



Sugar Bowl Ski Team & Academy

Board of Trustees
Thursday, October 19, 2017

Agenda

- Welcome, Minutes Old 40 Sale Update, Agenda Review
- SBA Head Report – Ryan Aldrich
- SBSTA ED Report – John Horsch
- Finance Committee – Matt Service
- Outreach Committee – Lisa Omar
- Audit Committee – Chris Schadlich
- Governance Committee – Stacey Herhusky
- Strategic Planning Working Session
- Executive Session

SBA Head Report



SBSTA ED Report



Athletic Update

- Nordic Camp
- Alpine Europe Trip
- Conditioning
 - Gym
 - Sierra Adventures
 - Woodward

Wittenburg Alpincenter



Ski Team Orientation

- Sugar Bowl and Bay Area
- Families grateful for Bay Area option
- Social component is important
- Ongoing challenges:
 - Balance compelling content for returning families and addressing questions of new families
 - What to do with kids

Ski Team Enrollment/Outreach

- 440 enrolled (500 goal)
- 85 from last year not confirmed
- 42 not returning

Mini/Mighty	3
Midweek	2
Development	7
U10/12	4
U14	4
U16	3
Freeride	7
Snowranger	6
Ski Meisters	1
Winter Camp	2

Ski Team Enrollment/Outreach

- Nick and program heads making weekly outreach to families
- Martin and Sarah are connecting with potential Nordic families – on going advertising with local Web sites
- Ongoing outreach with Head Snow Ranger coach, Jon Rockwood to increase SR enrollment

High Performance Center Initiative

USSA → Collaboration between ski academies

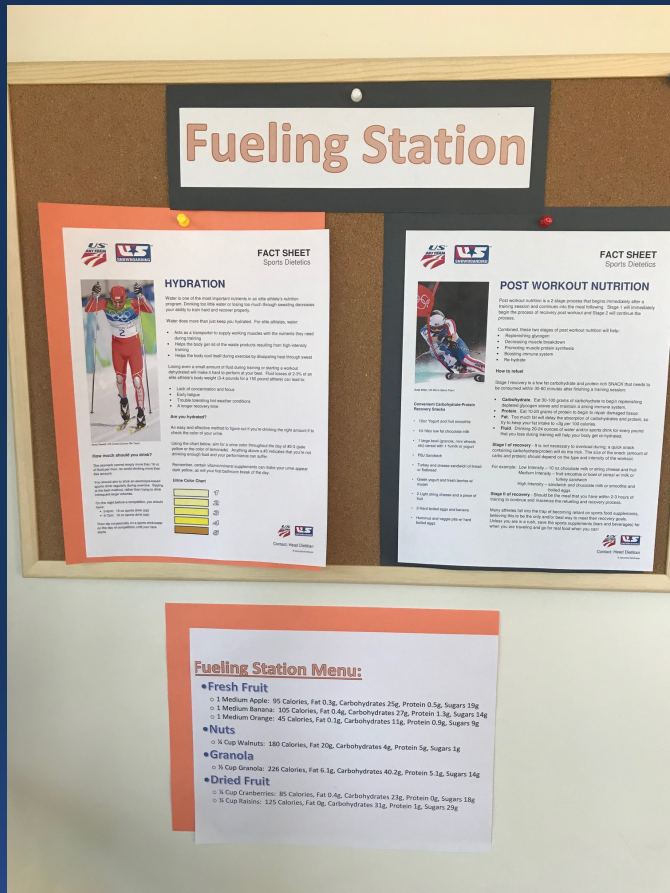
Refining Development Model for SBA

- Nutrition
- Strength and Conditioning
- Medical
- Mental
- Equipment
- Coaching

Development Model SWOT Analysis

HPC SWOT			
Development Module:	NUTRITION		
Strength	Weakness	Opportunity	Threat
Local resources willing to dedicate time; Leanna J (education - nutrition, food etc), Stephanie R(education, blood work), Jill Whistler (education - sport performance)			Not all parents buy into all types of medicine and implementation - need to manage our message and make sure participation is as optional as possible
	Athletes not well-educated	Friday morning ed sessions with Scott and Brandy	
	Athletes not well-educated	Color-coded food plate system	
	Athletes not well-educated	Survey each morning for athletes (amount of water, food prior to workout);	
	Athletes not well-educated	Educational space at Village Hall near food service,	
	Athletes not well-educated	Health class (3 day diet log, burning example with Leanna, food matrix)	
	Athletes not well-educated	Protein/macro-nutrient education (powders etc)	
	Athletes not well-educated	Learn how to cook on your own	
Addition of fueling station	Leftovers, lack of variety	Variety - protein balls; find a way to offer a weekly menu?? - call the kids out on whining about variety	
	Parents not well educated	Send menus to parents in SBA Update; Nutrition corner in update	
	Variety at lunch	Soups?	
HPC Partnership		Connecting Scott White with chefs at COE, Alan Tran and Megan?	
HPC Partnership		Brain Build - willing to customize app for our kids schedule	

ACTION: Nutrition



Revenue Forecast vs. Budget

Revenue Forecast to Budget 2017-2018

	<u>Forecast</u>	<u>Budget</u>	<u>Variance</u>	<u>Ski Team</u> <u>Current Enrollment</u> <u>7-Oct-17</u>	<u>Variance</u>	
Tuition - Full Year & Winter Term	\$3,215,317	\$3,025,846	\$189,471			Forecast includes 1 G8 and 1 G9 Boarding Student
Financial Aid	-\$765,299	-\$768,000	\$2,701			
Ski Team Transfer	-\$304,500	-\$266,000	-\$38,500			
Net Tuition	\$2,145,518	\$1,991,846	\$153,672			
Ski Team Fees	\$1,575,233	\$1,575,233	\$0	\$1,456,242	-\$118,991	
Scholarships	-\$23,500	-\$25,000	\$1,500	-\$23,500	\$0	
Net Ski Team Fees	\$1,551,733	\$1,550,233	\$1,500	\$1,432,742	-\$118,991	
Contributions	\$683,500	\$683,500	\$0			
Other	\$292,806	\$292,806	\$0			Lease Income, Lockers, Deposits Retained, Trips
Total Net Revenue	\$4,673,557	\$4,518,385	\$155,172			

Ski Team Revenue

Ski Team Revenue Update 10/07/2017

	2017-2018 @ 10/07/2017			Budget 2017-2018		2016-2017 Full Year		2015-2016 Full Year	
	Gross Revenue	# Athletes	Avg Fee	Gross Revenue	Shortfall	Gross Revenue	Shortfall	Gross Revenue	Shortfall
	\$1,151,742	426	\$2,704	\$1,309,233	-\$157,491	\$1,217,125	-\$65,383	\$1,214,847	-\$63,105
Mini Mites	\$32,838	16	\$2,052	\$34,930	-\$2,092	\$26,645	\$6,193	\$23,275	\$9,563
Mighty Mites	\$132,500	45	\$2,944	\$152,705	-\$20,205	\$122,685	\$9,815	\$114,470	\$18,030
Development	\$384,480	117	\$3,286	\$458,025	-\$73,545	\$414,265	-\$29,785	\$359,615	\$24,865
Mid Week Alpine	\$14,773	15	\$985	\$23,465	-\$8,692	\$18,450	-\$3,677	\$14,675	\$98
Freeride	\$158,400	43	\$3,684	\$178,375	-\$19,975	\$175,080	-\$16,680	\$161,400	-\$3,000
U10/12 - Full time	\$37,310	9	\$4,146	\$20,600	\$16,710	\$16,200	\$21,110	\$23,160	\$14,150
U10/12 - Part time	\$173,120	47	\$3,683	\$172,952	\$168	\$162,805	\$10,315	\$179,520	-\$6,400
U14 - Full time	\$8,405	2	\$4,203	\$49,200	-\$40,795	\$43,270	-\$34,865	\$41,430	-\$33,025
U14 - Part time	\$46,563	13	\$3,582	\$59,597	-\$13,034	\$62,430	-\$15,867	\$70,989	-\$24,426
U16 - Full time	\$4,680	1	\$4,680	\$9,847	-\$5,167	\$0	\$4,680	\$4,395	\$285
U16 Part time	\$27,868	7	\$3,981	\$27,158	\$710	\$26,875	\$993	\$34,598	-\$6,730
U19 - Part time	\$4,318	1	\$4,318	\$0	\$4,318	\$0	\$4,318		\$4,318
Snowrangers	\$66,920	14	\$4,780	\$108,134	-\$41,214	\$105,145	-\$38,225	\$121,260	-\$54,340
Nordic - Development	\$1,890	1	\$1,890	\$7,560	-\$5,670	\$0	\$1,890	\$1,530	\$360
Nordic - Midweek	\$500	1	\$500	\$6,685	-\$6,185	\$0	\$500	\$0	\$500
Skimeister	\$0	0	\$0	\$0	\$0	\$18,575	N/A	\$49,980	N/A
Winter Camp	\$0	0	\$0	\$0	\$0	\$24,700	N/A	\$14,550	N/A
Academy	\$304,500	82		\$266,000	\$38,500	\$238,000	\$66,500	\$325,700	-\$21,200
Academy Grade 6&7	\$57,177	12							
Scholarships	-\$23,500			-\$25,000	\$1,500	-\$20,500	-\$3,000	-\$24,880	\$1,380
Net Ski Team Revenue	\$1,432,742			\$1,550,233	-\$117,491	\$1,434,625	-\$1,883	\$1,515,667	-\$82,925

YTD Expenses

Year to Date Expenses 2017-2018

	<u>July</u>			<u>August</u>			<u>YTD</u>		
	Actual	Budget	Variance F(U)	Actual	Budget	Variance F(U)	Actual	Budget	Variance F(U)
Employee Cost	\$213,788	\$224,004	\$10,216	\$221,574	\$227,099	\$5,525	\$435,363	\$451,103	\$15,740
Operating	\$49,462	\$43,795	(\$5,667)	\$36,328	\$40,765	\$4,437	\$85,790	\$84,560	(\$1,230)
Facilities	\$13,008	\$14,324	\$1,316	\$26,970	\$26,974	\$4	\$39,978	\$41,299	\$1,321
Fundraising	\$2,169	\$0	(\$2,169)	\$1,139	\$300	(\$839)	\$3,307	\$300	(\$3,007)
Discounts	\$1,791	\$0	(\$1,791)	\$0	\$0	\$0	\$1,791	\$0	(\$1,791)
Total Expenses	\$280,217	\$282,123	\$1,906	\$286,011	\$295,138	\$9,127	\$566,229	\$577,261	\$11,032

Capital Expenditures

Capital Expenditure Budget 2017-2018

					Actual Expenditure													
Project / Item	Approved Spend	Priority	Life Expectancy	Approved	Q1			Q2			Q3			Q4			Total Actual	Variance F (U)
					Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun		
Website Redesign	\$15,000.00	1	3				\$9,811.00	\$5,000.00									\$14,811.00	\$189.00
Computers for Ski Team	\$5,000.00	1	3		\$816.99				\$3,750.00								\$4,566.99	\$433.01
Kitchen Equipment	\$6,300.00	1	8				\$6,761.60										\$6,761.60	(\$461.60)
Stain SBA Building	\$5,900.00	1	3			\$4,305.00	\$2,203.59										\$6,508.59	(\$608.59)
Modular Repairs	\$40,000.00	1	5			\$20,800.00		\$14,250.00	\$4,950.00								\$40,000.00	\$0.00
Dorm Cuppola	\$20,000.00	1	10					\$20,000.00									\$20,000.00	\$0.00
Total Priority 1	\$92,200.00				\$816.99	\$25,105.00	\$18,776.19	\$39,250.00	\$8,700.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0	\$92,648.18	(\$448.18)
Storage Equipment	\$6,500.00	2	10						\$3,500.00	\$3,000.00							\$6,500.00	\$0.00
Race Timer Ski Team	\$4,200.00	2	5							\$4,200.00							\$4,200.00	\$0.00
Total Priority 2	\$10,700.00				\$0.00	\$0.00	\$0.00	\$0.00	\$3,500.00	\$7,200.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$10,700.00	\$0.00
Gym Equipment	\$7,500.00	3	6					\$7,500.00									\$7,500.00	\$0.00
Video Cameras for training	\$6,450.00	3	4							\$6,450.00							\$6,450.00	\$0.00
Tri One Tuning Machine	\$8,000.00	3	5							\$8,000.00							\$8,000.00	\$0.00
Total Priority 3	\$21,950.00				\$0.00	\$0.00	\$0.00	\$7,500.00	\$0.00	\$14,450.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$21,950.00	\$0.00
Total Proposed Capex	\$124,850.00				\$816.99	\$25,105.00	\$18,776.19	\$46,750.00	\$12,200.00	\$21,650.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$125,298.18	(\$448.18)

Outreach Committee

2017-2018 Annual Fund



The Annual Fund brings us all together around a common purpose and a shared responsibility.

- Launched SBA Annual Fund on SBA Parents' Weekend
- 100% Trustee, 90% Staff, 25% SBA Family participation

Contributions Report

Sugar Bowl Ski Team & Academy				
2017-2018 Contribution Report				
Modified 10/07/2017				
		Full Year		
	YTD Actuals	Budget	Year End Projection	2016-2017 Actuals
Contribution Income				
Annual Fund	\$18,700	\$260,000		\$227,997
Major Gifts		\$200,000		\$175,000
Chairlift		\$5,000		\$2,500
Fund-A-Need		\$25,000		\$29,450
Restricted Gifts	\$95,000			\$100,300
Restricted Gifts - paid directly to vendor	\$4,000			
Village Ball		\$32,500		\$32,100
Silver Belt		\$180,000		\$177,025
<i>AF Pledges Receivable</i>	<i>\$47,000</i>			
Income Subtotal	\$164,700	\$702,500		\$744,372
Contribution Expenses				
Village Ball		\$5,000		\$4,164
Silver Belt		\$25,000		\$23,732
General Fundraising		\$8,500		
Expense Subtotal	\$0	\$38,500		\$27,896
NET CONTRIBUTION REVENUE	\$164,700	\$664,000		
<i>VILLAGE BALL NET</i>	<i>\$0</i>	<i>\$27,500</i>		
<i>SILVER BELT NET</i>	<i>\$0</i>	<i>\$180,000</i>		
<i>% SBSTA Trustee Participation</i>	<i>100%</i>			
<i>% SBSTA Full Time Staff Participation</i>	<i>85%</i>			

Governance Committee



Trustee Recruitment

Audit Committee



Strategic Planning Working Session



- Review and discussion of prior work
- SWOT Survey Analysis
- Readouts
- Next Steps

Executive Session

