

December 16, 2020



## 2021 Financial Plan Executive Summary

The purpose of this document is to provide the USAS committee members and directors with a description of the plan objectives, process, assumptions and risks associated with the 2021 USAS Financial Plan.

### Financial Plan Objectives:

The USAS staff is responsible for producing an annual financial plan that establishes goals and measures for the conscientious use of USA Shooting's finite resources. We derive these goals from the Strategic Plan for 2020-2028. In the 2021 Financial Plan, we are focused on the following key objectives:

- Improving our support for athletes in preparation for the Tokyo Games
- Improving the financial efficiency of our operations through engagement with new partners around the hosting of competitions and camps
- Operating USAS in an efficient and flexible manner to maximize the resources delivered to our athletes and to carefully safeguard those resources as we emerge from the COVID pandemic

### Financial Planning Process:

We began the financial planning process by looking at the needs of our National Team and the competitions they would need to attend during 2021. Each coach created discipline budgets based on those events and other needs. Costs per athlete were then developed for each match based on estimated airfare, hotel, per diem, and other costs. Those individual discipline budgets are included in the Financial Plan. Revenue projections were based on existing contracts, known grant values for the USOPC, a detailed estimate for direct mail, and conservative estimates for other resource development. Fixed and variable expenses based on actual expenditures were then added to the Administrative portion of the plan along with department budgets for membership, competitions, logistics, and range operations. All VIK was excluded from the plan with the exception of the United Airlines VIK.

### Assumptions:

The following assumptions were made during the creation of this plan:

- World Cups will be funded at a level of 4 shooters per event for shotgun, and similar levels for competitive shooters in the other events. We plan on sending 3 per event to the first 3 competitions of the year (Rabat, Cairo, New Delhi).
- Any pre-Olympic training camps will be held in a domestic location

- A return to sport to allow us to hold key competitions including the Junior Olympic Nationals, USA Shooting Nationals, and Winter Air Gun Championships. This directly impacts competitions revenue, and indirectly impacts membership and merchandise sales.
- Direct mail response rates and average donations will remain stable, and two acquisition mailings will be made in 2021. New resource development funds will be gained with the addition of a dedicated resource.
- Olympic Team medal incentives have been approved by the board of directors, but are unfunded at this time. The staff intends to seek sponsors and donors to fund a program of monetary incentives for the 2021 Tokyo Games.
- Unused funds from cancelled competitions shall be used to later in the year to send more athletes to competitions.

### Comparison to 2019 Actuals:

The 2021 Financial Plan sets a revenue objective similar to the 2019 audited financial results, but the application of the resources is dramatically different. For the purposes of this analysis, the USOPC lease VIK for the Olympic Shooting Center and investment income were excluded from the 2019 Actuals because they are not included in the 2021 Financial Plan. Under the 2021 plan direct athlete support increases by \$371,000 in 2021. If all Tokyo related expenses are added, athlete support increases by over \$500,000.

KEY METRICS	2021 FINANCIAL PLAN	2019 ACTUALS	DIFFERENCE
REVENUE	\$ 5,730,000.00	\$ 5,600,000.00	\$ 130,000
EXPENSES	\$ 5,700,000.00	\$ 6,220,000.00	\$ (520,000)
SALARY AND BENEFITS	\$ 1,120,000	\$ 1,740,000	\$ (620,000.)
DAS SUPPLEMENT FOR PISTOL/PARA	\$ 122,000.00	\$ -	\$ 122,000
ATHLETE SUPPORT (TRAVEL)	\$ 1,950,000.00	\$ 1,700,000.00	\$ 250,000
TOTAL ATHLETE SUPPORT INCREASE			\$ 371,180.00

### Risks:

There are four primary risks to this plan.

- As National Team travel and other operations begin to ramp, the revenue must ramp at the same or faster pace. If the World Cup schedule commences without domestic competitive, membership activities and associated revenues, additional constraints on National Team travel may occur.
- *USOPC Reallocation of unspent 2021 grant funds:* The impact of any reduction in grant funds will not occur until Q3 and Q4 of 2021. USAS staff is actively working to reduce this risk.
- *Additional domestic COVID related shutdowns:* Shutdowns will affect competitions, membership, and merchandise revenue. It may also impact some classes of donations.
- *The forgiveness of our PPP loan will not be recognizable until early 2021, and that revenue will be used to offset potential weakness in membership and competition fees.*

2021 will not be a status quo year, and USAS staff must carefully monitor and respond quickly to changes in our revenue generating operations. We must also work aggressively to preserve cash in these times of uncertainty.