

USA SHOOTING
BOARD OF DIRECTORS MEETING MINUTES
November 1, 2014

1. Call to Order & Welcome - Dr. Lally

- 1.1 Dr. Lally calls meeting to order at 8:30 am SHARP
- 1.2 Welcome new members, LTC Bret Tecklenberg of USAMU & Mike Flores representing the USA Shooting Team Foundation.
- 1.3 Welcome incoming athlete reps Joe Hein & Amber English who will be seated at the spring 2015 meeting
- 1.4 Roll Call – Dennis Willing, Kinsey Robinson & Bob Delfay not in attendance. All other directors present and a quorum is present.

2. Approval of the March 1, 2014 Meeting Minutes - Dr. Lally

- 2.1 Motion to accept March 1, 2014 Meeting Minutes. Seconded. No abstentions and past unanimously.

3. Executive Committee Actions - Dr. Lally

- 3.1 Bob Mitchell recommended Dave Johnson for Team Leader for Pan Ams and Championship of Americas. Originally, Bob Aylward was set to be World Champs Team leader but forced to withdraw due to health complications.
- 3.2 Rescinded the authority the EXCO previously gave to the Foundation to do general fundraising and sponsorship management.
- 3.3 Directed ED-CEO Bob Mitchell to re-establish a USAS Resource Development Department including hiring a Resource Development Director to transition USAS 2014 and 2015 sponsorship and general fund raising efforts to USAS.
- 3.4 Foundation employees Corrie West and Sara Daum will continue their roles by becoming USAS employees where their fundraising experience and skills can best be used to help get our revenue stream back on track.
- 3.5 Directed Bob and Karie to update the gift policy threshold to the IRS limit of \$250 and establish a reporting form with employees reporting to the ED-CEO and the ED-CEO filing gift reports to the EXCO. Bob and Karie will develop the reporting form and amend the Employee Manual gift policy accordingly.
- 3.6 To make use of payroll procedures in lieu of 1099 for all coaches and assistants.. No employee or volunteer on payroll will receive a 1099 for miscellaneous income. All such payments will be accomplished through payroll. Independent contractors and athletes will have compensation and/or expenses recorded and reported via IRS form 1099. If a question arises as to use 1099 or payroll, the payroll option will be used.
- 3.7 Directed Bob and Karie to amend the USAS Gift Policy to be meet IRS guidelines.

4. USOC Update – Bob Mitchell for Kelly Skinner

- 4.1 No USOC Representative available so Bob relayed the Sport Performance Team message.
- 4.2 USOC renewed commitment to 2016. Resources, cash, training centers. NGBs with no real identified medal potential are receiving very little support from USOC. Outside of USA Swimming and USA Track & Field, USA Shooting receives the most USOC money.
- 4.3 Compilation and delivery of USA Shooting's High Performance Plan was impressive led by Director of Operations Dave Johnson. 50-page document outlining activities and plan moving forward. Increase in funding of over \$300,000 with direct support to athletes increased to \$405,000. Noted by Bob Mitchell that USOC is really providing a lot of support to USA Shooting and the enhanced level of communication between NGB and UOSC has been good.
- 4.4 Paralympic side – Remained unchanged at \$149,000 from previous year. Bob Mitchell noted that there was an expectation funding would increase based on previous USOC statements during Olympic Assembly. Funding for Paralympic program has been very difficult. USOC has appointed long-time Paralympic staff leader Charlie Huebner to manage new fundraising efforts. USOC also hired a gifts person dedicated to the fundraising effort. Has been a challenge. USOC hasn't supported Paralympic program to the point desired when USA Shooting agreed to take over the program. USOC also creating a separate Paralympic section within their Sport Performance structure.

Commented [WU1]: Double-check accuracy

5. Old Business

5.1 Developing the Athlete Pipeline & Increasing Medal Count - Mitchell

While a carry-over subject this topic will be discussed under new business as an unfunded 2015 proposal.

5.2 Member Survey - Mitchell

- Launched October 30, 2014 with surveys sent out to 1,075 of our current members. Received over 130 responses at time of BOD meeting. Expect about 400 responses. Kae Rader will report back to BOD based upon results.

5.3 USAS Strategic Plan Review - Mitchell

- Provided CD to all directors with strategic planning history. Bob noted we have revisited our plan several times. Spring BOD meeting will offer comprehensive review/discussion on strategic plan. Review the CD to help prepare for discussion during spring BOD.

5.4 Safe Sport Update - Mike Theimer

- New version out first of year.
- New club model

- Request from SCTP to create a model for them.
- Working with USOC to develop online presentation that provides understanding of USOC resources in this area.
- USOC has gone as far as creating a separate organization similar to USADA. USOC and NGBs to finance. USAS tab is going to be \$26,000 to \$31,000 per year.
- Educate our athletes and coaches in an effort to prevent a bad situation in the future.

5.5 Other Old Business - Dr. Lally

- Mary inquired as to the status and action plan for Kae Rader's previous work in developing key job descriptions, performance review process and succession plans.
- Bob has updated to include Rob Weekes as CMO and will work with the EXCO on relevant actions to implement.

6. New Business

6.1 USAST Foundation and Resource Development - Dr. Lally

- Announced that Randy Moeller turned resigned as President/Chair of Foundation, which comes on the heels of similar resignations by Foundation Executive Director Buddy DuVall and Resource Development Director Corrie West.
- Dr. Lally acknowledged that these changes help bring some closure to the Foundation situation. Noted that the Foundation had strayed from its priority mission of funding USAS. Over this period of time, it became obvious to all that our organization and athletes would be best served by bringing resource development in house with a stronger, more focused marketing department.

6.1.1 Resource Development Report - Rob Weekes

- 90 Days on the job. Working on how best to allocate resources and staff time.
- Working on better understanding of marketing inventory and converting that to cash.
- Excited about the opportunities
- Striving for organization-wide empowerment/expectation to engage in "the ask"
- Gifts Program
 - Investment in staff training
 - Beginning to consolidate tactics
 - Opportunities through new and renewed relationships
- Pipeline of current potential donors.
- Listen to the heart of the donor for best opportunities
- Sponsorships
 - We're in good shape with industry supporters

- Looking to exploit non-exclusive opportunities with sponsors where it makes sense.
- Special Programs (on-going)
 - Kimber 1911
 - Ruger Mark III
 - Browning BT99 Youth Model
 - Baron Engraving – proposes to auction one gun a month from beginning 2015 to the Olympic Games
- New Non-Endemic Opportunities
 - Automotive – Jeep, Dodge, Cadillac, Nissan
 - On the table – Nissan Titan w/ potential of \$500k
 - VIK – Hilton & United
- Observations first 90 days
 - SCTP
 - Shotgun Nationals
 - American Legion
 - Shikar
 - Michigan Fundraiser
 - Warrior Games
 - NASGW
- Marketing Assets
 - Publishing
 - Magazine, Website, e-Newsletter
 - Merchandise
 - Store, Online, Events
 - Competitive Events
 - National, Regional, World Cups
 - Marketing Events
 - Wild Sheep, DSC, etc.
- Next 90 Days
 - Identify and summarize key funding initiatives
 - Create integrated sponsorship sales propositions
 - Complete integrated media kit and rate card
 - Define, design and create shotgun nationals user experience
 - Enhance content
 - Renew sponsor contracts
 - Close auto support negotiation
 - Attend conservation shows
- Questions
 - Nissan – potential \$500,000 per year. They looking to:
 - Activate their brand against all of our properties
 - Reach grassroots shooting community
 - Athlete appearances
 - Question we need to be asking ourselves is how do we reach the next generation and how do we relate to the American public?

- 30 million people involved in shooting sports offers huge audience

6.1.2 Combining Foundation with USAS

- Mike Flores has been an important part of the transition within current Foundation structure. Need is recognized for continuation of a group to assist with fundraising efforts. Effectively the Foundation directors continuing as a USAS task force.
- Dr. Lally notes the need for a USAS bylaw change to form the resource development commission under USAS.
- Before bylaw is enacted, Dr. Lally recommends the creation of the Resource Development Commission Task Force. Appoints Michael Flores as Chair. All parties involved will work to create a Resource Development Commission.

6.1.3 Formation of a Resource Development Commission

- Motion put forth and seconded to dissolve USA Shooting Foundation
 - Dissolves the USA Shooting Foundation as a separate organization. Action recommended by corporate attorney Tom James as merger requires filing a formal merger plan with the state and merger does carry unrecognized Foundation liabilities to USAS.
 - Dissolution provides a cleaner resolution going forward.
 - Vote taken with no nays or abstentions and passed unanimously
- Motion put forth and seconded to appoint a Task Force on Resource Development
 - Task force effort is to reunify resource efforts that maintains one body moving forward rather than two separate entities.
 - Will effectively carry on functions of the previous Foundation
 - Develop policies and procedures for the ongoing operations of a Resource Development Commission.
 - Mike Flores to Chair, Kevin Reinke, Butch Eller and Steve Scott to be members of the task force.
 - Lally called for the vote to which there was no opposition or abstentions; motion passed unanimously.

6.2 Endowment Update - Butch Eller

- Athlete Endowment goal is to reach \$1.5 million in endowment money before we can award grants. Col. Dennis Behrens formed the Endowment Committee and has raised \$1.34 million to date.
- Bob Mitchell provided background on Bunker Club, which was originally brought together to fund the replacement of the trap machines at the Fort Carson range. After raising \$200k+ he offered to establish the Athletes Endowment with the objective of supporting athletes that fall outside the our National Team system in an effort to build grassroots development. We

expect to be dispensing grants in 2015. Compliments to Col. Behrens for raising 90% of funds through his own efforts.

- Cris Stone spoke as a new Bunker Club member. Athlete Advisory Council Representative.
- Mary Weeks noted that it was important from an athlete perspective to have this endowment.
- Question was posed by coach Todd Graves as to how grants will be awarded? Bob responded that grants will be made by coaches and staff. Mary Weeks added that an application process is being developed.

6.3 Direct Marketing - Chris Barry

- Partnership began in 1997 with Newport Creative
- Big picture fundraising trends
 - Revenue has been flat since recession
 - Index donors down 10% since recession
 - New donors down 15% since recession
 - Charitable giving up 4.9% in 2013
 - All sectors positive – first time since 2007
 - Sign that things are getting better
 - Higher expectations moving forward
 - Online giving grew 13.5% in 2013 although still same part of philanthropy with 6.45 of total
 - 34% of online giving in 4th Quarter; 18% of online giving in December
- USAS Direct Marketing Financial Summary
 - Net revenue of \$644,932 (14% over budget)
 - Acquired 6,075 new donors
 - Generated 47,619 total gifts
 - Average gift \$30.72
 - Mail volume was 1,293,051
 - 2nd highest net income ever
- 2014 Update
 - Renewal program at budget
 - Acquisition results are soft on response rates
 - 2015 Calendar Design – American Custom Gunmakers Guild
 - Testing digital printing in October campaign
 - Year-end matching gift offer
- Donor File Analysis
 - 1.8 gifts per donor
 - Industry average: 1.4
 - Average gift continues to climb from \$21.79 in 2004 to \$30.72 in 2013.
 - Average of \$26 for a new gift
 - Donor Renewal Rate – 56.96% in 2013. Fairly consistent over time
 - Donors acquired is above donors lost. Donor file staying healthy.
- Program Highlights
 - 10 meter electronic target program successful
 - Annual fund appeal inexpensive and effective

- Planned giving efforts plants the seed for inclusion in estates.
- Supporter card
- Limited edition coin/medallion not successful and will be replaced in 2015
- Urgent gram an example of how we:
 - Change the message throughout the year
 - Vary the way in which we ask for support and create a connection.
- Calendar
- Name/Address Labels
- Matching Grants
- Thank You Letter
- External Issues impact giving
 - Winter Olympics
 - Economy recovering from recession
 - Unemployment rates dropping
 - Stock market rebound
 - Housing starts – slow, steady rebound
 - Consumer confidence is up
 - Mid-Term Elections
 - Overseas Turmoil (Ukraine, ISIS, Ebola)
- Bob Mitchell comments:
 - 1.5 planned giving gifts being received per year
 - Acquisition to obtain new donors is increasingly difficult

6.4 ISSF Update - Gary Anderson

- USA Shooting is significantly represented in the ISSF on the Executive Committee, Administrative Counsel and Section Committees
- Technical Delegate Assignments
 - Gary Anderson, Bob Mitchell active in fulfilling those responsibilities
 - USA Shooting active injury assignments
- Significant ISSF steps are on-going to ramp up support of junior shooting development
 - ISSF Junior Cup program (Suhl, Germany in 2014)
 - ISSF support for Youth Olympic Games
 - World Champs included junior finals for first time
 - Concern in the Americas with CAT junior events cancelled due to lack of entries
- ISSF Junior Cup Suhl
 - 19 events, 633 athletes, 1,121 starts, 44 nations
 - Music in Finals tried first time with further tests planned
 - Successful tests may improve competitive environment
- World Shooting Championships
 - 2,003 athletes, 3,143 starts, 92 nations
 - Participation down about 12% from 2010

- OC saw WCH as big world cup and underestimated size/significance of the event
 - OC did not communicate or cooperate with ISSF
 - OC was underfunded and is not paying its bills
- Finals presentation
 - Professional announcer made finals more exciting
 - Presentation of medalists following finals for improved media and TV exposure
- Equipment Control
 - Mandatory Testing dropped in 2014
 - 5 DQs in WCH Fort Benning
 - 4 DQs in Junior Cup
 - 14 DQs in WCH Granada
 - Too Many equipment rules violations
- Juries
 - Working to improve performance of Juries making them more active and involved.
- Some discussion amongst BOD and Athlete Reps about Finals presentation
- Rifle clothing Issue
 - Growing consensus of concern with regard to rifle clothing and possible restrictions forthcoming.
- Rules Progress
 - Music in Finals
 - Juries commonly do not enforce equipment rule violations
 - Shotgun time limits for shot execution of 12 seconds trap and 30 second skeet is working well
 - 10th ring scoring is receiving positive acceptance
- WADA Beta-Blocker Ruling & Appeal
 - 2013 ISSF disapproved TUE application for beta-blockers
 - WADA TUE Committee overruled ISSF decision
 - ISSF appealed to CAS showing beta blocker drugs are performance enhancing
 - CAS ruled in favor of ISSF
- Olympic Qualifying
 - Quotas awarded at all 2015 World Cups & Pan American Games
 - Will result in increased World Cup participation
- Rio 2016 Olympics
 - Temporary Finals range will be provided
 - Shooting WILL award the first gold medal of the Games
 - Excellent NTO plan and now must execute
 - Venue reconstruction starts in Nov. 2014
 - Housing of ISSF team is a huge issue
- ISSF Elections
 - President: 2 candidates (1st time since 1980)
 - Secretary General uncontested
 - Vice President: 8 candidates for 4 positions

- Technical Committee: 2 candidates
- Administrative Council: 30 candidates for 15 positions
- Questions posed to Gary:
 - Janet Raab – Percentage of DQs compared to number tested? Numbers are not available
 - Mary Weeks – Representation on Shotgun and Athlete Committees? Athlete Commission election has already been held, so must wait another four years. Recognized the need to get Shotgun representation. Must groom someone for election.
 - Todd Graves – ISSF happy with new Finals? Pleased with everything, carrying qualification over was not popular.
 - Joe Hein – Use of integer final particularly for three-position in ways of writing, telling the complete finals story.
 - Status of taping control – No longer seems to be an issue since checks initiated.

6.5 Hall of Fame Policy Amendment

- Explanation of the desire to create visibility for HOF members every two years, rather than four, and doing it in conjunction with another USA Shooting event.
- Motion made and seconded
- One person, plus possibility to induct a second which should be deceased.
- Alumni members vote in HOF election
- Lally called for vote. Passed unanimously

6.6 Election of At-Large Directors (Postponed) - Lally/Mitchell

- EXCO determined best to postpone the election of At-Large Directors as a magazine announcement was not made as outlined in our bylaws. Chose not to rush the process in order to hold the election at this meeting.
- Will solicit nominations in December issue of *USA Shooting News* and on the website
- Nominating Committee will vet candidates
- Special meeting Jan-Feb via telephone to conduct election
- Discussion followed regarding the election process.
- Motion made and seconded to have voting format for At-Large Directors determined by Executive Committee
- Passed unanimously with no abstentions

6.7 Allied Reports

6.7.1 Alumni Association -Lones Wigger

- Membership continues at 230
- Lack of response to membership appeals
- Will continue effort to get more people involved
- Reunion every two years

- August 28-30, 2015 next reunion in conjunction with Hall of Fame induction and coach education program

6.7.2 Athletes Advisory Council - Mary Weeks

- Not able to attend most recent AAC meeting in conjunction with Olympic assembly at Chicago
- Dominating topic was selection of new ombudsman
- Goal of ombudsman is to provide independent advice for athletes
- Long-time and only ombudsman John Ruger retired
- New ombudsman is Casey Wallace
- Joint Task Force with members of AAC and NGB Council on handling NGB BOD matters with focus on removal of BOD Members for wrongdoing.
 - Process for director removal if not meeting criteria
 - Developing/guidelines/best practices for NGB implementation
 - Kae Raeder advised this task force.
 - Proposal presented to athletes at next AAC meeting in January
- Continued practice of getting policies/procedures out to athletes
 - Athletes getting engaged in governance issues
- Athlete Panel
 - Reps from different disciplines including Residents, AMU, Developing and Elite athletes in each discipline.
 - Increased athlete communication has certainly helped with athlete buy-in and policy formation with their contributions to developing them.

6.7.3 CMP - Cris Stone

- USA Shooting at top of the development pyramid with CMP at bottom feeding athletes into pipeline
- CMP key topics;
 - Lots of matches; very successful national match
 - Business as usual operating two air rifle ranges with strong participation; summer camp program maturing
 - Serious matches with Excellence In Competition (EIC) using strict rules, format and discipline
 - Fun matches, far more tolerant with tremendous turnout
 - Decline in pistol participation. Expand the universe to incorporate more freedom in pistol calibers that can be used. Developed a new distinguished badge in .22 caliber pistol.
 - Mark Johnson has stepped in as the new CEO and retired Orest Michaels is now on CMP BOD
 - Progress continues on the CMP outdoor range at Talladega. CMP can then run our own matches. Construction on budget and on time.
 - Camp Perry Matches
 - 1st shot ceremony featured Gary Anderson

- Stressing ear & eye protection
- Finest presentation about the shooting sports
- Renamed Camp Perry CMP Range the Gary Anderson Shooting Center.

6.7.4 NRA - Dennis Willing

- As Dennis was not in attendance there was no report

6.7.5 USAMU - LTCTecklenburg

- Goal of WINNING placed back in mission statement. USAMU recognized they have moved from that objective over the years
- Unit as small as it has ever been.
- Mike Behnke put in place a competitive review for each athlete.
- Making better use of USA Shooting resources. Physio, Sports Psych, Training Centers, etc.
- Recognized unwise decision of USAMU eliminating civilian coaches. Double trap results prove the need and impact for good quality coaching. On the early road to get coaches back for international rifle and shotgun.
- Separated International Pistol from Service Pistol
- Improved emphasis on social media outreach while also revamping user-experience on website.
- Looking to develop a shooting sports app but need funding to do so.
- Need help from USA Shooting to host more shotgun matches at Ft. Benning. Brief discussion on orientation and expansion of ranges.
- Separate Finals range is 75% complete.

6.8 Department Reports

6.8.1 Media - Kevin Neuendorf

- 2014 Key Objectives
 - Unveil Media Training Program
 - World Championships Promo
 - Increased Shooting Industry Awareness
 - Mobile Website
 - Increased Community Contributions for Magazine
- 2014 Results & Accomplishments
 - **Media Training**
 - Launched Media Training Platform with ambassadorship, Cultural Sensitivity, Media Interviews, Social Media
 - Brainshark Presentation & Resource Center
 - Began classroom model in August with Jr. Rifle Athletes and Women's Coaches Clinic

- Upcoming classroom sessions
 - Winter Airgun
 - CTC roll-out
- **Industry Awareness**
 - 138 Press Releases in 2014 increase of 23 from 2013 (thru October)
 - Launched USA Shooting Spotlight w/ NRA News & Sportsmans Channel providing a weekly presence for USA Shooting Team athletes
 - Continued cooperation & Participation in NSSF's Project ChildSafe Campaign
 - *What's In Your Range Bag* Column in NRA's Shooting Sports USA Magazine
 - Monthly Article in NSSF's *First Shots*
 - 10.9 Holiday Growth
 - <http://tgb.io/ten9day>
 - Social Media Reach (Facebook)
 - Facebook
 - Oct. 8 – 15,537
 - Oct. 9 – 51,291
 - Oct. 10 – 26,261
 - Reach on Oct. 9, 2013 – 40,905
 - Continued Social Media Growth
 - Facebook: 29,051 vs 12,834 for 126% Growth
 - Twitter: 29,808 vs 21,377 for 39% Growth
 - Instagram: 1,758 vs 341 for 415% Growth
 - World Champs Coverage
 - Dedicated magazines w/ in-depth coverage of both Paralympic & ISSF World Champs
 - Aim for Spain Releases (7 Pre-Event)
 - Full Event Coverage
 - Daily Recaps (14) + Social Media
 - 4 Event Radio Interviews on NRA News
 - Facebook Engagement Rates
 - Sept. 2013 – 81,456
 - August 2014 – 258,614
 - Sept. 2014 – 548,642

2015 Objectives (outline format?)

- Phase 2 Ambassador Training
- Shooting Industry Awareness Counsel
 - Key Industry Partners (NSSF, NRA, CMP, Outdoor Media, Sponsors)
 - Counsel, Advice & Collaborate on Improving Relevance
- 2016 Rio In Sight Preparation
 - Media Plan

- Key Storylines
- Bio Updates
- Photos & Collateral Organized & Ready
- Contact Long-Lead Publications
- More Video

6.8.2 Competitions - Pete Carson

- Hosted three World Cups in 2014 rifle-pistol, shotgun & Paralympic
 - Hosted 13 national events
 - 4 major events; National Champs/JOs
 - 18 percent increase in registration in R/P Nationals
 - Nine starts decrease in R/P JOs
 - 36 percent increase in Shotgun JOs
 - 1600 starts in 2013 (where? At 4 major events?)
 - 1800 starts in 2014
 - 12 percent increase
 - Goal in 2014 was to make competition more of an event (?)
 - Increase medal & reward quality
 - Friendly people/staff/volunteers
 - Greater efficiency
 - Lost money on just 1 event. Rifle/Pistol Selection Match
 - Competitions department will operate at a surplus in 2014 for the first time ever.
- 2015 Objectives
 - Continue with 2014 Objectives
 - Grow and develop
 - Officials program
 - Junior Olympics
 - Host a successful 2015 R/P World Cup & IPC World Cup
 - Host 12+ events
 - Mike Flores suggested polling officials to solicit suggestions on improving events.

6.8.3 Merchandise - Amber Aragon

- New online web store that is user-friendly, professional, appealing
- Inventory
 - Write-offs
 - Moving out inventory
 - Accurate inventory & organization
- Membership Card alternative enacted
 - In-house printing and mailing of materials
 - Better quality card
 - Memberships issued in a timely manner
- New Merchandise Items
 - Using Olympic five-ring logo

- Variety of items
- Offering merchandise that reflects feedback from customers
- 2015 Objectives
 - Increase brand awareness
 - Establish and follow through on a merchandise program for CTCs
 - Build Rio In Sight brand and promote the 2016 Olympics
 - Provide a program to allow departments to have their own unique branded apparel.

6.8.4 Membership - Amber Aragon

- Will attend shows and events to build our USA Shooting Brand, Fan club and membership.
- Work with our CTCs to build membership
- Partner with companies to build our membership benefits program
- Work with Youth Programs to cross-market Membership opportunities

6.8.5 Youth Development & Coaching - Mike Theimer

- 2014 Objectives
 - Develop programs to increase number of women coaches
 - Deliver quality junior development camps and coach clinics
 - Increase # of rifle/pistol CTCs and raise visibility and importance of the CTCs.
 - Increase participation in PPP Program
 - Begin development of the USAS Coach Education Programs
- 2014 Accomplishments
 - First All Women's Coach Clinic
 - First High School/Collegiate Coach Clinic
 - Hosted first ACUI Collegiate Shotgun Development Camp
 - Hosted first Sport Pistol camp for SPP/SSSF
 - Awarded first NJT slots to SCTP National Champs
 - Successfully hosted 5 camps, 3 clinics, a level 3 coach school and three competitions
 - PPP (dual venue) National Champs recorded highest participation for 2nd year in a row at 132 shooters.
 - Worked with USOC staff to produce new online training presentations in nutrition, sport psych, strength/condition
 - Added 2 new rifle/pistol CTCs at Michigan State University Demmer Shooting Center and West Seattle Sportsman's Club
- 2015 Objectives
 - Develop USAS advanced Coach Education Program
 - Develop and support women coaches program
 - Deliver high quality junior development camps and coach clinics at the OTC and CTCs with increased emphasis on CTCs.
 - Develop strategy/plan for increasing number of pistol athletes and pistol coaches.

- Increase the visibility and value of the CTCs and add 2 more rifle/pistol CTCs
- Host 2015 Biennial Coach College and Conference
- Complete all online basic training courses for rifle, pistol and shotgun.

6.8.6 Rifle - Dave Johnson for Tom Tamas

- 2014 Objectives
 - Quota Prep & Winning
 - Best laid plans don't always work out
 - 4 Training Camps
 - Emerging Elite (EE)/Junior Events
 - 1 Quota; 2 World Cup Medals; 5 Finalists
 - Bright spots with EE athletes; skill levels improving
 - Great coaching team: Tamas, Anti, Meili, Vande Zande, Parker, Tanoue
 - Emphasize on Emerging Elite progress with retirement of Olympic gold medalist Jamie Gray and Jason Parker
 - New Rules Adaptation & training
 - New finals format is requires different training
 - Increased finals in selections
 - More to be done
 - Wind education important as the latest generation lacks this skill
 - Quota Production
 - CAT: multiple USA athletes in each final; faltered in all but Air rifle men.
 - Coaching
 - National Coach resigned in February
 - Coach Tamas able to lead through CAT; now on leave of absence (personal) with return TBD
 - Travel
 - Expensive World Cups with long travel requirements
 - Logistical coordination and travel with air cylinders continue to be issues
 - Retirements and Injuries
 - Jason Parker & Jamie Gray
 - Sarah Scherer
 - 2015 Objectives
 - Quotas, Quotas, Quotas
 - Rifle coach at OTC & 2016 assignments
 - Maximize Special Training Groups
 - Elite athlete preparation and planning through 2016
 - Rehabilitation of Scherer and forward pull on EE athletes to quotas and podium
 - Questions for Rifle:

- How are we identifying/establishing leadership within the disciplines?
- Removal of wind screens at Ft. Benning.
- Longevity of the shooters and plan for creating experienced athletes? RESPONSES/

6.8.7 Pistol - Sergey Luzov

- 2014 Objectives
 - Quota Prep & Winning
 - 5 Training Camps
 - EE/Junior Events (Suhl WC, WCH)
 - 2 Junior WCH Gold medals
 - 1 quota secured at CAT
 - Grip program finished for top athletes
 - Junior program growth
 - Good but some near misses
 - Challenges
 - World Class Level Pool growing with more people shooting more world class scores.
 - Small pool of USA athletes shot scores in 2014 capable of making WCH finals. Only six athletes capable of shooting World-Class scores.
 - RFP Athletes Sanderson and Milev only two pistol athletes showing world-class level consistently.
 - 2015 Objectives
 - Quotas
 - World Class Performance vs. Just Making Team
 - Provide our best Olympic potentials with world-class competitive training environment
 - Maximize special training group opportunities
 - Elite Athlete RFP prep and planning through 2016
 - Emerging elite identification and focused prep through 2016 for select athletes.
 - Performance standards for funding eligibility
 - What do we have to do to raise the standards in this country? Was this a question?
 - Need depth

6.8.8 Shotgun - Todd Graves

- 2014 Objectives
 - Quota Prep & Winning
 - 5 training camps
 - EE/Junior Events (Suhl WC, WCH)
 - 13 World Cup Medals
 - 2 Open WCH; 1 Junior WCH+medalists
 - 3 Quotas

- New medalist and finalists with strong EE athletes
 - Great coaching team of Waldron, Weger, Browning, Simpson, Greevy
 - Jay Waldron to join USAS staff in 2015 to manage & coach residents
 - Increased finals in selections proven successful. Matches include weighted scoring to include qualification and finals. Athlete input used in the process.
 - Finals conversion ratio up: 13 medals in 16 Finals WC's; 2 for 2 at World Champs
 - Trap Men
 - New WR (Wallace) at CAT but finished 2nd after final.
 - Seeing improvement in trap but more needed.
 - Emphasized Emerging Elite Progress
- 2015 Objectives
 - Quotas
 - Integrate Jay Waldron
 - Maximize Special Training groups
 - Elite athlete identification and training through 2016
 - Emerging elite identification and development

6.8.9 Paralympic - Bob Foth

2014 Objectives

- Grow Budget
- Develop High Performance OTC Resident Athlete program
- World Champs prep & success via competition quotas
- Pipeline Development for ID & cultivation; VA Grant, DoD support of IPC WCUSA, Coach Education & DVD
- Athletes earned 2 Paralympic Quotas at World Champs
- Successful Int'l competitions at Dortmund, GBR, Hanover, Poland & Ft. Benning
- VA Grant & Other pipeline development
- Recruited 16 OTC Resident Athletes, added AMU soldiers
- Secured 2015 IPC World Cup USA (Ft. Benning)
- LAR&R Wind Camp with GBR, Curtibia BRA training
- Using Other People's money to help grow Paralympic program
 - National Veterans Wheelchair Games
 - Veterans Affairs
 - DoD
- Competition Highlights/Lowlights
 - 2 Quota Spots vs. 2 all last quad in toughest competition
 - 11 US Athletes w/ current IPC World Rankings including Mike Tagliapietra 2nd in P3 and John Joss, 8th in R6.
- 2015 Objectives
 - Grow Budget
 - High Performance OTC RA Program

- IPC World Cups prep & success winning quotas
- Pipeline Development for ID & cultivation: VA Grant, DoD support of IPC WCUSA?, Info for Coach Educa.& DVD.

6.8.10 Operations & Championship Events

Dave Johnson

- Objectives
 - Prepare to win Olympic quotas
 - Enhance junior program
 - Improve communication
- Extensive Prep
 - 7 Training Camps
 - EE/Junior Events
 - 6 World Cups
 - World Champs
 - CAT championship
 - 4 Selection Competitions + national champs
- Coaching Outreach & Communication
 - National Coaches + 14 assistants
 - Focused training camps
 - Athlete Rep elections (rifle & shotgun) USASNC meetings
 - Continued web information improvements & extensive team prep
 - Code of Conduct & Team Rules enforcement & input
- Competition Results
 - 5 Quota Slots
 - 16 World Cup medals
 - 4 New EE medalists in open events; 8 junior world champions, medalists and finalists
 - MQS Qualification: WCH, CAT, Juniors (Big challenge for 2015)
 - **OC Indoor Range Operational**: event live streaming now standard which has proven popular at NJOSC.
- HPP
 - USOC-driven in concert with USAS staff; incorporates all areas of the organization
 - Accepted and endorsed by USOC with an increased funding commitment of 26%
 - Focused on increasing medal opportunities from the Emerging Elite athletes
 - Special training groups, league funding, pushing performance
 - \$150,000 earmarked by USOC for EE
 - Large share to shotgun
 - Leverage with coach and development system
 - Development of a Bundesliga type event.
- Quota Production
 - New ISSF Finals proved challenging; even world record qualification results negated with finals start at zero; most important skill area to improve

- Limited opportunities, but slots will pass further in 2015 as an athlete may win only one quota
 - Top athlete retirements and injuries noted
- Culture of Success & Winning not universal
 - Increased “party kid” atmosphere
 - Lack of necessary intensity in some prep and execution.
 - Lean on veterans to help institute stronger culture of success
 - What are athletes doing to perform at world level, earn quotas and help culture of success QUESTION OR STATEMENT?
- 2014 Challenges
 - Jammed Schedule
 - New Countries performing at world level
 - Traveling with guns, air cylinders, obtaining visas, ammunition all more difficult
 - Airline strikes and policies create challenges
 - 32 hour travel time to some competitions
 - Selections that are timely and allow for logistics
- 2015 Objectives
 - Quotas
 - Elite Athlete identification & prep
 - USOC Elite Athlete Health Profile
 - Specific individual planning
 - Emerging elite identification & focused prep through 2016 to increase medal potential
 - Special training groups
 - Narrowed focus and assignment of coaches
 - Lessons Learned & moving forward
 - Team evaluation with staff and athletes
 - Increased USOC Performance team involvement
 - Increased mentoring: Alcohol and performance education, elite athlete norms and expectations
 - 2016 Rio In Sight Prep
 - Site visits and training camps
 - Identification of Rio specific challenges/solutions
 - Expectations training (family, media, selections)
 - National Rifle Coaching Staff
 - USA Shooting spent \$19,500 per athlete in prep, training, competition for those competing internationally in 2014.
- Performance
 - 28 Olympic sports
 - Only swimming and track & field better funded than USAS
 - Joe Hein suggestions on Resident program as a former resident:
 - Difficult to coach
 - Needs coach
 - Lack of structure

- Standards
- Resident athletes to put their life's on hold
 - Maximize potential
 - College athlete behind the 8-ball
 - Get a job
 - We get paid to be a soldier
 - Incentive package/Rewards for Performance
 - Training stipends are awarded
 - Great Transparency
 - Need to study what best countries are doing?
- Observation made – Embarrassing that world-class athletes are having conduct issues.
- Another observation made on Cuban athletes at CAT
 - Very little money
 - Almost no ammo, dry fire training
 - Train daily to get lunch
 - Only one athlete traveled outside of Cuba to compete last year.
 - Survival
- Lones Wigger commented that athletes have to strongly want to succeed and win
 - Jason Turner observation that training for Finals needs to be emphasized
- Performance vs. Personal Conduct
 - Working as a team to win
 - Team atmosphere
 - Focus on competition
 - Expectation, Respect
 - Focused group

6.8.11 Financials - Karie Wright

- 2014 year-to-date
 - Many variances
 - Projection - \$167,000 deficit
 - Approved budget - \$92,000 loss
 - Big impact was youth pistol program gifts from Potterfields received 2013 and expensed 2014
 - Foundation fundraising shortfalls
 - Butch Eller sporting clays fundraiser was big help

6.9 Coach Program Development - Mitchell/Theimer

- Need to advance coach education recognized by all
- Cash investment required

- Develop and implement on a phase basis
- Develop an advanced coach education program that specializes in Olympic Shooting Sports
- Develop a coach career development path program
- Program will consist of online courses/presentations and practical application conducted by the national coach staff
- Develop curriculums for each discipline, prerequisites, achievement levels/classifications, etc.
- Project Plan
 - Phase 1 Nov 2014 – Feb. 2015. Collect, solicit, categorize current and past coach articles, presentations, clinic and course materials. Identify a coach education advisory team to provide content expertise, develop high-level program implementation guidance
 - Phase 2 Feb. 2015 – April 2015. Advisory team defines curricula and develops online courses and onsite training plan. Define system requirements and implement a learning management system. Identify training cadre.
 - Phase 3 May 2015 – Dec. 2015. Train the training cadre. Roll out online and onsite training.
 - Phase 4 Jan 2016 – Mar 2016. Establish review board and review program results.
- Calling for \$100,000 to develop and implement advanced coach program. Requires additional staff help Mike with youth development and coaching.
- Motion put forth and seconded to implement program in incremental phased steps with funding as approved by the EXCO. Motion passed unanimously with no abstentions.

6.10 South Office Renovation - Mitchell

- When shooting center was built, staff demands were little as services provided by NRA at Washington.
- Bringing staff positions in house, meeting expanding staff needs and using interns is resulting in office requirements exceeding capacity.
- General diagram proposal for renovation was offered with a separate entrance for merchandise, workspace for interns, small conference & break area and dedicated Competitions department space.
- Motion was made and seconded to recognize the need for office renovation and accept the proposal in concept. Will not spend money we don't have so incremental revenue will be required to finance the renovation.
- Motion passed unanimously.

6.11 2015 Operating Budget - Karie Wright

- Looking at \$70,000 surplus. Realize board would prefer \$100,000 but couldn't be comfortable with those numbers

- USOC funding allocation of \$1.5 million a life saver we would be operating at a significant loss. Most USOC funding to athlete programs but some help with coach salaries/benefits and World Shotgun Championships.
 - Noted that additional 2015 expenses include \$26,000-\$31,000 in Safe Sport funding, building lease payments to USOC.
 - Noted the need to increase national coach compensation which is not included in the budget.
 - Motion made and seconded to accept the budget as presented. Passed unanimously with no abstentions.

6.12 Other New Business - Dr. Lally

- Jim stated this is the last meeting for Josh Richmond and Janet Raab as outgoing athlete reprs. He thanked them for their contributions. Each made acknowledgements of the appreciation to be directors.

7. Next Meetings - Dr. Lally

7.1 Spring Board Meeting will be April 18, 2015

7.2 Fall Board Meeting is proposed October 3, 2015. It was noted this is early than usual due to avoiding conflicts with fall competitions. No conflicts were expressed and the date was established as proposed.

President Lally asked for a motion to adjourn. A motion was made and seconded. All agreed with the meeting concluded at xx:xx.