



USA Shooting Board of Directors Finance Committee Meeting Minutes

June 20, 2022

Zoom Video Conference Meeting

Committee members present: Ana English, Amanda Banta, Gregory Shaner, Rick Marsh, Alexis Lagan

Committee members absent: Randal Garrett, Eric Uptagrafft

USAS Staff/Others present: Brent McPherson, Reya Kempley (secretary), Buddy Duvall, Sharee Waldron, Sarah Scherer, Jim Mitchell, Traci Carson (Altruic Advisors), Chad Whittenburg

A. April financials Review

1. Balance Sheet: Traci

- a) \$882k unrestricted cash as of April 30, 2021. AR includes USOPC funds. Other current assets are inventory, which has not been updated since the end of 2020.
- b) Ana explained that the Restricted Funds are under USAS management (endowments) but are set up solely for specific junior programs.
- c) AP at \$370k, \$100k of which is due to USOPC.
- d) Liabilities: PPP loan is expected to be forgiven, while the EIDL does need to be paid back.
- e) Other long-term liabilities: payroll and accumulated time off.

2. P&L

- a) Traci: Moved some funds from restricted to unrestricted after discussion in pre-close meeting.
- b) Reforecast: Ana. Coaches, Buddy, Sharee, and Brent went through expected expenses for the rest of 2022. Direct Mail is tracking lower than expected, 1/3 under budget. Ammo sales should pick up in summer months. No USOPC funding for pistol.
 - i. Buddy said acquisitions have been completed for the year, so future campaigns should be net positive.
 - ii. Greg asked about -\$37k net income for 2022. Ana related that to unrealized income in investments that are not doing well now. Greg said gross income includes "other grants," and if they don't come in, we have a significant issue. Ana agreed that the funding opportunities are vital.
 - iii. Sarah asked what the catalyst was for not funding World Cup Changwon. Brent and Sharee explained that the concern was cash flow and conserving for World Championships later in the year. Sarah asked if the committee agrees that will not be a problem from now on. Ana said that is #1 priority to ensure those needs can be met. Brent explained that USOPC money is spread out throughout year. Sarah wants to know more about the inner workings due to athlete concerns seeing other disciplines travel. Chad said in retrospect we should have pulled the finance committee together with USAS management and communicated.

- iv. Greg added that the budget presented at end of 2021 showed the top two slots being funded, with 3-5 self-funded. Instead, we have fully funded early World Cups and then decided not to fund Changwon due to cash flow concerns.
 3. Funding opportunities: Buddy/Ana. Overview of expected revenue and probabilities of each by the end of 2022. Ana explained presented items were largely new funding, totaling \$1.5 million if all come to pass. Jim asked about the NRA ammunition grant. Buddy said it is secured, but we have not yet received funding. Buddy also discussed firearm auction income and Sporting Clays Cub fundraiser that netted \$100k last year.
 - a) Jim mentioned two other grants from other foundations are in the works. Buddy expanded, discussing NSSF, Shikar, crowdfunding, and other funding opportunities. Jim mentioned an idea to allow people to fund specific athletes and that the Bass Pro deal is still in the works. Ana said the goal is to grow endowments for long-term viability.
 - b) Jim discussed the challenge of building urgency because there is a perception that USA Shooting is government funded. Chad said that Hillsdale College does a good job messaging this and perhaps they could help us. Ana said that obtaining a large donation now would be helpful and then the other small grants can trickle in. Ana asked Jim if the presented numbers are achievable, and Jim said they are.
- B. **Communication: Ana. How do we better communicate with athletes, funders, and membership?**
1. Amanda suggested a follow-up to athletes after Board meetings. Ana agreed that transparency is important.
 2. Jim suggested having athletes at NRA show to maximize opportunities there—we didn't have any this year.
 3. Buddy said that donations going directly to an athlete do not qualify as tax-deductible. Ana said there is a way to structure it to make it work. Sharee suggested funding a traveling position, not an individual.
 4. Chad said athletes got shafted because Board and committee failed in oversight, putting Coach Durben in a tough spot with no budget given to him. Ana stressed her and Board's commitment to stepping up.
 5. Ana recommends moving to monthly meetings. Rick and Jim agreed.
 6. Ana said she had talked with Bret Wichert at BiggsKofford regarding the audit. They have a meeting in late July to review the audit and 990, which will be discussed in Aug 1 Board meeting.
 7. Rick asked about putting out a simplified monthly financial statement to members. Ana asked Traci to put something together. Sarah said communication is often done after the fact, creating tension between staff and athletes, when we are the same team and efforts need to be showcased. Regular communication would have a larger impact than sporadic. Amanda emphasized this would build trust.
 8. Jim says athletes need to know staff and Board work on their behalf.
 9. Greg emphasized that communication between staff and Board needs improvement, so coaches aren't caught off guard with a funding decision.
- C. **Rick made a motion to approve the January-April 2022 financials. Amanda seconded. Passed unanimously.**

D. Meeting ended 4:38 pm Mountain.