



## USA Shooting Board of Directors Meeting Minutes

August 20, 2021

Zoom Video Conference Meeting

Board members present: Chad Whittenburg, Dan Genter, Randall Garrett, Vincent Hancock, Sarah Scherer, Troy Bassham, Jim Mitchell, Lucas Kozeniesky, Rick Marsh, Ana English, Sandra Uptagrafft

Board members absent: McKenna Geer (Lucas Kozeniesky voting in McKenna's place), Kim Rhode

USA Shooting staff present: Reya Kempley (Secretary), Matt Suggs, Jason Turner, Buddy DuVall, Alex Szablewski, Breanne Orey, Dan Durben, Brent McPherson, Don Stith, Jay Waldron, Sharee Waldron, Kate Gest

USA Shooting staff absent: none

- A. Meeting called to order at 10:03 AM MST: Chad Whittenburg. Chad expressed his best wishes to the Paralympic team leaving on Sunday for Tokyo and what an amazing experience it was for him to be present at the Olympics.
- B. Olympics review: Matt Suggs
  1. USA Shooting had a very successful Olympics, with six medals, seven other top-10 finishes; we placed 3<sup>rd</sup> in the overall medal count and 2<sup>nd</sup> in the weighted medal count (considering events). It could be considered our best overall performance since the 1964 Tokyo Games. His message to USOPC is that investing in pistol will continue to knock Chinese medalists off the podium.
  2. We currently have 12 athletes ranked in the top 12 in the world, including two pistol athletes, which is a large improvement over previous years. We have the best shotgun team in the world and rifle is back in the top three.
- C. CMO Update: Buddy DuVall
  1. Buddy congratulated and thanked the athletes for their fine performances and representation of USA. He mentioned the NSSF full-page ad in USA Today.
  2. Buddy presented a report of donations, focusing on cash rather than VIK, which totaled \$215k total donations and \$56k that are committed but not yet received. VIK donations included sweepstakes prizes, firearms for auction, and services.
  3. Sponsorships such as SKB, 3M/Peltor, and shotgun ammunition and targets are continuing or currently being renegotiated.
  4. Membership promotions: "Gear Up for the Games" promo was not as successful as we hoped; a promotion through Federal gained 172 new members.
  5. Digital marketing: the focus is on direct mail, online media, and working with industry partners (Victory Fund via MobileCause platform) who have a large outreach available we can leverage for fundraising.
  6. A sweepstakes campaign gathered 4,200 entries and new contacts.
  7. Ana asked Buddy what the plan is to build the pipeline and relationships to get sponsorships in preparation for Paris 2024. Buddy said he is promoting what our

## Approved

athletes do for the industry and the positive publicity they bring. For example, SIG did a social media blast for the Victory Fund campaign and donated \$10,000. We need to bring value to the sponsors as well.

8. Ana asked how we compare to other NGBs (national governing bodies) in the sponsorship area, as we have the entire outdoor/shooting industry to leverage. Buddy said we are 26/47 in terms of overall revenue but that he would have to research how we compare to other NGBs in terms of sponsorships. Matt said USA Archery has one or two large sponsors while the large NGBs with TV exposure often garner huge sponsors (ski/snowboard has a \$10 million agreement with Land Rover. For shooting, the direction is finding a few key sponsors and getting access to the customers in this large shooting industry (SIG outreach went to 3 million people).
9. Work on a new web site is progressing with Shine United; launch planned in December 2021. Shine is also working on a logo and brand initiative.
10. Pistol Development: outreach to SASP at their Nationals at Cardinal Center went well. Ruger, Glock, and Taurus donated firearms to use and we engaged 200 action shooters with a rapid-fire steel target range.
11. Expenses: funding needed for items such as web site (\$112k), MobileCause (\$6k/year), other online platforms, graphic design services, new content development, and magazine publication.

### D. Competitions Update: Breanne Orey

1. Breanne provided a brief background on her education and work history. She worked at golf events previously and has a Master's degree in Sports psychology.
2. State Junior Olympics
  - a. Breanne upgraded the host application from paper to digital
  - b. Participation was lower than in previous years due to COVID as some states could not host their state JO at normal levels or at all.
  - c. Net profit was \$3,568.51.
3. National Junior Olympics
  - a. Rifle at Hillsdale College in May included a condensed competition schedule and collaboration with NCAA, CMP, and West Virginia University. Paralympic juniors also competed. Feedback from the participants was positive about holding men's and women's events and air and smallbore events at the same time. Mary Tucker and Will Shaner also competed.
  - b. Pistol at Hotel Elegante Range in Citadel Mall in Colorado Springs was only air pistol as we had no 25m range available. James Hall, Lexi Lagan, and Sandra Uptagrafft were involved and hosted a clinic. The new Justin Ahn Memorial Trophy was announced thanks to a donation of a Korean crown trophy by the Wigger family. Lifetime Memberships and plaques were presented to recognize Jim Shaver's and Bud Kucera's contributions to USA Shooting.
  - c. Shotgun at Halter Center/Hillsdale College utilized a new electronic scoring system that made the event feel world class. It was held right after the junior development camps. Maddy Bernau and Derrick Mein shot alongside the juniors.
  - d. Financial Summary
    - i. Rifle: expected \$27k profit thanks to Hillsdale's support for housing and meals, but shipping costs were high.

## Approved

- ii. Pistol: expected \$10k profit thanks to local volunteers (NTC and Arvada clubs) but we had a decrease in registrations without 25m pistol.
    - iii. Shotgun profit not yet known. Using local volunteers lowered costs, but low state participation led to lower registrations.
4. Olympic Trials: Smallbore Rifle Part 2
  - a. Very small group due to COVID restrictions at Fort Benning. The entire group had to be bussed in, leading to high expenses.
5. Nationals
  - a. Shotgun will be at Halter Center, Hillsdale College September 6-19.
  - b. Rifle/Pistol was originally planned for Oct 10-18 at Fort Benning, but has been canceled due to COVID restrictions and maximum size of events allowed on military bases per the Department of Defense. We are now looking for alternative solutions.
6. Looking ahead: Winter Airgun (WAG), 2021-2022 Junior Olympics cycle
7. Ideas for future: podium usable by Paralympic athletes, new merchandise to sell (match-specific), podium gifts, and establishing local volunteers around the country to save on travel costs.
8. Rick Marsh asked if we had a WAG venue yet. Matt answered that we did not but expect to decide on that soon. He discussed the long-term relationship building with CMP and their new facility in Columbia, MO as a potential venue in the future.

### E. Operation Gold Supplements: Matt Suggs

1. Operation Gold awards cash as an incentive program for medals in the 2020 Games in the amounts of \$37,500 for gold, \$22,500 for silver, and \$15,000 for bronze. Our success in Tokyo means a higher payout. There are also payments considering how many total medals athletes have won (for example, another \$60k goes to Vincent Hancock after his 3 gold medals). Board approval is needed before making payments.
2. This is the first year USOPC is paying identical amounts for Paralympic events.
3. Chad pointed out that we are late in approving due to financial audits and analysis by the Finance Committee to ensure funds are available, and he did not want the discussion ongoing immediately prior to the Games with several Board members being Olympians or Paralympians.
4. Matt said we must consider NCAA rules in structuring the payment for collegiate athletes and to reduce tax liability for athletes. Chad emphasized the equality of Paralympians with Olympians and any conflicts of interest are stated in the presented document.
5. Sarah Scherer asked how these payments will be funded. Matt answered that the budget reforecast was done including these payments. Money comes from the ISSF grant and cash on hand that USA Shooting does have. Chad also asked the Foundation for assistance.
6. Chad asked the athletes on the Board when they would want 2024 payout plan announced. Vincent Hancock said that it serves as recruitment to grow our participation and demonstrate that it can be financially beneficial to compete in the Olympic disciplines.
7. Jim Mitchell asked what other countries pay as a comparison. Matt said the UK is close to USA. Lucas said China pays \$1 million for a gold medal. Vincent emphasized that there is additional funding as well such as incentives from sponsors that are organized

## Approved

- by the NGB, not simply a one-time payment for a medal. Matt said we should revisit our DAS (direct athlete support) payments to correlate with performance in Tokyo.
8. Jay asked if there was any discussion for a coach incentive in Operation Gold. Matt said we have set aside a bonus and raise pool in the budget he was planning to use for that purpose. Chad said this will be a CEO directive rather than directly voted on by the Board.
  9. Sarah asked what USOPC supports for para. Matt answered it's exactly the same as the Olympic side.
  10. Sarah disclosed that she coached Will Shaner when he was a junior as a conflict of interest but will still be voting. Lucas will be voting in place of McKenna Geer but also has a conflict of interest since he will directly benefit from these payments as an Olympic medalist.
  11. Chad asked for a motion to approve the Operation Gold program. Jim made a motion to approve. Sarah seconded. Vote 13-0 to approve.
  12. Buddy asked how para will differ considering some athletes are shooting multiple disciplines. Matt predicted the numbers for Paralympics will be similar (six medals) and some athletes are capable of winning multiple medals. Alex said USOPC projected 2 medals for USAS.

### F. Strategic Plan Update: Matt Suggs

1. Matt discussed each of the key points in the Strategic Plan and progress toward those goals.
2. Athlete Success/Retention: Operation Gold helps with retention; new paths to support collegiate shooters are in the works.
  - a. Challenges: limited options after college to continue training. USAMU is the best option. There is no able-bodied resident athlete program at OPTC. We need to find income to bridge the gap to the next DAS program. As an example, Ginny Thrasher's funding was cut off when she didn't make the Olympic team, yet we want her to continue shooting.
3. Strategic Partnerships and Alliances: Industry partners and CMP/Hillsdale enabled us to hold events this year. CMP is shifting from sale of surplus firearms to more program funding such as range development that would be advantageous to us. SASP for pistol in development shows how we can recruit from large groups and market shooting as a lifestyle sport.
  - a. Challenges: Exploit our Olympic success
4. Organizational Excellence: lots of work on our financial transformation; a new web site and a new membership platform are in progress
  - a. Challenges: A/R process, athlete agreements; staff spread thin and often tackle daily challenges in place of long-term goals
5. Ana asked what the roadmap is and what are key performance indicators/funding to enable them? Jim answered from the Foundation standpoint that it's been difficult to organize a corpus because no financial reserve exists and the staff is spread thin at USAS, plus COVID is making fundraising events difficult. We are at a disadvantage due to lower funding of athletes compared to other countries. He expressed hope for a fall in-person meeting to re-energize the Foundation. He also discussed ongoing discussions with Bass Pro Shops.
  - a. Matt went back to Ana's point on indicators and metrics on initiatives USAS staff will create. Ana suggested as an example higher DAS levels and increasing the

## Approved

payments every year incrementally. Jim said competition is growing and we need to as well.

### G. Financials: Ana English

1. Ana reported that a significant amount of work has been done to reconcile financials going back to 2019. Altruic Advisors was hired for reporting and general accounting support. She reviewed the current balance sheet and budget forecast for the rest of 2021.
  2. The balance sheet shows three months of operating funds in unrestricted funds and eight months in restricted funds. We are anticipating the PPP loan to be forgiven soon and most of the AP consists of money owed to USOPC and direct mail fees.
  3. Income Statement YTD: Of note is \$300k under YTD for direct mail. Matt is awaiting an update and projection from the company managing our direct mail. Expenses had a shortfall in athlete funding which will be mitigated through Operation Gold payouts. The short spending was mostly due to cancelation of World Cup Changwon, Korea which was slated to be 2021's most expensive event. The \$477k gain in other income is gain in restricted assets which is significant. Overall, Ana said it has been a positive year.
  4. Matt commented that cancelations and smaller teams resulted in less expenditures in travel and athlete funding. But with the Operation Gold payouts and the Junior World Championships trip, the reforecast includes more athlete funding.
  5. Income Statement Reforecast: Revenue was better than planned; expenses projected to be right on plan. Net operating income has increased from \$50k to \$291k.
  6. Jim asked how the restricted funds are invested. Matt answered that most are in the U.S. Olympic Endowment and \$500k is invested with the Midway Foundation.
  7. Projected 33.1% athlete support (\$1.87million) as % of expenses and 31.2% as % of revenue, which is very close to the targets.
  8. Ana on behalf of the Finance Committee made a motion to approve the June YTD financials. Jim seconded. Passed by unanimous vote 13-0.
- H. Sandra asked if the non-executive session was open to all athletes. Chad answered that his preference is to have most of the Board meetings open to everyone live and advertised ahead of time. Closed board meetings like this one are recorded and posted to the web site later.
- I. Sandra thanked the staff and Board for their work handling the challenges of the past years and supporting the athletes as we work through our improvement for success in Tokyo.
- J. The Board entered executive session at 12:12 PM MST.