



★ **USA SHOOTING MISSION** ★  
Empower American athletes for Olympic and Paralympic success,  
grow the community and inspire passion for the shooting sports.

★ Transparent ★ Passionate

★ **CORE  
VALUES** ★

Collaborative ★ Proactive ★



## 2020-2024 STRATEGIC PLAN STRATEGIC PRIORITIES



### 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 & Promotion
- 3) Membership Growth
- 4) Sport Leadership



## USA SHOOTING

### 2020-2024 STRATEGIC PLAN

DATE: MARCH 10, 2020 (EDITED MARCH 23, 2020)

APPROVED: JUNE 24, 2020

## MISSION

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### 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 of "American athletes." The issue was whether "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

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USA Shooting is committed to the following: to provide focus, guide the work of the organization, and promote 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 with our athletes, coaches, members, partners and fans.
- **Proactive.** We anticipate change and embrace a solution-oriented approach to plan for the future.

## STRATEGIC VISION

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To provide direction and guidance for plan priorities, the following future state is envisioned as strategic success by 2024 and a foundation of 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 world-class 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

## USA SHOOTING 2020-2024 STRATEGIC PLAN

### 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” for 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

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To effectively advance the mission and position of 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 to support training for world-class athletes 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.

### Target Outcomes

#### By 2024:

- ✓ Establish Team USA athlete endowment and raise \$5 million to provide salaries to national team athletes
- ✓ \$X of performance funding given to athletes annually
- ✓ # (or % increase) of certified coaches (by level)
  - ✓ # (or % increase) in competitive athletes as active or certified coaches
- ✓ Increase in average coach tenure by X%

## 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.

- a. Sponsorship.** Partner with shooting sport organizations and industry leaders as well as other businesses to create sponsorship and joint marketing opportunities.
- b. Fundraising.** Cultivate a community of passionate, dedicated individuals interested in supporting the mission of the organization or investing in specific strategic initiatives.

### 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

## USA SHOOTING 2020-2024 STRATEGIC PLAN

- B. Resource Optimization.** Leverage key partners' services and program offerings to increase access to resources for athletes and internal operations.
- a. High-Performance Support.** Extend organizational support for athletes' competitive readiness (e.g., sport technology, facility access, sports medicine and science support, etc.).
- Key partner examples include:
- USOPC
  - Collegiate collaborations
  - Certified Training Centers
  - U.S. Army Marksmanship Unit (AMU)/WCAP
- b. 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.

## ORGANIZATIONAL EXCELLENCE

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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.
- a. Business Processes.** Advance business best practices and staff development to increase effectiveness and stability of staff and internal processes.
- b. 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.

### 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)

## USA SHOOTING 2020-2024 STRATEGIC PLAN

- a. **Organizational Transparency.** Be proactive and timely in sharing information of interest and importance to athletes, members and other key stakeholders.
  - b. **Public Relations Strategy.** Identify the proper channels, cadence and messaging to promote a more positive perception of the sport across the United States.
  - c. **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.
  - a. **Youth.** Enhance membership structure and programmatic support to attract and retain junior athletes.
  - b. **Value Proposition.** Articulate clear and compelling reasons for why membership in USA Shooting is desirable and valuable. Create mechanisms that align with 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.

## APPENDIX 1. STRENGTHS/WEAKNESSES/OPPORTUNITIES/THREATS (SWOT ANALYSIS)

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### 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 are on track
- Athlete safety and protection

#### WEAKNESSES

- World-class 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



## USA SHOOTING 2020-2024 STRATEGIC PLAN

- 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 Program
- Communication
  - Athlete storytelling
  - Presenting a positive image of firearms
- 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

## USA SHOOTING 2020-2024 STRATEGIC PLAN

- Venues
- Competition format changing
- Lead bullets as an environmental issue
- Lack of awareness that shooting is an Olympic and Paralympic sport

### APPENDIX 2. INTERACTIVE POLL RESULTS

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





## APPENDIX 3. WORKING GROUP PARTICIPANTS

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Bob Gambardella – USAS Interim 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 Chief of Competitions

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 Shotgun Program Manager

### 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