

USA Shooting
April 6, 2020
8:00AM BlueJeans Video Call

Board Members:

Present: Chad Whittenburg, Rick Marsh, Keith Sanderson, Ana English, Matt Suggs, David Meltzer, James Henderson

Not Present: Rick Hawkins, Susan Abbott

Quorum: Yes

Others Present:

Staff: Bob Gambardella - Interim CEO; Sharee Waldron - COO; Alex Szablewski - Sr. Manager of High Performance; Brent McPherson - Range Director; Dan Durben - National Rifle Coach; Jason Turner - National Pistol Coach; Jay Waldron - National Shotgun Coach; Will Anti - National Paralympic Team Coach and Manager; Kate Gest - Assistant Manager of PR & Communications; Sheila Brown - Controller; Breanne Orey - Manager of Special Projects & Operations

USOPC: Avery Wilson - Director of Strategic Planning; Brett Arias - Sr. Business Strat & Process Consultant; Jonathon Starr - Sr. Audio Visual Specialist (for support)

Meeting called to order at 8:06AM mountain time by Chad Whittenburg - seven of nine board members present

- Chad Whittenburg holds a moment of silence for those affected by COVID-19
- Ana English & Sheila Brown presenting a Finance Update
 - Financials have been updated up until February of 2020
 - Ana English on behalf of Finance Committee makes motion to approve financials for January and February 2020
 - Keith Sanderson seconds the motion
 - 7-0 vote to approve January and February 2020 financials
 - Ana presents financials and income statement sheet pointing out the several adjustments made to the year due to COVID-19
 - Changes to dates for competitions alters revenue from entry fees
 - Change in membership numbers and dues because of uncertain times

- Merchandise sales might drop because of postponed competitions
 - Staff salaries decreased due to layoffs
- Sharee Waldron, COO, gives an Operations update
 - * [COO Presentation PDF](#)
 - Pre COVID-19
 - Created athlete lounge, adjustments to job descriptions and employee handbook, participated in USOPC Strategic Planning Session, held most Olympic Trials
 - Current COVID-19
 - Staff working from home has encouraged creative thinking, problem solving, new communication strategies, and the opportunity to re-envision ourselves
 - Post COVID-19
 - We're preparing and planning to be as successful as possible post COVID-19
 - Opportunities to look forward to
 - Revenue from Resource One, Grant opportunities, Events revenue once events are held again, Sponsorship opportunities, new and existing partnerships, looking into loans
 - Loans
 - Specific loan opportunities relating to COVID-19 such as SBA and PPP (Paycheck protection program) loans
 - Potential loan forgiveness
 - Ana English makes a motion to approve USA Shooting staff to apply to loans such as the SBA and PPP loans.
 - Motion seconded by Jim Henderson
 - Motion approved 6-1; David Meltzer abstention
 - Another discussion and motion is needed if/when loans are granted to USA Shooting prior to funds from these loans being spent
 - Hal & Jean Glassen Memorial Foundation Grant
 - Initial grant money received in the amount of \$100,000.00 for the first year; with a total of \$500,000.00 planned in a span of 5 years
 - Endowment established through US Olympic Endowment Fund (USOE) creating funding stream for Junior World Championship training and competition
- Bob Gambardella, Interim CEO, gives an overall update
 - * [CEO Presentation PDF](#)
 - Our current situation has been altered solely due to COVID-19, requiring USA Shooting to be agile during this time

- Olympic games dates: July 23 - August 8, 2021
 - Paralympic games dates: August 24 - September 5, 2021
- Athletes who have qualified thus far for the Olympic team will remain the Olympic Qualified Athletes that we will submit to the USOPC for approval
 - 17 of the 21 athletes were selected prior to COVID-19 impact
 - Adjustments to selection procedures will be considered and implemented if necessary for athletes who have yet to be selected - Smallbore Rifle and Paralympic team
- Focus is on the future after the “apex” of COVID-19 for when events and competitions can be rescheduled
 - Important to consider collegiate matches when rescheduling USAS events
 - Trying to develop some e-sport opportunities in the meantime to provide resources for our athletes while they are remote
 - Lucas Kozeniesky suggest the possibility of hosting a SCATT competition while everyone is isolated

Chad Whittenburg calls for a recess at 9:53AM mountain time.

Chad Whittenburg reconvenes the meeting at 10:00AM mountain time.

- Chad presents the next portion of the BOD Meeting centered around introducing the Strategy Plan to the Board, Staff, and USAS Community to be presented by Avery Wilson and Brett Arias from the USOPC
- The Strategy Session workgroup involved people from several different focus groups like USAS Staff, BOD Members, athlete representatives, people involved with events, and volunteers/parents of athletes
- The Strategy Plan outlines three strategic priorities with underlying key strategies that presented themselves during Strategic Session
 - Athlete Success & Retention
 - Athlete financial stability
 - Coach education & retention
 - Strategic Partnerships & Alliances
 - Revenue growth
 - Resource optimization
 - Grassroots and pipeline development
 - Organizational excellence
 - Operating model
 - Communication and promotion
 - Membership growth
 - Sport leadership

**More details can be found in the [USA Shooting Strategy Plan PDF](#)*

- This Strategy Plan acts as a blueprint for further thought to be put into the Implementation Plan
- The Implementation Plan should include year-to-year goals, specific names assigned to tasks, a system of measurement, a checkpoint system, and support for the USA Shooting staff as the “implementers” to ensure that the plan is successful

Chad Whittenburg calls for a recess at 11:56AM mountain time.

Chad Whittenburg reconvenes the meeting at 12:04OM mountain time.

- Board Members discuss concerns regarding the Strategy Plan and the potential success rate it will have.
 - Emphasis and agreement around the Board providing support for USA Shooting staff as they move forward to develop and implement the Implementation Plan
- July Board Meeting
 - Meeting was to be held in-person at Hillsdale College, but plans most likely will be altered due to COVID-19.
 - Proposed date is Monday, July 13th with more details/confirmations to follow
- Board/Committee Seats
 - Rick Marsh will write up a short press release regarding open positions to be published to the general public via USA Shooting website
 - Audit Committee - two open positions
 - Ethics Committee - three open positions
 - Judicial Committee - one open position
 - Governance Committee - one open position (potentially more)
 - The creation of a Selection/PSS Committee was discussed, and its purpose would be to oversee and approve the creation and implementation of Selection procedures
 - Looking to create this committee after Olympic trials are over and establish it as a permanent committee - details on how to incorporate coaches, High Performance, and athlete representation will be determined
- Questions / Open Discussion
 - Keith Sanderson
 - We should publicize how DAS (Direct Athlete Support) works to show what kind of money is available once athletes make it to that “elite” level to demonstrate to the youth athletes what they can aspire to
 - Diane Rice

- Asked the board to explain the situation in which the previous CEO, Keith Enlow, left the organization and why money is still owed to him
- Chad Whittenburg - Keith Enlow has a contract with USA Shooting that included performance-based incentives and when he left the organization for a higher-paying position with a different company he was still contractually owed some money based on past athlete performances
- Grassroot programs
 - A priority should be collaborating with CMP, NCAA, etc. when planning competitions, events, etc. These organizations help us develop athletes so it doesn't benefit anyone to be "in competition" with them like in the past
- Permanency of the CEO Position
 - An anonymous question was asked when a decision would be made regarding the Interim title for the current CEO, Bob Gambardella.
 - Chad Whittenburg - Bob was hired as COO and within a few weeks took the Interim CEO role when Keith Enlow left the organization. Originally, "Interim" title was supposed to be decided on in December of 2019 but the board decided to extend that into 2020. The board is evaluating Bob's work currently without bias, agenda, or motives. Plan was and remains that Bob is team leader for the Olympic games.

Meeting adjourned at 1:19PM mountain time.

Video Recordings of the Meeting:

- [Part 1:](#) Financial Report, COO Report, CEO Report
- [Part 2:](#) Financial Report, COO Report, CEO Report (continued)
- [Part 3:](#) Strategy Plan Explanation
- [Part 4:](#) Strategy Plan Explanation (continued)
- [Part 5:](#) Board Business and Q&A