2020-2024 STRATEGIC PLAN

ATHLETE SUCCESS & RETENTION

Empower high potential athletes to achieve their full potential and inspire future generations of sport participants and supporters.

Key Strategies:
1) Athlete Financial Stability
2) Coach Education & Retention

STRATEGIC PARTNERSHIPS & ALLIANCES

Strengthen business and individual relationships to grow the sport, enhance the athlete experience, expand the pipeline and engage members and fans.

Key Strategies:
1) Revenue Growth
2) Resource Optimization
3) Grassroots and Pipeline Development

ORGANIZATIONAL EXCELLENCE

Improve internal competencies to ensure long-term viability, sustainability and relevance of the organization and the sport of Olympic and Paralympic shooting.

Key Strategies:
1) Operating Model
2) Communication and Promotion
3) Membership Growth
4) Sport Leadership
MISSION

Current Mission:
Prepare American athletes to win Olympic and Paralympic medals, promote the shooting sports throughout the U.S. and govern the conduct of international shooting in the country.

Alternate Proposals:

Top Option: Empower American* athletes for Olympic and Paralympic success, grow the community and inspire passion for the shooting sports.

Option 2: To promote and grow competitive shooting in the United States, support athletes in their pursuit of excellence and achieve Olympic and Paralympic success.

Option 3: Grow the community of Olympic and Paralympic shooting athletes and supporters, develop champions and inspire lifelong passion for the sport.

Option 4: Empower and position American athletes for Olympic and Paralympic success (or excellence), grow the community of supporters and inspire lifelong passion for the shooting sports.

Option 5: Include the following GUIDING PRINCIPLES with the preferred MISSION statement:

We are:
- Athlete centric
- Performance driven
- Legacy inspired

*FYI – the USOPC debated quite a bit over the use “American athletes.” The issue was around whether or not “American” could mean something other than USA, for example could someone from Canada be (North) American or someone from Peru be (South) American. To avoid any confusion, we chose not to use “American.”

CORE VALUES

USA Shooting is committed to the following to provide focus, guide the work of the organization and promote and a customer-centric culture.

We commit to being:

Transparent. We encourage each other to communicate openly, candidly and authentically.

Collaborative. We actively seek opportunities and act as a team to bring members of our community together to build relationships, share information and promote a sense of belonging.

Passionate. We operate in a spirit of service and zeal to our athletes, coaches, members, partners and fans.

Proactive. We anticipate change and embrace a solution-oriented approach to planning for the future.
STRATEGIC VISION

To provide direction and guidance for plan priorities, the following future state is envisioned as strategic success by 2024 and a foundation for further success by 2028.

Athletes Amaze

- U.S. athletes win more medals than any other country at World Championships in lead-up to the 2024 Games
- U.S. wins a historic number of medals, including multiple podium sweeps

Pipeline is a Lifeline (to Competitive Excellence)

- Talent development and retention is so strong that all quota spots for the Games are filled for ALL disciplines – Olympic & Paralympic
- Quality and quantity of coaching is recognized as a core competency and other organizations clamor for our certification

Fueled for Success

- Our collaborative approach to strategic partnerships fully funds our elite athletes, driving increased athlete recruitment and retention
- Organizational and financial stability are directly linked to strong and sustained relationships with corporate partners and enthusiastic individual donors
- Other shooting sports and related organizations see value in collaborating with us to expand participation, ensure athlete safety and well-being, develop talent, support the competitive journey, and promote positive perception of the sport

The Future is Bright

- USAS has a HUGE media and fan following
- Athletes appreciate and value their association with USAS so much that they are willing and enthusiastic spokespersons and “brand ambassadors” of the organization
- Younger generations are attracted to the sport and swell the membership ranks alongside college-aged athletes as overall USAS membership nears the 2 million mark

Strategic Plan Overview

To effectively advance its mission and position the organization for future success, USA Shooting has identified three key strategic priorities to achieve by 2024.

➤ ATHLETE SUCCESS AND RETENTION. Empower high potential athletes to achieve their full potential and inspire future generations of sport participants and supporters.

➤ STRATEGIC PARTNERSHIPS AND ALLIANCES. Strengthen business and individual relationships to grow the sport, enhance the athlete experience, expand the pipeline and engage members and fans.

➤ ORGANIZATIONAL EXCELLENCE. Improve internal competencies to ensure long-term viability, sustainability and relevance of the organization and the sport of Olympic and Paralympic shooting.
Athlete Success and Retention

Empower high potential athletes to achieve their full potential and inspire future generations of sport participants and supporters.

Strategies:

A. **Athlete Financial Stability.** Establish a model of sustained revenue for world class athletes to support training and incentivize athlete retention.

   Key Focus Areas
   - Expanded compensation plan for world class athletes
   - Athlete marketing and sponsor opportunities
   - Performance based bonus plan

B. **Coach Education & Retention.** Institute an enhanced multi-level coach development system with training, certification and compensation to increase the recruitment and retention of high-quality coaches, with an emphasis on recruiting retired competitive athletes.

<table>
<thead>
<tr>
<th>Target Outcomes</th>
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<tr>
<td>By 2024:</td>
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<tr>
<td>• Establish Team USA athlete endowment and raise $5 million to provide salaries to national team athletes,</td>
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<td>• $X of performance funding given to athletes annually</td>
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<tr>
<td>• # (or % increase) of certified coaches (by level)</td>
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<td>o # (or % increase) in competitive athletes as active or certified coaches</td>
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<td>• Increase in average coach tenure by X%</td>
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Strategic Partnerships & Alliances

Strengthen business and individual relationships to grow the sport, enhance the athlete experience, expand the pipeline and engage members and fans.

Strategies:

A. **Revenue Growth.** Seek partnerships to increase financial stability and organizational capacity to achieve strategic priorities.
   1) **Sponsorship.** Partner with shooting sport organizations and industry leaders as well as other businesses to create sponsorship and joint marketing opportunities.
   2) **Fundraising.** Cultivate a community of passionate, dedicated individuals interested in supporting the mission of the organization or investing in specific strategic initiatives.

B. **Resource Optimization.** Leverage key partners’ services and program offerings to increase access to resources for athletes and internal operations.
   1) **High Performance Support.** Extend organizational support for athletes’ competitive readiness (e.g. sport technology, facility access, sport medicine and sciences support, etc.).
      Key partner examples include:
      - USOPC
      - Collegiate Collaborations
      - Certified Training Centers
      - U.S. Army Marksmanship Unit (AMU)/WCAP
   2) **Operational Efficiency.** Leverage partner expertise, tools, and other forms of VIK to improve processes, business technology and other internal systems support.

C. **Grassroots and Pipeline Development.** Create partnerships that enhance opportunities for sport growth, youth development and advancement of competitive talent across the U.S.

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**Target Outcomes**

By 2024:
- Type or volume of resources [TBD] available to national team athletes through partner programs
- $X (or VIK) available through joint revenue programs for high performance and grassroots or pipeline projects
Organizational Excellence

Improve internal competencies to ensure long-term viability, sustainability and relevance of the organization and the sport of Olympic and Paralympic shooting.

Strategies:

A. **Operating Model.** Institutionalize a culture of continuous improvement grounded in the Guiding Principles and Core Values to fortify organizational capabilities, instill trust and boost morale.

   1) **Business Processes.** Advance business best practices and staff development to increase effectiveness and stability of staff and internal processes.

   2) **Leadership & Governance.** Strengthen and stabilize organizational oversight and management through a focused effort on policy adherence and reinforcement of desired behaviors.

B. **Communication and Promotion.** Develop a more consistent, constituent-based communications approach to inform members and drive public awareness of USA Shooting.

   1) **Organizational Transparency.** Be proactive and timely in sharing information of interest and importance to athletes, members and other key stakeholders.

   2) **Public Relations Strategy.** Identify the proper channels, cadence, and messaging to promote a more positive perception of the sport across the United States.

   3) **Athlete Stories.** Highlight the athlete experience and journey through personal storytelling to provide opportunities for athletes, enhance brand affinity and show the value of membership.

C. **Membership Growth.** Expand the base of passionate members who seek continued association with USA Shooting year after year.

   1) **Youth.** Enhance membership structure and programmatic support to attract and retain school-age participants and junior athletes.

   2) **Value Proposition.** Articulate clear and compelling reasons for why membership in USA Shooting is desirable and valuable. Create mechanisms that align and reinforce the value messaging.

D. **Sport Leadership.** Position USA Shooting as an influencer and driver of progress internationally and domestically for the broader shooting community.

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**Target Outcomes**

By 2024:

- Increased awareness and positive perception of USA Shooting
- XX # members overall
  - XX# Youth members
- Increased member satisfaction (target TBD)
  - Increased athlete satisfaction (target TBD)
- % Increase in staff tenure (target TBD)
APPENDIX 1. STRENGTHS/WEAKNESSES/OPPORTUNITIES/THREATS (SWOT ANALYSIS)

TOP LINE SUMMARY

STRENGTHS
- Passion of involved individuals
  - Members
  - Staff
  - Board
  - Coaches
- Athletes
  - Shotgun is successful
  - Significant growth in Paralympic opportunities
  - Involved athlete representatives
- Execution of business operation
  - Stellar events
  - Top notch facilities
  - Effective athlete selection method
- Rifle growth and success
  - Junior pipeline is improving
- Compliance and governance is on track
- Athlete safety and protection

WEAKNESSES
- Elite athlete support
  - Athlete care (mental and physical)
  - Financial support
  - Career longevity – large drop off after college
- Communication
  - Transparency
  - Not a reputation of “trust”
- Purpose
  - Not clear and compelling
  - People can’t rally behind organization
  - Value proposition
- Strategic partnerships
  - Significant opportunity for partnerships, but not taking advantage
- Too reactive
  - Financially and technologically
- Lack of a sustainable funding model

OPPORTUNITIES
- Technology
  - Shot tracking
  - Physiological tracking
- Growth in grassroots/youth pipeline
- Strategic partnerships
Recurring sustained funding
- Value proposition for large investors
- Further connection with NCAA
- Civilian marksmanship

Communication
- Athlete storytelling
- Presenting a positive image to guns

Athlete wellness
- SafeSport
- Athlete 360
- Mental and physical support

Coach development

Revamped training and selection of athletes

THREATS
- Growing negative stigma around shooting sports
  - Gun culture
- Firearm and ammunition legislation
- Cost of entry
  - Initial cost of entry
  - Paralympic participation
  - Venues
- Competition format changing
- Lead bullets as an environmental issue
- Lack of awareness of shooting being an Olympic and Paralympic sport
APPENDIX 2. INTERACTIVE POLL RESULTS

QUESTION 1: What do you like best about USA Shooting?

QUESTION 2: USA Shooting is...?
QUESTION 3: USA Shooting ultimately aims to be or achieve...?

APPENDIX 3. WORKING GROUP PARTICIPANTS

Bob Gambardella – USAS Chief Executive Officer
Chad Whittenburg – USAS Board Chair
Rick Marsh – USAS Board Member
Matt Suggs – USAS Board Member
Ana English – USAS Board Member
Sharee Waldron – USAS Chief Operating Officer
Michael Buss – Army Marksmanship Unit
Dan Durben – Rifle Coach
Gregory Shaner – Rifle Athlete, Parent of National Team Athlete
Teresa Meyer – Pistol Athlete
Vincent Hancock – Shotgun Athlete
Lucas Kozeniesky – Rifle Athlete
McKenna Dahl – Paralympic Rifle Athlete
Jim Henderson – Pistol Athlete and Board Member
Josh Richmond – Army Marksmanship Unit

Facilitators/Support Team
Denise Parker – Vice President of NGB Services, USOPC
Avery Wilson – Director of Strategic Planning, Strategy & Business Consulting, USOPC
Brett Arias – Senior Business Consultant, Strategy & Business Consulting, USOPC
Davis Tutt – Coordinator, NGB Services, USOPC