections and the randoms were available for testing.
- In 2006, an American Arbitration Association (AAA) Panel found in favor of USADA and imposed a two-year suspension on a cycling athlete for a doping violation under the USOC Missed Test policy. USADA has enforced the USOC Missed Test policy since its inception in the third quarter of 2001. According to the USOC policy, athletes who are identified for inclusion in the out-of-competition (OOC) testing pool are responsible for submitting quarterly Athlete Location Forms and updates to their schedule throughout the quarter. There are two types of Missed Tests that may be declared against an athlete – (1) a Missed Test-No Form on File, which is the result of an athlete being drawn for testing but failing to submit the current quarter’s Athlete Location Form by the specified deadline, and (2) a Missed Test-Unavailable, which occurs when a Doping Control Officer (DCO) attempts to locate an athlete for testing but the athlete is found to be unavailable at the locations he/she has specified on his/her Athlete Location Form or applicable updates. The USOC Anti-Doping Policies specify that any athlete receiving three Missed Tests within an 18-month period shall be declared ineligible for a period of two years from the athlete’s last Missed Test.

## Adverse Findings & Other Doping Violations

	<b>Number of Cases</b>
Potential Doping Violations	48
Number Referred to IFs	4
Total U.S. Cases	44
Total Sanctions	19
Resulted in No Violation	14
Pending	11



## Classification of Adverse Findings

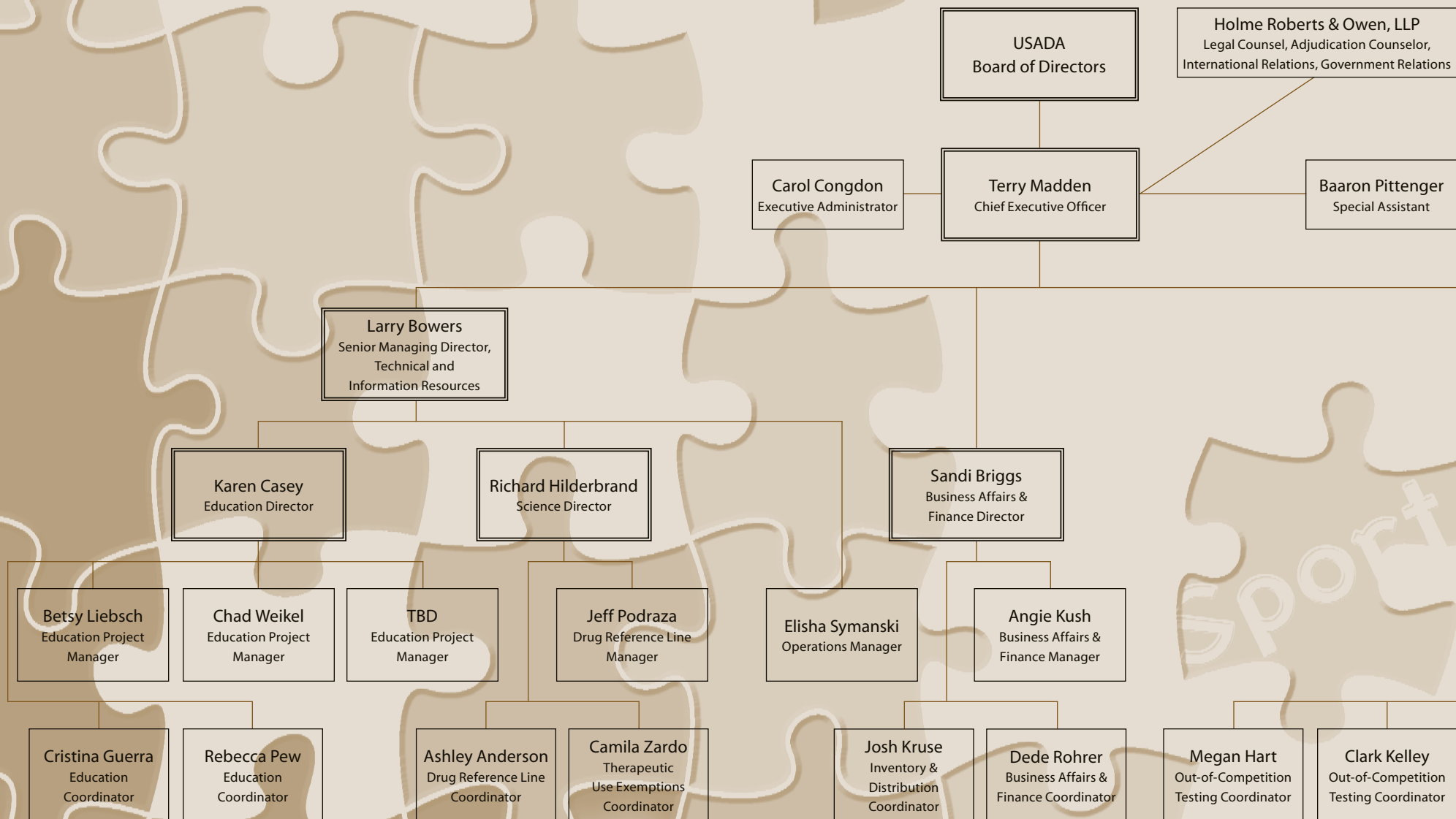
## Sanctions Issued by U.S. Anti-Doping Agency in 2006

Number of Findings	Athlete	Sport	Sanction	Substance	Announcement Date
	<b>Agents with Anti-Estrogenic Activity</b>				
1	Matthew Bell	Paralympic Skiing	2-year suspension	missed tests	11/29/2006
	<b>Anabolic Agents</b>				
3	Genevieve Jeanson	Cycling	2-year suspension	recombinant human erythropoietin (r-EPO)	11/28/2006
	<b>Agents with Anti-Estrogenic Activity</b>				
1	Scott Boothby	Track & Field	8-year suspension	finasteride & 6-Oxo-androstenedione	11/17/2006
	<b>Anabolic Agents</b>				
3	Alice Pennington	Cycling	Eligible to Compete 1/29/07 - Announcement 1/30/07		11/8/2006
1	Cale Redpath	Cycling	Eligible to compete 1/29/07 - Announcement 1/30/07		11/3/2006
2	Jason Sager	Cycling	1-year suspension	failure to appear for testing	11/3/2006
1	Dominique Blake	Track & Field	9-month suspension	ephedrine	10/18/2006
1	James Mortenson	Cycling	2-year suspension	missed tests	9/26/2006
1	Justin Gatlin	Track & Field	8-year suspension	testosterone	8/22/2006
1	Cordera Jenkins	Track & Field	3-month suspension	cannabis	8/4/2006
1	Serene Ross <sup>^</sup>	Track & Field	2-year suspension	hydrochlorothiazide & triamterene	7/27/2006
	<b>Beta-2 Agonists</b>				
1	John Capel	Track & Field	2-year suspension	metabolites of cannabis or tetrahydrocannabinol (THC)	6/30/2006
	<b>Cannabinoids</b>				
6	George Hartman <sup>^</sup>	Judo	2-year suspension	testosterone	6/20/2006
	<b>Corticosteroids</b>				
1	James Finch	Para Sled Hockey	1-year suspension	hydrochlorothiazide	5/26/2006
1	Michael Wilson	Boxing	3-month suspension	metabolites of cannabis or tetrahydrocannabinol (THC)	5/26/2006
	<b>Diuretics &amp; Other Masking Agents</b>				
1	Rickey Harris	Track & Field	1-year suspension	amphetamine	5/22/2006
1	Joe Warren	Wrestling	3-month suspension	metabolites of cannabis or tetrahydrocannabinol (THC)	5/12/2006
2	Joe Sowers	Cycling	3-month suspension	metabolites of cannabis or tetrahydrocannabinol (THC)	5/1/2006
	<b>Hormones</b>				
3	Jermell Penne	Paralympic Basketball	2-year suspension	formestane (4-hydroxyandrostendione)	4/10/2006
1	Corey Gahan <sup>^</sup>	Roller Sports	2-year suspension	testosterone, nandrolone & hCG	4/7/2006
	<b>Narcotics</b>				
1	Alvaro Tardaguila <sup>^</sup>	Cycling	2-year suspension	recombinant human erythropoietin (r-EPO)	2/16/2006
2	Steven Lopez	Taekwondo	3-month suspension	L-methamphetamine	2/13/2006
	<b>Non-Analytical Positive</b>				
	<b>Specified Substance</b>				
2	Charles Smith	Taekwondo	3-month suspension	metabolites of cannabis or tetrahydrocannabinol (THC)	2/6/2006
	<b>Stimulants</b>				
2	Zach Lund <sup>^</sup>	Skeleton	1-year suspension	finasteride	1/23/2006
1	Bryan Berard <sup>^</sup>	Ice Hockey	2-year suspension	19-norandrosterone & 19-norandrosterone	1/20/2006
1	Mark Hainline <sup>^</sup>	Archery	2-year suspension	test refusal	1/4/2006

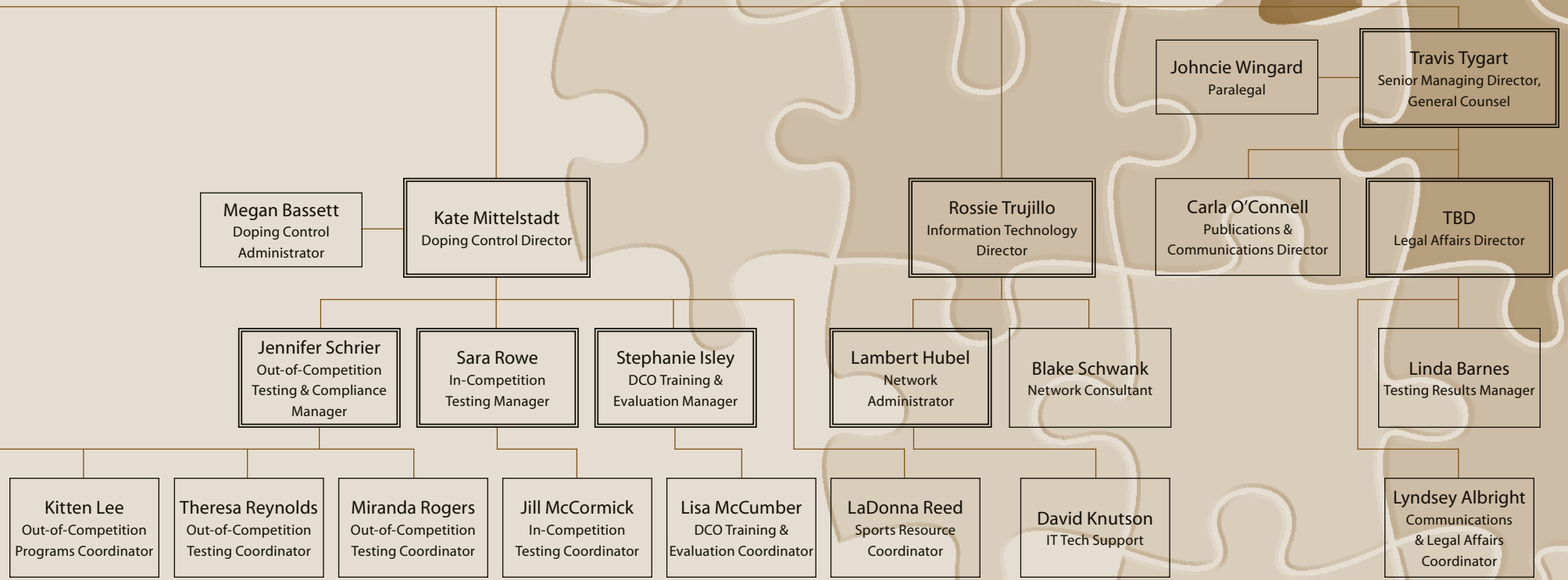
<sup>^</sup>2005 adverse findings/2006 sanctions

# ORGANIZATION CHART

As of March 23, 2007







# ANNUAL AUDIT REPORT

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## Independent Accountants' Report on Financial Statements and Supplementary Information

Board of Directors  
United States Anti-Doping Agency  
Colorado Springs, Colorado

We have audited the accompanying statements of financial position of United States Anti-Doping Agency (the Agency) as of December 31, 2006 and 2005, and the related statements of activities and cash flows for the years then ended. These financial statements are the responsibility of the Agency's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of United States Anti-Doping Agency as of December 31, 2006 and 2005, and the changes in its net assets and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

**BKD, LLP**  
February 2, 2007  
Colorado Springs, Colorado



## Statements of Financial Position

December 31, 2006 and 2005

### Assets

	<u>2006</u>	<u>2005</u>
<b>Current Assets</b>		
Cash and cash equivalents	\$ 3,455,144	\$ 3,578,916
Cash held for research grants	208,457	374,901
Investments held for research grants	1,189,386	1,103,034
Accounts receivable	337,970	30,134
Supplies	158,271	57,430
Prepaid expenses and other	112,159	128,340
Total current assets	<u>5,461,387</u>	<u>5,272,755</u>
<b>Long-term Notes Receivable</b>	592,259	522,259
<b>Property and Equipment, Net of Accumulated Depreciation &amp; Amortization; 2006-\$805,593 and 2005-\$568,858</b>	<u>447,094</u>	<u>625,716</u>
Total assets	<u>\$ 6,500,740</u>	<u>\$ 6,420,730</u>
<b>Liabilities and Net Assets</b>		
<b>Current Liabilities</b>		
Accounts payable and other accrued liabilities	\$ 1,129,106	\$ 1,145,032
Research grant payable	64,200	1,218,007
Total current liabilities	<u>1,193,306</u>	<u>2,363,039</u>
<b>Unrestricted Net Assets</b>		
Unrestricted	3,909,591	2,579,756
Board designated for research	1,397,843	1,477,935
Total unrestricted net assets	<u>5,307,434</u>	<u>4,057,691</u>
Total liabilities and net assets	<u>\$ 6,500,740</u>	<u>\$ 6,420,730</u>

## Statements of Activities

December 31, 2006 and 2005

	<u>2006</u>	<u>2005</u>
<b>Revenues, Grants and Other Support</b>		
Federal grant	\$ 8,415,000	\$ 7,440,000
United States Olympic Committee (USOC) contractual agreement	4,104,967	3,732,000
Investment return	131,447	75,958
Testing income from third-parties	291,466	135,452
Total revenues, grants and other support	<u>12,942,880</u>	<u>11,383,410</u>
<b>Expenses</b>		
Drug testing	\$ 5,901,654	\$ 5,625,876
Legal	1,801,739	2,448,198
Research	1,821,411	2,472,891
Education	1,335,224	1,241,805
General and administrative	833,109	741,334
Total expenses	<u>11,693,137</u>	<u>12,530,104</u>
<b>Change in Net Assets</b>	1,249,743	(1,146,694)
<b>Net Assets, Beginning of Year</b>	4,057,691	5,204,385
<b>Net Assets, End of Year</b>	<u>\$ 5,307,434</u>	<u>\$ 4,057,691</u>



## Statements of Cash Flows

December 31, 2006 and 2005

	<u>2006</u>	<u>2005</u>
<b>Operating Activities</b>		
Change in net assets	\$ 1,249,743	\$ (1,146,694)
Items not requiring cash		
Depreciation and amortization	236,735	231,800
Loss on disposal of fixed assets	14,640	13,665
Gain on investments	(30,317)	(33,100)
Changes in		
Accounts receivable	(307,836)	35,977
Supplies	(100,841)	(9,862)
Prepaid expenses and other assets	16,181	63,577
Accounts payable and other accrued liabilities	(15,926)	404,961
Research grant payable	(1,153,807)	960,611
Net cash provided by (used in) operating activities	<u>(91,428)</u>	<u>520,935</u>
<b>Investing Activities</b>		
Purchases of equipment	\$ (72,754)	\$ (198,411)
Advances made on note receivable	(70,000)	(262,869)
Proceeds from sale of investments	—	1,543,898
Purchases of investments	(56,034)	—
Net cash provided by (used in) investing activities	<u>(198,788)</u>	<u>1,082,618</u>
<b>Increase (Decrease) in Cash and Cash Equivalents</b>	<u>(290,216)</u>	<u>1,603,553</u>
<b>Cash and Cash Equivalents, Beginning of Year</b>	<u>3,953,817</u>	<u>2,350,264</u>
<b>Cash and Cash Equivalents, End of Year</b>	<u>\$ 3,663,601</u>	<u>\$ 3,953,817</u>
<b>Summary of Cash and Cash Equivalents</b>		
Cash and cash equivalents	\$ 3,455,144	\$ 3,578,916
Cash held for research grants	208,457	374,901
<b>Cash and Cash Equivalents, End of Year</b>	<u>\$ 3,663,601</u>	<u>\$ 3,953,817</u>

## Notes to Financial Statements

December 31, 2006 and 2005

### Note 1: Nature of Operations and Summary of Significant Accounting Policies

#### *Nature of Operations*

United States Anti-Doping Agency (the Agency) began operations October 1, 2000. The Agency is responsible for testing, education, research and adjudication for U.S. Olympic, Pan Am Games and Paralympic athletes. The Agency is also responsible for enhancing research efforts and promoting educational programs to inform athletes of the rules governing the use of performance enhancing substances, the ethics of doping and its harmful health effects.

#### *Use of Estimates*

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues, expenses, gains, losses and other changes in net assets during the reporting period. Actual results could differ from those estimates.

#### *Cash Equivalents*

The Agency considers all liquid investments with original maturities of three months or less to be cash equivalents.

#### *Investments and Investment Return*

Investments in equity securities having a readily determinable fair value and all debt securities are carried at fair value. Other investments are valued at the lower of cost (or fair value at time of donation, if acquired by contribution) or fair value. Investment return includes dividend, interest and other investment income; realized and unrealized gains and losses on investments carried at fair value; and realized gains and losses on other investments.

## Notes to Financial Statements

December 31, 2006 and 2005

### Accounts Receivable

Accounts receivable are stated at the amount billed to customers. The Agency provides an allowance for doubtful accounts, which is based upon a review of outstanding receivables, historical collection information and existing economic conditions. Accounts receivable are ordinarily due 30 days after the issuance of the invoice. Delinquent receivables are written off based on individual credit evaluation and specific circumstances of the customer.

### Supplies

Supplies consist of drug testing kits and other doping control supplies and are valued at the lower of cost (first-in, first-out method) or market.

### Property and Equipment

Property and equipment are recorded at cost. Depreciation and amortization are calculated using the straight-line method over the following estimated useful lives:

Computer equipment and software	3 to 5 years
Furniture, fixtures and office equipment	5 to 7 years
Web site development	3 years

### Income Taxes

The Agency is a not-for-profit organization exempt from income tax under 501(c)(3) of the Internal Revenue Code. As such, there is no provision for taxes in the financial statements.

### Functional Allocation of Expenses

The costs of supporting the various programs and other activities have been summarized on a functional basis in the statements of activities. Certain costs have been allocated among the program and management and general categories based on management's estimates.

### Reclassifications

Certain reclassifications have been made to the 2005 financial statements to conform to the 2006 financial statement presentation. These reclassifications had no effect on the change in net assets.

## Notes to Financial Statements

December 31, 2006 and 2005

### Note 2: Investments

Investments at December 31, consist of:

	<u>2006</u>	<u>2005</u>
Mutual funds	\$ 1,189,386	\$ 1,103,034

Total investment return is comprised of the following:

	<u>2006</u>	<u>2005</u>
Interest and dividend income	\$ 101,130	\$ 42,858
Net realized and unrealized gains (losses) on investments reported at fair value	30,317	33,100
	<u>\$ 131,447</u>	<u>\$ 75,958</u>

### Note 3: Property and Equipment

Property and equipment at December 31, consists of:

	<u>2006</u>	<u>2005</u>
Computer equipment and software	\$ 809,136	\$ 747,069
Furniture, fixtures and office equipment	187,799	186,938
Leasehold improvements	9,826	—
Web site development	245,926	245,926
Items under development	—	14,641
	<u>\$ 1,252,687</u>	<u>\$ 1,194,574</u>
Less accumulated depreciation and amortization	805,593	568,858
Total property and equipment, net	<u>\$ 447,094</u>	<u>\$ 625,716</u>

## Notes to Financial Statements

December 31, 2006 and 2005

### Note 4: Operating Leases

Noncancellable operating leases for office space and office equipment expire in various years through 2009.

Future minimum lease payments at December 31, 2006, were:

2007	\$	150,327
2008		155,681
2009		159,178
2010		112,423
	\$	<u>577,609</u>

Rental expense for all operating leases consisted of \$151,234 and \$131,434 for 2006 and 2005, respectively.

### Note 5: Employee Benefit Plan

The Agency maintains a 401(k) benefit plan, covering all employees who meet the eligibility requirements. The Agency makes contributions at its discretion. The Agency's contributions to the plan were \$149,174 and \$127,377 for the years ended December 31, 2006 and 2005, respectively.

### Note 6: Commitments and Contingent Liabilities

In the normal course of business, the Agency has entered into grant agreements for research. These grants are contingent on progress reported by the recipients to the Agency and, as such, are not recorded in the Agency's financial statements. Future payments, if the contingencies are met, are as follows:

Year Ending December 31,

2007	\$	861,960
2008		398,915
	\$	<u>1,260,875</u>

## Notes to Financial Statements

December 31, 2006 and 2005

### Note 7: Significant Estimates and Concentrations

Accounting principles generally accepted in the United States of America require disclosure of certain significant estimates and current vulnerabilities due to certain concentrations. Those matters include the following:

#### **Revenue Concentration**

The Agency received 97% of its support during 2006 from two organizations.

#### **Cash Concentration**

The Agency maintains a bank deposit account and a money market (classified as an investment) at a financial institution. The Federal Deposit Insurance Corporation (FDIC) insures up to \$100,000 of deposits at any one financial institution. The Agency's balance exceeded the FDIC insurance limit at December 31, 2006, by approximately \$3,630,000.

#### **Long-term Notes Receivable**

The Agency has agreed to loan the Sports Medicine Research and Testing Laboratory up to \$755,500, interest free. The unsecured advances will take place through 2008 and are payable in full in December 2013. The balance outstanding on the note was \$592,259 and \$522,259 as of December 31, 2006 and 2005, respectively.

The repayment of these advances is dependent upon the profitability of the Sports Medicine Research and Testing Laboratory. Management has estimated that these advances will be fully collectible. No amount has been accrued for estimated losses that could result from the Sports Medicine Research and Testing Laboratory's failure to repay the loan advances; however, actual losses may be materially different from management's estimate.





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