

Poulsbo Sportsman Club

16990 Clear Creek Road - Poulsbo, WA

July 8, 2018

Vision, Mission, and Strategy

A few years ago, the Board met to develop a Vision and Mission statement. For those of you not familiar with the concept, businesses often develop Vision statements to provide the Directors and employees long term (5-10 year) targets. The Vision then drives the Mission – how is the Vision to be fulfilled? Lastly, a Strategy is required. The Strategy represents specific actions that will enable the Mission.

Our Vision: A Club for future generations.

The Vision is simple and straightforward; we plan to be in existence for our children and their children.

Our Mission: Provide our Members and the Community a safe and responsible place to practice shooting sports. The Mission requires that the Board define "the Community", and "safe and responsible" in order to determine appropriate strategies to enable the Mission.

The Community refers to non-members who use the Club, our neighbors, Law Enforcement and Military, and local and state government.

Safe and Responsible goes beyond basic firearm safety to address facility management and security, shooter comfort, compliance with regulations, ordinances, and laws.

Strategy: The Board has developed five workstreams to enable the Club's Mission:

- 1) **Resources** (Internal and External). This workstream is led by the Membership Chair. The focus is on a broad range of topics:
 - Board Succession – more about this in later newsletters.
 - Member demographics and engagement – we need to know more about our members and increase engagement in Club activities
 - Community Involvement – the Club recently joined the Chamber of Commerce
 - Government and Public Relations
 - Grant Writing
- 2) **Financials**. Led by the Treasurer; the focus is on current and future operating expenses and revenue:
 - Cash Flow Analysis
 - Operating Expense Projections
 - Risk Assessment
 - Current Commitments 2018 – Berms and Baffles, Clubhouse R&R. The next time you visit the Clubhouse you'll see a new ceiling. Many thanks to Bill Bruce, Mike Snyder, Steve Thompson, and Steve Perceful for this effort.

- 3) **Facilities.** This workstream is led by the Pistol/Rifle Range Director and oversees maintenance, repairs, and improvements to the Club.
 - Safety, such as new lights
 - User Convenience, like the new bullet deflector screens on the rifle ranges
 - Visual Appeal
 - Improvements
- 4) **Revenue Generation.** Led by Renita Foust, this workstream looks at ways to increase shooting revenue and create opportunities for non-shooting revenue.
- 5) **Communications,** led by yours truly. Right now, this is the newsletter, but I'm also the Club Representative to the Chamber of Commerce.

Members are encouraged to participate in these activities – talk to any Board member.

Update on 50 yard line baffle project

The Executive Board continues to focus on the 50-yard baffle project, although the timeline is longer than expected. After significant legislative budgeting issues, the club was awarded a grant from the state to cover project expenses up to \$150,000 (two-thirds of the expense of replacing the baffles). The grant provides for reimbursement of expenses, so records and accounting are critical.

We have selected a contractor and unfortunately his schedule is driving the project start date. As soon as a start date is determined we will let everyone know; expect all the Pistol/Rifle ranges to be closed for up to six weeks. The start date uncertainty has impacted training so the training schedule is on hold for the near term. Thanks for your patience and we'll keep you up to date.