

## RRG's Specific Recommendations/Conclusions

I have spoken to several ATA members, delegates and past presidents about the attached Summary of Recommendations/Observations. The most common question has been, "What specifically should the ATA do to fix the financial and governance problems and how do we put the ATA on the road to financial security?" Several people I spoke with were also concerned about the EC's seeming disinterest in utilizing the ATA's favorable public charity tax status to advance the goals of the organization.

In response to the above, here is what I would do if I had a free hand to make the changes that I believe are necessary for a vibrant, healthy and growing Amateur Trapshooting Association.

1. Eliminate the ATA president's gun allowance - \$16,500. The payment is simply excessive and inconsistent with the ATA being a public charity.
2. Eliminate Executive Committee (EC) travel reimbursements to shooting tournaments - \$100,000 (estimate).
3. Eliminate the Discretionary Travel Allowance available to the ATA president - \$20,000.
4. Return the Executive Committee and the ATA presidency to volunteer status as specified in the By-Laws.
5. Eliminate D&O insurance coverage as redundant now that Volunteer Protection Act applies (i.e. no compensated board or EC members) - \$11,390.
6. Limit EC reimbursed travel to two meetings per year at a non shooting venue (e.g. Vandalia), for the sole purpose of conducting ATA business.
7. Increase the size of EC to 9 members (5 elected and 4 appointed) with each serving a 5 year term. Use the 4 appointed roles to supplement the skill sets required by the EC to effectively operate in today's environment.
8. Eliminate the rotating ATA presidency in favor of a board structure led by the Executive Director.
9. Establish an Audit Committee (AC) and a Compensation Committee (CC).
10. Establish Board and EC orientation and training programs, and require outside professional education for those serving on the EC, the AC and the CC.
11. Establish "Governance" in accordance with the California Nonprofit Integrity Act of 2004 (California's Sarbanes-Oxley's clone law). The structure of the law is considered a best practice and it probably applies to the ATA currently.
12. Strictly prohibit conflicts of interest transactions with EC members, board members and ATA office personnel, except in unique circumstances where the ATA would suffer; in that case, require approval of the Audit Committee and/or the full board.
13. Publish the ATA's IRS Form 990 and the ATA's audited financial statements to the ATA's web site and other 501(c)(3) governance web sites, e.g. Guidestar.
14. Develop a plan to increase dues and fees in a tax efficient manner for implementation ASAP. I believe an increase of at least \$10 is required.

15. Stop using interest/dividends on the ATA's endowment to supplement current operations. By definition, consuming the cost of money with respect to such funds diminishes the inflation adjusted value of the endowment.
16. Establish an EC-led fund raising committee and make meaningful progress on the use of the 501(c)(3) status.
17. Establish a formal EC-led Member Communication Committee.
18. Establish an EC-led Technology Committee - develop a web based plan to enhance gun club services and better integrate member services.
19. Establish EC-subordinate committees (from Delegates and other volunteers) to deal with Classification & Handicap, Rules & Sportsmanship, Trophies, etc.
20. Publish the ATA's various policies to include, but not be limited to Whistleblower, Document Retention, Gift Acceptance, Conflicts of Interest, Investment (when created), etc.
21. Establish and publish a five year strategic plan for the ATA with detail budgets which are reviewed and signed off each year by the EC.
22. Require some level of annual charitable giving from all board and EC members - lead by example.
23. Require routine background checks for EC members.
24. Protect the ATA's 501(c)(3) status at all costs.
25. Establish a contingency plan in the event the World Shooting & Recreation Complex is no longer available to the ATA.
26. Look hard at the continuation of membership rebates to the states and provinces.
27. Balance the current operations budget in 2011. Create a \$250,000 surplus by 2012.
28. Appoint a committee to perform a more extensive study of ATA operations, reporting results to the full board.
29. If the board believes it is necessary to have a partially paid EC, pay them correctly. Change the ATA By Laws to allow compensation. Pay salary and withhold all applicable taxes. Discontinue the policy of reimbursing personal expenses to attend shooting tournaments. Hold the EC accountable to the board for their performance.