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## USA Shooting Board of Directors

### Meeting Minutes

October 24, 2022

In Person at Hillsdale College and Zoom Video Conference Meeting

Board members present in person: Chad Whittenburg, Ana English, Troy Bassham

Board members present remotely: Sarah Scherer-Oursland, Jim Mitchell, Vincent Hancock, Rick Marsh, Hannah Black (proxy for Eric Uptagrafft, non-voting), McKenna Geer, James Hall (proxy for Sandra Uptagrafft), Randal Garrett, Dan Genter

Board members absent: Kim Rhode, Eric Uptagrafft, Sandra Uptagrafft

USAS Staff present in person: Reya Kempley (Board Secretary), Sharee Waldron, Jay Waldron, Brent McPherson

Others present in person: Macy Mount (ResourceOne), Bill Moore (ResourceOne), Phil Murdock (ResourceOne), Kelly Skinner (USOPC)

USAS Staff/Others present remotely: Brittany Nelson, Alex Szablewski, Andrew Traciak, Bubba Saulsbury (USAS Team Foundation), Greg Shaner (Finance Committee)

- A. Call to Order: Chad Whittenburg, 8:06 AM Eastern
- B. General Items

1. Approval of March 17 Board meeting minutes. Jim Mitchell made the motion to approve and Ana seconded. Unanimously passed 11-0.
2. CEO Search Update: Chad Whittenburg
  - a. Search committee vetted candidates and the Board interviewed the top three, which will be discussed in the executive session today. Board will be asked to either approve one candidate or hire a search firm. He expressed a desire to have a CEO in place by the end of the year. In lieu of attending the executive session, electronic communications are allowed as a vote.
3. Upcoming Board Elections: Rick Marsh
  - a. Three BOD member terms are expiring at the end of 2022: Rick Marsh, Chad Whittenburg, and Ana English.
  - b. Chad mentioned that all three are eligible for a second term. USOPC has approved extending terms into January-February 2023 if needed.
  - c. Brent clarified that Chad's chairman term specifically is ending this year, not his Board term. Officer term elections are typically held in December. Chad has been Chairman for his entire four-year term, ending in January 2023.
  - d. Chad asked that the three can decide by the end of the week whether they want to continue for another term so the Nominating/Governance Committee can begin the election process.
  - e. Sarah Scherer noted that the shotgun and rifle representatives are up for reelection with new terms starting in January 2023. Elections are held before the end of the year.

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- f. Bylaw Changes: Sarah Scherer.
  - i. Sarah discussed past election processes and how to improve them. They need to state conflicts of interest in advance.
  - ii. Athletes are considered “active” for 10 years. She asked if we want the cutoff year to be the year of the vote or the year of their term start. Her suggestion is for the former to extend our pool of candidates.
  - iii. After discussion around the USAS Bylaws and specifics to approve bylaws changes, it was agreed that the 60-day notice requirement has been met. Chad stated that each Board member needs to receive redlined bylaws with notated changes and if that happens today, a vote can occur today.
  - iv. James asked if pistol has enough depth in the 10-year window and asked what a 20-year list would look like. Sarah answered that it is possible to change to a 20-year list, with agreement from athletes. She would like to see more encouragement to participate first prior to extending the window. Rick commented on the lack of interest from the small 10-year list, especially with pistol. Rick recommends exploring what can be expanded. Sarah said that extending the 10-year definition by one year (year of vote) would help, and we must state in the Bylaws if the event was Olympic/Paralympic at the time of the athlete’s career it qualifies, even if it is not presently. Alex said the 20-year list extends the list by approximately 10 athletes. Brent said it’s an extremely limited pool currently for pistol. Vincent asked if we could make the change discipline-specific. Sarah said they can ask USOPC if that is allowed.
  - v. Chad reminded everyone of a significant Bylaw revision in March 2022 and emphasized that all amendments undergo legal review.
- 4. USA Shooting Team Foundation Update: Jim Mitchell
  - a. Jim acknowledged both encouraging and disappointing results. The NRA grant (shotgun ammunition) was one notable success this year.
  - b. Some challenges arise from post-COVID environment (less attendance at all events). Will call an in-person meeting for Foundation to set new targets and goals for raising money. He expressed a lack of help/involvement at industry conventions from staff and athletes.
  - c. The relationship with Bass Pro will be revisited with more involvement from Foundation members to increase effectiveness.
  - d. Holding shooting events has been largely unsuccessful due to work and funding required. Hoping to plan some next year, to include prominent athlete participation.
  - e. The International Order of St. Hubertis will hold a convention in Colorado Springs in spring 2023 and has strong possibilities.
  - f. A gun auction is planned of Ann Lee’s firearms via Rock Island Auction, with proceeds to go to USAS.
  - g. Rick expressed interest in being involved with the Bass Pro discussion, as he and Troy have discussed this idea for years. Rick said his daughter shot several matches that were held at Bass Pro shops 10-12 years ago, but they have not been held since. He suggests this to get a foot in the door and involved, rather than simply asking for money.
  - h. Vincent, Jim, Dan, and Sarah discussed ideas to improve our presence at events.

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5. ISSF Updates: Chad on behalf of Kim Rhode, ISSF Chair of Athletes Committee
    - a. The ISSF General Assembly will be November 25-December 1 in Sharm El Sheikh, Egypt. Chad and Jim Mitchell will attend, and elections will occur for many ISSF positions. USA gets two votes: President (Board Chairman) and Secretary General (CEO per bylaws). Chad listed our significant USA presence on committees and with new nominations. Chad thanked Bob Mitchell for his service to ISSF as Vice President. He also noted a new change: at least two members of the executive committee must be female.
    - b. ISSF's coach certification program is in progress, including nominee Jay Waldron.
    - c. Confederations such as CAT (Confederation of the Americas) also have general assemblies, which is occurring in Lima, Peru on Nov 5.
- C. 10-minute recess at 9:30 AM Eastern.
- D. 2023 ISSF/USAS Calendar: Brent McPherson
1. Brent discussed our shotgun intentional calendar first with associated costs. He noted a change with ISSF and the new ranking point system. Brent emphasized the high costs of sending athletes and coaches to the events at roughly \$80k per event.
  2. For rifle and pistol, costs are similar but often held simultaneously to share staffing. Costs are increasing due to fuel costs.
  3. Para has fewer events on the schedule, but staffing needs are higher.
  4. Jim Mitchell asked how airfare works and whether we have a contract. Brent mentioned that we no longer get VIK from United as they are no longer a sponsor. Coordination of large groups is key and Brent complimented Reya's work on fights, gun permits, and the rest.
  5. Reya explained the differences between the 30-year United sponsorship and Delta's, which is new this year. United provided VIK (free tickets) yearly, \$80k in their last year of sponsorship, a discount on cash tickets, as well as a dedicated and valuable Olympic Desk. Delta has no such benefits and their sponsorship has been essentially nonexistent. Chad asked if the Delta sponsorship is exclusive. Kelly Skinner said it is only for the USOPC. Reya explained United's new business account they've created for NGBs with discounts and amenity funds. Jim expressed dismay that we cannot obtain more benefits from airlines and reiterated the difficulties in traveling with firearms.
- E. 2022 USOPC High Performance Plan (HPP)/Statement of Performance Support (SOPS) Update: Alex Szablewski
1. Brent introduced Alex as a vital interface with USOPC, one of his right hands in his very small staff.
  2. A large portion of USAS operating funds as SOPS come from USOPC (\$1.68M 2022).
  3. 2023 SOPS funding will be almost flat, but unpaid fees to USOPC going back to 2018 will be -\$105k and deducted from Q1 funding. This timing is difficult due to many early competitions occurring in 2023.
  4. We have an increase in resident bed space at USOPC, including meals. Talks are occurring about a summer residency program.
  5. USAS met their USOPC Olympic goals almost entirely by the end of the Championship of the Americas (CAT). We met our World Cup medal goal very early in the year, which was phenomenal. Para goals are dependent on the World Championships happening in November.

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6. Quota count is currently five. Notable: Derrick Mein (first men's trap quota since 1966); Ali Weisz (first 10m air rifle quota since 1979). CAT is a chance to earn remaining quotas.
7. DAS (direct athlete support) and EAHI (elite athlete health insurance) will be exceeding the \$370k allotment by ~\$13k due to our international success.
8. PanAm and Olympic selection procedures: staff procedures have been submitted to USOPC; shotgun is complete pending USOPC legal approval; rifle/pistol/para are in progress and expected to be published by end of November. All procedures should be published online by the end of the year.
  - a. Chad mentioned that last year USAS made para DAS (not USOPC-funded) equal with able-bodied and this will be continued next year.
9. Alex added that the PanAm procedure is still pending because we do not yet have full procedures from ISSF.

### F. Membership Update: Brent McPherson on behalf of Andrew Traciak

1. Brent introduced Andrew Traciak, our new competitions and membership manager who came from Hillsdale College, and praised his work thus far.
2. Winter Airgun (WAG) will be held at Camp Perry, OH and Colorado Springs.
3. The Junior Olympic cycle has begun (JOs) with state qualifiers for the nationals.
4. The national calendar for 2023 was presented. Brent emphasized the importance of having range locations. Rifle/pistol only has two locations currently: OPTC and Fort Benning. We need to see more ranges developed in international disciplines, which makes partnership such as with Hillsdale very important.
5. Graphs were presented showing the drop in participation due to COVID.
6. Junior memberships dominate the demographics, at 39.6%. Currently the fan club membership is only 3.7%, which is a large opportunity for growth.
7. Financial projections do cover costs. Competitions are vital for grassroots to find future Olympians.
8. Membership is driven by competitions, meaning renewals were low during COVID.
9. iSportz (formerly Integrass) is our new membership/competitions platform and used to track Safe Sport and background screens.
  - a. Andrew is working to update and improve national record maintenance and planning range officer (RO) training/certification and USAS rulebook updates as addendums to the ISSF rulebook.
10. Ana started a discussion relating to the Strategic Plan and expanding membership beyond competition participation. Brent, Jim, and Vincent discussed partnering with organizations such as 4-H, SASP, and state shooting associations as well as roundup programs. Brent added that shooting is ranked #3 among sports for Olympic gold medals. Jim suggested putting an action plan together for 2023.
11. Troy brought up a problem of putting a flyer in gun box without plentiful facilities. We must be prepared for success with a demand for participation.

### G. 2022 USAS Team Performance: Jay Waldron

1. Jay described a vivid dream he had at the World Championships involving dismay at a lack of leadership and low cash going into last two years of the quad. The importance of sustainable funding stream is crucial—India is putting \$47M into junior shotgun alone and their results are already showing up on world stage.
2. Para: Won 15 medals at the Grand Prix in Lima; prepping for Worlds in Al Ain for 2024 quotas.

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3. Rifle/Pistol: Won two gold, five silver, eight bronze among three World Cups. Highlights were World Champion Ali Weisz in 10m Air Rifle and Sagen Maddalena's quota in 50m Rifle 3 Positions at Worlds. Did not attend Junior World Cup and World Cup Baku due to lack of funding. Coach Pete Durben's presentation expressed concern about the lack of funding and potential for sustaining success.
4. Shotgun: Independent fundraising enabled a mostly funded Junior World Cup, where six medals were won. He emphasized that experiences build the fire for future Olympians.
  - a. Juniors were very successful at the World Championships in Croatia. He thanked the Glassen Foundation for their financial support of the junior team.
  - b. World Cups: Cyprus (7 medals); Lima (11 medals), noting the benefit of competing in our own hemisphere and a hope of hosting our own World Cup again someday; Lonato (4 medals), including the trifecta of gold in women's skeet by Caitlin Connor; Baku (8 medals), another trifecta of gold in men's skeet by Vincent Hancock; WCH (3 quotas, 5 medals). Total of 12 gold, 12 silver, 10 bronze. CAT Games is the last stop for quotas.
  - c. Four athletes so far have been invited to the President's Cup, an event based on world ranking.
5. Chad asked Jay to expand on India's program. Jay explained that they have tremendous government funding for youth shotgun academies, rumored to be at \$47M. Chad pointed out that Jay's budget is under \$1M, rifle is \$700k, and pistol is \$300k. He asked everyone to imagine what would be possible if the budget was only double, considering our existing success. Jim started a discussion followed on funding ideas, such as sponsoring a specific event or an honorary team leader position. Jay said this has already started with Spandu, an entry-level shotgun company, who will fund \$60k for Junior World Championships next year. Sharee noted that the calendar presentation included costs as reference for anyone soliciting sponsorships.

### H. 10-minute recess at 10:12 AM. Executive Session set for 3 PM Eastern.

### I. Financial Review and Planning: Ana English, Finance Committee Chair

1. 2021 Audit
  - a. Three material weaknesses identified (this is overall very good considering history) and all have been addressed.
    - i. Inventory accounting modification to policies (ammunition).
    - ii. Investment balances w/USOPC endowments had missteps in recording and reporting; procedures in place to improve.
    - iii. Direct mail quid pro quo contributions (hats) need accounting rules taken into consideration.
  - b. Ten adjustments made to financials, which is small compared to recent years, but the goal is zero.
  - c. Recommendation was made to improve cash receipts/advances controls and misclassifications for revenue and expenses.
  - d. Finance committee recommends approval for 2021 audited financial statements and filing of 990 with IRS. Chad asked for a motion to approve. Jim made the motion, Dan seconded. Vote was unanimously passed with a quorum present.
2. 2022 YTD Financials
  - a. Balance Sheet: Operating cash down from this time in 2021. Market is down and that affects our endowment unrealized income, which is primarily associated with junior programs. Key to keep in mind is only a small part of total assets are

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accessible for national teams/programs. Brent and Ana will work with Altruic (remote accountant firm) to include operating/overhead costs as a portion of all incoming funds. Outstanding liabilities to USOPC anticipated to be paid off in Q1 2023. PPP Loan in process to be forgiven. USAS will continue to pay off the EIDL loan. ERC (employee retention credit) estimated to be \$250k and paid to USAS in 4-8 months. Accrued time off is a large balance, with no current cap, which will be evaluated. The current small staff does not have much opportunity to take time off.

- i. Jay asked why the AR is so high. Ana answered it is USOPC debt. A discussion followed with Chad, Kelly, and Sharee about the nature of this debt (mostly day use fees for USAS events held at the Colorado Springs facility).
  - b. Income Statement: \$5M reforecast for income, but \$5.5M projected in budget. Contract services will fill some gaps in personnel, as well as hiring a CEO and an office administrator. Athlete funding appears low due to a heavy end-of-year anticipated expenditure. Competitions expenses are higher due to range supplies purchased this year (\$45k rubber for rifle/pistol targets) which will be used for the next five years.
  - c. Finance Committee recommends Board approval of financial statements through August. Chad stated this served as a motion by Ana. Sarah seconded. Jim asked about shotgun ammunition consumption and sponsorships. Jay compared historical sponsorships to our current situation of purchasing ammunition and the challenges in obtaining a shotgun ammunition sponsor and providing ammunition at USAS events. Motion was unanimously passed with a quorum present.
- 3. 2023 Budget and Revenue Planning
  - a. \$4.8 million alone in 2023 associated with athlete international competitions; does not include medal incentive payouts, national training camps, national events, administration/operating costs.
  - b. 2022 Funding assumptions: reforecast is cautious with \$385k from direct mail, but Bill Moore estimates >\$500k. Other sources include Winter Airgun, 2022 Biennial Clays Cup, Firearm Auction, NRA Foundation (shotgun ammo, already received and spent).
  - c. Chad noted we have to approve a budget in December, which must be balanced. We need \$4M additional revenue to fund 2023, making this a crucial moment.
- 4. Revenue Strategies: Phil Murdock, Moore Enterprises
  - a. Ana gave an overview of the Strategic Plan and Vision for 2024 and beyond. She emphasized our team's progress toward performance goals in this year's competitions. Long-term funding for athlete retention and operations is key.
  - b. Ana presented a goal of a \$20M budget by 2028. Funding sources were listed including areas to expand such as digital marketing and retail roundup. Partnerships such as foundations and training facilities are important. Branding and communications currently are very weak.
  - c. Phil listed five key strategies for revenue:
    - i. Major events already being held we can tie into (NRA, for example)
    - ii. Major donor program

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- iii. Digital strategy using Media Lodge (digital list from GunBroker 4473 forms)
  - iv. Push to connect USAS with endemic and non-endemic partners
  - v. National retail roundup program with independent firearms retailers (estimated at \$500k-\$1M)
- d. Phil suggested hiring a CEO with a three-year commitment to give confidence to industry leaders. A discussion followed about the CEO's location and role. Brent stated that relocation isn't necessary, but some presence and regular communication for the staff is important, as well as a long-term commitment. Kelly stated that a number of other NGBs do not have CEOs in Colorado Springs. Sharee added that any CEO needs to be ready to travel, amend relationships with partners, and be unapologetically supportive of the 2<sup>nd</sup> Amendment.
- J. 10-minute recess at 1:30 PM.
- K. Hillsdale Partnership and Vision: Sharee Waldron and Special Presentations by Hillsdale Staff: Rich Pewe, Chief Administrative Officer
- 1. Sharee gave an enthusiastic history of the origins of the relationship with Hillsdale, from Jay and Sharee's first visit. The vision was to build a world-class facility for the U.S. team to train and compete and to host international events such as World Cups. She stated that they have fulfilled every commitment of the MOU ahead of schedule, allowing USAS to hold shotgun training camps and other events such as rifle Junior Olympics during COVID when the OPTC and Fort Benning were not options. They have hired two shotgun athletes, Caitlin Connor and Dale Royer, while encouraging them to continue to compete. A rifle/pistol range is planned for training camps and smaller competitions. Additional housing is planned for staff and athletes.
  - 2. Sharee stated that Hillsdale has not asked USAS to underwrite any infrastructure, but to designate Hillsdale as the Home of USA Shooting. She discussed the concept of "home" and how that relates to our shared relationships and values with Hillsdale in a heartfelt way.
  - 3. Rich Pewe stated that Hillsdale wants to do everything they can to help USAS and make their venue a place athletes want to be. He expressed how committed Hillsdale is to USAS and ask that USAS be equally committed. They have a desire to introduce as many people as possible to shooting sports as well as the Constitution in their role as a teaching place.
  - 4. Rich described Hillsdale's large outreach: 6.4 million monthly reached with a publication and 5 million with their free courses. He acknowledged the rifle/pistol range is not large enough for a national championship, but they hope to make a significant difference for pistol and para in particular.
  - 5. Sharee prompted Rich to discuss their common goal at Hillsdale in producing knowing and good people based on shared values with staff, faculty, trustees. Phil commented that Hillsdale is an exciting flagship college for conservative values.
  - 6. Ana asked how to incorporate Hillsdale's messaging into USAS's strategic vision. Rich answered that they could provide their audience with more exposure to USAS if the outreach was united. He stated that opportunity has not been grasped yet.
  - 7. Sharee listed various items Hillsdale has expertise in and offered to help with, including media training for our athletes, online education, and fundraising. A discussion followed around endowing funding for athletes to international competitions.

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8. Jim Mitchell promised to bring some Foundation members to Hillsdale and expressed appreciation for their support of USAS and shooting sports and an interest in collaborating on fundraising.
  9. Sharee prompted Rich to elaborate on the extensive building projects in progress or currently planned, such as sports facilities and education buildings, with an emphasis on trustee financial support.
- L. Recess at 2:42 PM until the Executive Session at 3 PM. Ana made the motion to adjourn and Troy seconded. Unanimously passed at 2:45 PM.