

BOARD OF DIRECTORS MEETING

March 1, 2014

MINUTES

**Olympic Complex Visitor's Center
Presidential Conference Room 08:30**

- 1) Call to Order at 8:30 and welcome by President Lally.**
 - a) Dr. Lally welcomed all and introduced guests Colonel Dennis Behrens chair of the Endowment Committee and Finbarr Kirwan of the USOC.
 - b) Roll Call – All in attendance except for both Pistol Representatives who are unavailable as they are attending the Pistol Selection Match. We do have a quorum.
 - c) Jim speaks to the passing of long-time friend Bill Krilling and calls for a moment of silence.
 - d) He announced that Bob Aylward has been appointed by Commander as new USAMU representative to the board and welcomes him.
 - e) Jim brought attention to Gary Anderson's recent article on how Olympic Games benefit junior shooting asking all to read this informative article.

- 2) Dr. Lally asked for approval of the November 1, 2013 Meeting Minutes**
 - a) Motion made, seconded, no discussion and minutes approved unanimously.

- 3) Executive Committee Actions taken since the November meeting outlined by Lally:**
 - a) Adopted a conflict of interest policy and disclosure statement;
 - b) President Lally endorsed the hiring of Sean McLelland or whomever the Foundation desires as the new gifts employee as well as the election of John Richardson and re-election of Steve Scott and Buddy Duvall;
 - c) Changed the spring board meeting to March 1;
 - d) Approved a 5% USAS funding contribution to employee 2013 401-k plan.

- 4) Finbarr Kirwan provided an update from the USOC**
 - a) Fin described the value of the monthly performance services meeting ongoing with USA Shooting.
 - b) USOC has approved the services support for USAS matches and camps for 2014.
 - c) Working closely with Sports Medicine to ensure medical support is readily available. National Medical Network an important piece of support system for athletes not in residence.
 - d) Announced bringing together three summer sports of Track & Field, Swimming and Shooting whose programs accounted for 64 medals in London. Will discuss innovation, technology, best practices and how to make a positive impact on Rio medal count.

- e) USOC already moving into planning phase for 2015 and resource allocation process. Very positive USOC-USAS relationship.
- f) 2014 will mean more focus on shooting given the down year with Track and Swimming.

5) Old Business

- a) Process of developing a Conflict of Interest and Disclosure Statement addressed by Kinsey Robinson. Process of keeping with formal policy of non-profits and NGBS. Each director, employee or person with a potential conflict needs to complete a certificate of disclosure. Requirements have changed for filing 990, which has doubled workload and reporting requirements from past years. Please complete and sign the disclosure statement and return to Karie or another staff member.
- b) Shooting Center Range Upgrade Project addressed by Dave Johnson
 - i) 100 percent complete on hardware and 90% on the software.
 - ii) \$235,000 target cost, \$115,000 lighting improvements and balance for installing media system. One mile of new cabling and central computer system to manage targets and media output.
 - iii) Total cost of \$408,000 higher than budgeted because of the media add ons which now allow for streaming live shooting to YouTube among other display benefits.
 - iv) Great crew of volunteers operating the system and running matches.
 - v) Did not predict the complexity of the software and media systems in making all operate efficiently.
- c) USOC-USAS Shooting Center Lease update provided by Bob Mitchell
 - i) Finally completed an 18-month negotiation. USOC originally wanted USA Shooting to be responsible for all maintenance. Lease calls for \$750 monthly payment. USOC handles all maintenance other than target systems and target lighting. Another positive is the ten year lease term.
- d) Gary Anderson reported on the portable 25/50m range project
 - i) Gary provided a report on preliminary findings. He reiterated our long time priority of building a national outdoor rifle & pistol range which has not been economically feasible at a cost of \$4-6 million and concerns over being restricted by seasonal weather.
 - ii) BOD assigned committee to review mobile range concept. Members are Gary Anderson, Cris Stone, Robert Mitchell, Dave Johnson and Buddy Duvall
 - iii) Project appears to be practical and funding is more feasible than building a complete range.
 - iv) Concept modeled after successful CMP 10 meter mobile range.
 - v) Proposed project to acquire 60-80 electronic targets configured to support 25m and/or 50m rifle and pistol shooting, plus necessary support hardware and software.

- vi) Targets and system would be transportable and installed at desired locations on a temporary basis.
- vii) Plan would call for USAS to execute joint use agreements with established ranges that fulfill USAS criteria.
- viii) Ultimately, the USAS mobile range could support 25m/50m competitions in three or four locations per year in different parts of the USA.
- ix) Budget Estimates
 - i) Targets \$480,000
 - ii) Computers \$84,000
 - iii) Range Furnishings \$50,000
 - iv) Trailer, Transport - \$60,000
 - v) Contingency - \$100,000
 - vi) Initial wear materials - \$20,000
 - vii) TOTAL -- \$794,000
- x) Criteria for venue selection
 - i) Strong interest in cooperating with USAS to promote Olympic-style shooting.
 - ii) Venue has existing range complex with infrastructure.
 - iii) Venue has large, paved covered firing line.
 - (3) 10m range with EST available in area.
 - (4) Local area has hotel and restaurant facilities to accommodate larger events.
 - (5) Accessible to large shooter populations.
 - (6) Potential venues include Ben Avery which was the site of the 1970 World Championships, Camp Perry, CMP Talladega range, Hill Country Shooting Sports Center, Fort Carson and Wa-Ke-De Range at Bristol, IN.
- xi) Next Steps
 - i) Decide if project is viable and should be pursued;
 - ii) Meet with venue owners and determine if joint use agreement is possible;
 - (3) Complete initial evaluations and cost estimates with EST manufactures;
 - (4) Develop joint use agreements;
 - (5) Funding of project;
 - (6) Acquire targets and necessary equipment;
 - (7) Motion to move forward with further analysis. Motion was seconded with no additional discussion. Passed unanimously.
- e. Endowment Committee Report by Colonel Dennis Behrens
 - i) Col Behrens provided background on Bunker club which is responsible for 90% of endowment funding. Now 82 members most of which are hunting friends. Three have included USAS in their estate plans. Bunker Club is developing a legacy of philanthropy.
 - ii) Athlete Endowment is a long-term effort.
 - iii) Endowment is controlled 100% by USA. Priority is to safeguard the principle. Don't risk long term gain for short-term profit.
 - iv) Discussion of Olympic Foundation where Endowment is invested, returns and related benefits.

- v) Endowment received a \$250,000 gift to push balance above \$1million. Issued a challenge to Bunker Club to match. Received \$89,075 from challenge. A donor will match all gifts from last November.
 - vi) Offer from the Potterfields and Midway Foundation to deposit the Endowment balance in the Midway Foundation is very generous. However, recommendation from the Endowment Committee is not to move the Endowment to Midway and to retain control of the Fund under USA Shooting.
 - vii) Gary motioned to maintain the Endowment under the control of USAS, seconded, no additional discussion and motion passed unanimously.
 - viii) Dennis suggested there may be other ways we can engage the Midway Foundation in a working relationship.
 - ix) Bob Mitchell announced that USA Shooting was the partial beneficiary of Robert Check's IRA amounting to \$70,000. USA Shooting Executive Committee endorses placing \$25,000 of that beneficiary in the Athlete's Endowment.
 - x) Motioned made to move \$25,000 from the Robert Check estate gift to the Endowment. Motion seconded, no additional discussion, passed unanimously.
- f. Communication
- 1) Dave Johnson spoke to enhancing communications which has been an ongoing organizational objective. Staff took several steps over the last year to improve communication in establishing an athlete website, implementing a concern/complaint process and more regular communication by the coaching staff.
 - 2) Mary confirmed there have been no concerns/complaints registered. She added that athletes should be asked what the need and do not need. She suggested a survey.
- g. Organizational Review
- 1) Dr. Lally spoke to the background of an organizational review process. Following input via a letter to the board it was recognized there were organizational areas needing improvement. Jim spoke to a number of consultants and selected Kae Rader who has extensive experience in non-profits, NGBs and USOC structure. Agreed on a scope of work that outlined a pathway to creating better organizational structure and defined roles. Jim introduced Kae.
 - 2) Kae reported that the review process starts with clarifying roles and responsibilities by establishing appropriate job descriptions for directors, officers and key employees and utilizing "best practices" for non-profits and NGBs in our case.
 - 3) Kae pointed out that tenants of successful boards are Loyalty, Stewardship and Obedience for any board.
 - 4) Work was to develop job descriptions, a performance review process for USAS and Foundation EDs based on organization strategic plans and also draft a succession planning program. Note that all documents were provided directors.

- 5) Kae pointed out a red flag being the “dotted line” responsibility of the Foundation ED to the USAS ED which needs clarification. Discussion followed:
- i. The board is responsible for setting strategic direction. Strategic planning is blueprint of the vision and should set the stage for the annual operating plan.
 - ii. It was suggested by Kae to solicit Tom James input as the drafter of legal documents for both USAS and the Foundation and that Tom works with many NGBs. Kae acknowledged that it is unusual for a foundation to have a marketing/sponsorship role within an organization.
 - iii. Mary suggested a review of the strategic plan and inquired about athletes being included in the review/evaluation process. Kae responded that first steps are needed that are job descriptions and a formal review process. Also that a survey may be appropriate. She added that doing a good review/survey is a complex process. Dr. Lally Agreed to use upcoming BOD meetings to review the strategic plan.
 - iv. A survey of stakeholders (BOD, athletes, and sponsors) was recommended by Kae. She stated surveys need to be structured for particular stakeholder. Surveys are not as much quantitative but qualitative and have to be constructive. They need to portray a position of understanding, involvement and two-way dialogue.
 - v. Gary suggested checking with other NGBs who have a foundation for their governance policies.
 - vi. Jim stated that he would solicit director input with the objective of incorporating any changes to Kae’s documents by March 31st.

6) New Business

- a) ISSF Update provided by Gary Anderson
 - i) Gary provided a summary of USAS reps serving on ISSF committees, their positions and positive involvement.
 - ii) Reviewed the busy 2014 ISSF calendar making note of the 62nd General Assembly where important quadrennial elections will be held.
 - iii) Noted rule changes and OBS commentary on broadcasting. Desire for more color and movement to increase Shooting’s TV appeal.
 - iv) Pointed out Olympic qualifying for 2016 has been finalized with two available quotas in the women’s shotgun events. Key is that Olympic qualifying extends only from the World Championships through March, 2016.
 - v) Commented on preparations and outlook for the Granada World Championships. Over 2,000 athletes and 90 federations expected. Junior finals for the first time. OC behind in preparations.
 - vi) Rio 2016 preparations ongoing. Venue in place but FOP small. Finals hall inadequate. Traffic will be an issue.
 - vii) Also noted a recent issue regarding the use of beta blockers and WADA ruling. This is a potentially game changing decision should beta blockers be

permitted. Dr. Lally provided detail on the plan to oppose the use of beta blockers.

viii) Bob Aylward asked for ISSF input to be channeled appropriately to obtain positive action.

7) Financial report provided by Karie Wright

- a) External audit was conducted end of February.
- b) Financials are preliminary as auditors have not provided depreciation or adjustment entries.
- c) Petty cash balance high as we are holding considerable foreign currency. We now have a German Euro account and we will no longer have coaches/team leaders bring back foreign currency and will work only with Euros.
- d) Deferred membership issue realized during audit. Unknowingly we have accepted two, three and four memberships. Revenue for future year memberships should have been deferred. Amount in question however is only \$2,400 and determined not significant. Will work with Railstation to amend database procedures only accepting established and authorized memberships.
- e) Significant year-end revenue & expense variances were noted:
 - i) Executive Committee over-budget due to two extra meetings.
 - ii) Competitions at a surplus for the first year ever.
 - iii) Donations of \$347,000 are restricted to the Endowment and not spendable by USAS.
 - iv) General contributions include a \$43,000 estate award.
 - v) Other restricted donations include \$50,000 gift from the Potterfields which is restricted to the USAS Development Program operated by Russ Doucette with use limited to the purchase of shooting gear by member clubs.
 - vi) Direct marketing net is \$646,000 which is \$88,000 more than we budgeted. An outstanding year.
 - vii) Hall of Fame program exceeded budget. Ceremony format changed. Event held in conjunction with the bi-quad coach conference and Alumni reunion. Ceremony was well received by all.
 - viii) Membership general expenses over budget attributable largely to the use of the Permacard program. Amber is looking at better options.
 - ix) USA Shooting News under-budget as we have not been billed for the printing and mailing of the last 2013 issue. Likely a \$12k expense which will be charged in 2014.
 - x) Merchandise produced surplus. Wrote off \$5,000 of obsolete items.
 - xi) Operations income exceeded budget due to USOC event fees & Warrior Games range fees.
 - xii) Miscellaneous income high due to the recovery of funds due on prior youth air pistol sales written off in 2012 and largely recovered in 2013.
 - xiii) International Relations expense of \$14,000 but received USOC grant of \$9,000 to help offset.

- xiv) Range maintenance shotgun always seems to exceed budget. 2013 had costs for contracted mowing, landscaping, a storage container and new power supplies for the trap bunkers.
- xv) Bottom line of \$431k surplus indicates a good year which is misrepresentative. If depreciation expense is added and we back out the endowment and Potterfield gifts we are effectively at a \$50k operating loss for the year.

8) Foundation and Resource Development report by Corrie West

- i) Finished 2013 stronger than anticipated with year-end revenue at \$971,877 vs \$999,100 budget. Expenses \$461,155 vs. \$359,500. Expenses higher because Foundation took additional athletes to shows in post-Olympic year.
- ii) Forecasted Ruger income of \$100k received in 2012
- iii) Net \$510,761 vs. budget of \$630,600.
- iv) Had a good fundraising year compared post-Olympic 2009.
- v) YTD Update: Winchester renewed through 2017, White Flyer and Pyramyd Air renewed. Cabelas invested their prior sponsorship in athletes on the pro staff. Grants received from Shikar \$50,000; \$20,000 from DSC and have applied to the NRA Foundation for a \$50,000 grant.
- vi) \$101,500 generated in conservation show auction proceeds. Shows also used for promotional opportunities using athletes.
- vii) Peer-to-Peer athlete fundraising pilot program deemed successful. Gifts directly to athletes. Not tax-deductible. Contributors become eligible USAS contacts and eligible to receive communications from USAS. USAS paid the initial setup fee,
- viii) National Sporting Clays Cup to be hosted by Butch Eller at American Shooting Center in Houston. Will conduct this fundraiser event in Olympic and World Championship years. Goal is \$1 million to which Butch commented is achievable, but it needs to be a sellout and is a stretch goal. Want to have medalists involved and find ways to incorporate other disciplines to show the entire USAS program. High-end raffle included. Winchester is supporting with lower cost ammo. Will mail flyer to Bunker Club members.
- ix) 2013 trade show expense in line with budget.

9) Department Reports

- a) Media by Kevin Neuendorf
 - i) Implementing a media training component
 - ii) Create community celebration around 2014 World Championships
 - iii) Expand 10.9 Holiday
 - iv) Develop 2015/16 Communications plan for sport & athlete awareness & industry, media & community activation
- b) Competitions by Pete Carson
 - i) Hosting 13 events, up from 9 last year with three being world cups which is a first. Youth Olympic Games quota qualifier for the Americas in conjunction with the Fort Benning Cup.

- ii) 2013 was first year competitions operated at a surplus.
 - iii) 2012 Tucson WC did not work well financially. We made the commitment to host this year's world cup but again the financial agreement is not favorable for USAS.
 - iv) Will have intern help during the busy season.
 - v) Soliciting ideas on how to make best use of range upgrades, continually grow participation and make our events more appealing.
 - vi) New venue for '14 fall shotgun selection at Tillar, AR.
- c) Merchandise by Amber Aragon
- i) Web store working well.
 - ii) Adding Rio in Sight brand merchandise and five ring logo items.
 - iii) Looking into better software for the webstore.
- d) Membership by Amber Aragon
- i) Objective is to grow membership. Working with CTCs. Will promote Fan Club and member benefits.
 - ii) Researching membership card alternatives.
 - iii) Not all those included in a "family membership" have the same individual expiration date. Will work with Railstation to establish appropriate and simultaneous expiration of members when they opt for the family membership.
- e) Youth Development & Coaching by Mike Theimer
- i) Making better progress with online basic training courses.
 - ii) Formed a Women Coaches Advisory Committee. Completed first survey. First all-women's coach clinic Sep 4-7.
 - iii) Implementing new camp methodology with emphasis on training coaches who then coach athletes. Gary suggested coordinating with CMP to ensure our messages are consistent.
 - iv) Implemented a coach registration webpage to help identify NRA/CMP/USAS coaches that are involved in Olympic-style coaching.
 - v) Developing a USAS coach education program using USOC coaching mobile app.
 - vi) Hosting collegiate development camp with ACUI.
- f) Rifle/Pistol/Shotgun by Dave Johnson
- i) 2014 objective is to win quotas at World Championships and CAT. Task is preparing athletes for these events.
 - ii) Granada grand prix offers best opportunity to prepare for Worlds. Transferred funding from Beijing world cup to support.
 - iii) Will fund 90 athletes to Granada World Championships.
 - iv) Development focus on juniors at Suhl Junior Cup in June and Granada World Championships.
 - v) Travelling the world with guns is getting more difficult and more expensive. .

- g) Paralympic by Bob Foth
 - i) Still looking for outside sources of funding. \$100k VA grant will help but use is restricted to VA related activities.
 - ii) 2013 was a banner year with four Paralympic athletes earning medals in international competition.
 - iii) Resident Athlete program growing with additions of Tammy Delano, McKenna Dahl and Danielle Fong. Lost Eric Hollen however to an occupational offer.
 - iv) Para World Championships in Suhl offers direct allocation quota slots for 2016. New quota system similar to ISSF. Athlete MQS required for World Championship participation.
 - v) Working to get more able-bodied programs interested in disabled athletes.
 - vi) Bob Mitchell noted USAS is putting some money behind this program as we are getting the funding USOC promised when we took over the program.

- h) Operations by Dave Johnson
 - i) Integrating and assimilating the para program as much as possible.
 - ii) New coaching system for Rifle emulating that established in Pistol and also working in Shotgun.
 - iii) Athletes are stepping forward to help with other parts of the operational functions including range maintenance and administrative detail.

10)Nomination of USAS Officials to the ISSF

- a) Lally brought subject forth but will recuse himself from the vote as he is a nominee.
- b) Candidates for re-election and positions presented in Gary's earlier report.
- c) Executive Committee endorses the slate as presented.
- d) Motion made, seconded with no additional discussion. Approved unanimously with Lally abstention.

11)Allied Reports

- a) Alumni Association by Lones Wigger
 - i) Membership currently at 233. Will do another appeal later this year.
 - ii) Randy suggested reaching out on social to the "lost souls" who should belong to the Alumni Association.

- b) Athletes Advisory Council by Mary Weeks
 - i) U.S. Olympic Committee AAC initiatives include communication, services, partnerships and Paralympic integration.
 - ii) All presentations are on AAC website, so check it out to see what they've been doing as AAC.
 - iii) Another resource for athletes; career services.
 - iv) Want to integrate para athlete representation into the various NGBs. Shooting is fortunate we have an integrated para program in shooting. Karen Korb is a representative who wants to come to a board meeting to see what she can do to help out.

- v) Dr. Lally asked Mary Weeks if there has been an opportunity to meet with Athlete Council. Weeks said it's separate and she communicates every couple weeks. Not sure it's practical to meet in person given busy schedules, but email communication has worked well. Panel getting more comfortable in offering feedback.
- c) CMP by Cris Stone
 - i) CMP continues to do well selling guns and ammo.
 - ii) Bought 500 acres behind the Talladega Speedway to build an outdoor range. Should be operational April, 2015. Initial focus is hi-power rifle with 200, 300 and 600 yard ranges using all electronic targets, covered firing line and real restrooms...
 - iii) Will also have 50 yard and 50 foot ranges as well as sporting clays.
 - iv) Talladega range will be the first time CMP will have their own range..
 - v) Discussion followed regarding the possibility of hosting a future USAS board meeting at the new range complex.
 - d) NRA by Dennis Willing
 - i) Dennis commented on his support of the Foundation grant application for \$50k.
 - ii) After a continued effort NRA is no longer in international rifle competition business. Referring those activities to USAS. More of a challenge to pass international pistol to USAS.
 - iii) NRA 3-Position airgun championship format has changed. Rather than a shoulder to shoulder event now running a multi-venue championship at 18 locations. Expecting minimum 400-500 participants. Will have NRA rep at each site to ensure continuity. Awards provided at each location as well as a national awards.
 - iv) Collegiate pistol championships at Ft. Benning. A sponsor will help fund this allowing those shooting a threshold score will participate at the championship at no cost.
 - v) Smallbore championships moved to Bristol due to conflict with hosting world championship at Camp Perry.
 - vi) Hosting US fullbore as a rehearsal for World Championship in 2015.
 - e) USAMU by Bob Aylward
 - i) World Cups; Mike Behnke responsible for ensuring ranges are prepared.
 - ii) Bill Krilling celebration during 2014 World Cup. More info to come.
 - iii) Improving range infrastructure by rewiring shotgun ranges.
 - iv) Received funding to build a wounded warrior center at west side of Pool outdoor range. Facility will have a range capable of hosting finals competition.
 - v) 2014 budget approved; now allowing overseas travel by USAMU soldiers.
 - vi) Para rifle and pistol program is doing well.
 - vii) LTC King's change of command June 24.

12) Organization Objectives & Priorities by Bob Mitchell

- a) "Developing the Athlete Pipeline and Increasing Medal Count" is the objective. Background materials provided in advance and in board books. Longer term budgeting forecasts included to assist in providing plan foundation. Challenge is what can we do to win more medals? Objective also to provide Foundation funding requirements. This is a continuing work in progress
- b) Josh Richmond provided to information gathered from the shotgun community. Discussion followed input for program objectives not being exclusive but rather inclusive and coaching development.
- c) Dave tied the HPP process into the discussion. To foster a better understanding of the performance plan and the HPP Dave offered to include athletes in relevant portions of the HPP development process.
- d) Mary offered a number of criticisms. Discussion again followed with Bob addressing points made concluding that this is an effort to enhance our program. We cannot satisfy all athlete requests and that staff is responsible to make program management decisions. Mary added that the important thing is that athletes are consulted.
- e) Dr. Lally commented that we have to balance between the individual and the betterment of the program.
- f) Dennis Willing added as an analogy that NRA has neither the money nor the manpower to throw at every problem and can't always provide everything desired.
- g) It was the consensus of the board to continue flushing out proposed initiatives and adding detail. Mary asked for athlete input

13) Next meeting confirmed by Bob as November 1st. Spring 2015 meeting proposed as April 18th and the fall meeting October 31. There were no indications of date conflicts from the directors.

14) Dr. Lally called for a motion to adjourn which was moved, seconded and the meeting adjourned at 5:15.