



## Board Meeting Attendees

Date: May 6, 2014

Location: Truckee Ranger District  
Conference Room

| <b>Board Members in Attendance</b>  |                    | <b>Forest Service Representatives</b> |                  |
|-------------------------------------|--------------------|---------------------------------------|------------------|
| X                                   | Randall Osterhuber | X                                     | Denny Hogan      |
| X                                   | Bob Moore          | X                                     | Joe Flannery     |
| X                                   | Jason Oelkers      |                                       |                  |
| X                                   | Mark Bunge         |                                       |                  |
|                                     | Dave Paradysz      | <b>Forecasters</b>                    |                  |
|                                     | Todd Offenbacher   | X                                     | Brandon Schwartz |
| X                                   | Dave Bunker        |                                       | Andy Anderson    |
| X                                   | Don Triplet        |                                       |                  |
|                                     | Chip Morrill       | <b>Observers</b>                      |                  |
| X                                   | Holly Okom         | X                                     | Steve Reynaud    |
| X                                   | Dave Fiore         | X                                     | Travis Feist     |
| X                                   | John Laine         |                                       |                  |
|                                     |                    |                                       |                  |
|                                     |                    |                                       |                  |
| <b>Board Advisors in Attendance</b> |                    |                                       |                  |
| X                                   | Debbie Broback     |                                       |                  |
|                                     | Cameron Bordner    |                                       |                  |

|   |                        |                 |
|---|------------------------|-----------------|
|   | John Swanson           |                 |
|   | Larry Heywood          |                 |
|   | Justin Broglio         |                 |
|   |                        |                 |
|   |                        |                 |
|   | <b>Program Manager</b> | <b>Guests</b>   |
| X | Jenny Hatch            | Jon Regelbrugge |
|   |                        | Forest Gross    |
|   |                        |                 |



**Sierra Avalanche Center - Regular Board Meeting**  
 May 6, 2014 – Time: 5:30pm  
 Location – Truckee Ranger Station

**AGENDA** – Items may not be heard in the order they are listed:

A. **CALL TO ORDER** - Establish quorum/Introduction of guests – 6:07 PM

B. **AGENDA AMENDMENTS AND APPROVAL** (2 min)

Motion: Mark B. 2<sup>nd</sup>: John L.

C. **APPROVAL OF November MEETING MINUTES** (2 min)

Motion: Bob M. 2<sup>nd</sup>: Dave F.

D. **INTRODUCTIONS** – Jon Regelbrugge, District Ranger, Mammoth RD

Forest Gross, Board Member ESAC

E. **PUBLIC COMMENT** (5 min)

Jon R. – Thank you for inviting us to the meeting and being some open. His objective is to open and maintain lines of communications between the two boards and Ranger districts.

Forest G. - Same comments

Don T. welcomed them and invited them to feel free to participate in the meeting and comment as appropriate.

**F. CORRESPONDENCE (10 min)**

Included in Program Manager's Report.

**G. FOREST SERVICE REPORT – Dennis Hogan (30 min)**

-Final SAC meeting, officially retires May 31. Has a meeting planned with Don on May 15<sup>th</sup> to transition the financial end.

-Annual report (Forest Service portion) drafted and will be blended with the board Report. Jenny will finalize.

-Discussed the NAC report and passed around last year's for viewing.

-Don presented him with a retirement gift and thanked him for his years of service and a fine job done.

**Forecasters**

**Andy-** Out of Area.

**Brandon-** Prepared technical sections of the annual report.

- Snowmobiles summarized and in storage, upon completion of the new warehouse facility will be moved inside per Joe F.
- Approval for ISSW travel has been granted by the W.O. ethics office. Brandon explained it was a straight forward process.
- Discussion of the snowmobile education program.
- Discussion on an awareness class that can "feed" into the formal field session class.
- 

**TREASURER'S REPORT – Randall Osterhuber (10 min)**

Looks like we may finish the season in the **black**. **At this time looks like \$21,000 to the positive side.**

#### **H. Secretary's Report**

Working to get the Snowmobiles registered in the State of CA. This has become a process with multiple steps, currently waiting for the Bureau of Equalization to respond certifying Tax Exempt status.

#### **I. Program Manager**

See attached report with discussion comments inserted.

Power Point presented with a lengthy discussion of Grants and how time was spent.

Grant schedule attached.

Question from Forest: Do the counties have Grants for non-profits? Short discussion ensued.

#### **J. COMMITTEE REPORTS (20 min)**

##### **a. President's Report – Don Triplett**

-Thank you letters need for the SF Chronicle, Sac Bee, and Reno Gazette for their readers in supporting SAC's efforts on such a low snow year.

-Brad Wilson follow up. He was looking at some open terrain adjacent to the resort, apparently wants an evaluation. We will still attempt to contact for a meeting to gain his support of SAC.

-Ski Day PSA tune-ups. PSA complete, will mail out for comments.

-Summer contract for web site work discussion. Priorities set.

| <b>Priority</b> | <b>Estimated Cost</b> |
|-----------------|-----------------------|
|-----------------|-----------------------|

|               |              |
|---------------|--------------|
| 1. Banner Ads | \$300-1,000. |
|---------------|--------------|

|                                    |           |
|------------------------------------|-----------|
| 2. "Sinking sales Force/Newsletter | \$1-3,000 |
|------------------------------------|-----------|

|                         |             |
|-------------------------|-------------|
| 3. Medial Gallery Video | \$300-1,000 |
|-------------------------|-------------|

#### **Discussed and dismissed**

Iphone App- Suggested Denny take this forward to the NAC for them to gain a grant and deal with. This is well beyond the scope of SAC.

Mobile Fleet theme.

On-line store.

## **K. NEW BUSINESS**

-Joint meeting with ESAC in the fall possibility discussed.

-Reach out to Duncan Lee for some of his video footage.

**ADJOURNMENT** - Next Meeting Date – June 3<sup>rd</sup> Location TBA.

## **CLOSED SESSION**



To: Board of Directors of Sierra Avalanche Center

From: Jenny Hatch, Program Manager

Re: March Board Report

Date: April 1, 2014

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### **Background:**

The following report details the work and accomplishments of the Program Manager during the month of April.

### **Discussion-**

### **Correspondence**

- Hi Jenny,  
Thanks for the mini call today. Sorry about the timing. I'll call back at 1 so I can pass along more info.

First and foremost, here's the login information for the new Google account that the grant is attached to:

UN: google@sierraavalanchecenter.org  
PW: SAC@w&npa

Click here to view the grant status; what we're received and what we're eligible for:  
[https://www.google.com/nonprofits/account/org/AOPUvx6wz9w-jxljg2eriVIZEgM9glbrnHQRQx2XpI-OSqAjaA1zdirxivVhx6dDRY\\_w5ahPkc00HCsjj9OQGbNFBvFOe9PA/enrollments](https://www.google.com/nonprofits/account/org/AOPUvx6wz9w-jxljg2eriVIZEgM9glbrnHQRQx2XpI-OSqAjaA1zdirxivVhx6dDRY_w5ahPkc00HCsjj9OQGbNFBvFOe9PA/enrollments)

You can see that we already have free Google Apps (email), free Google AdWords (search-based advertising), and Google One Today (a mobile giving app).

You're also eligible for Google Earth (which allows non-profits to layout projects in special Google Earth layers), Google Maps (which allows for special API access to Google Maps), and YouTube (which allows people to donate directly through YouTube videos).

One thing that I want to chat with you about this afternoon is that the Google grant only allows for search ads, not display ads. In your existing account, I think you're using both. In this granted account you can only use one. I would recommend keeping both accounts and use the paid account to continue your display ad campaigns, then use the grant account to run all your search ads which are now free. We can discuss in more detail. I'd also like to discuss upcoming projects and initiatives for next year so we can begin to build out campaigns in preparation of the 2014/2015 season.

A brief update: since being granted the award on Feb 25, we've received 280 free clicks worth \$173.92. This is with a single campaign that was quickly thrown together. With some thought and effort, we'll be able to truly maximize the grant next season.

I look forward to chatting more in a few hours. :)

Thanks,  
Jim

- Hi Jenny,

Thank you for your time today over the phone. Below is my contact information. Let's arrange a time to chat soon about a potential partnership and sponsorship opportunities.

Lisa Kim

Advertising Account Executive  
9335 Prototype Drive • Reno • Nevada • 89521  
P 775-850-1759 • C 775-772-6797 • chartermedia.com •  
lisa.kim@charter.com

- Hello,

Northstar California will be collaborating with nonprofits in June, July and August for Retro Skate Nights this summer. Each month a chosen nonprofit will be the beneficiary for Retro Skate Nights located on the Village Rink, from 5pm-8pm. 20% of all skate rental sales will be donated to the selected non-profit for their dates. The event is free and skate rentals are available for \$10. Participants are encouraged to dress

up in their best 70's and 80's attire. We will be hosting some games and awarding a best costume award. We will have lasers on the stage/rink during event and a limited amount of glow necklaces will be given out to guests at each Retro Skate Night.

- Nonprofit #1 June 10, 17, 24
- Nonprofit #2 July 1, 8, 15, 22, 29
- Nonprofit #3 August 5, 12, 19, 26

Additional details are included in the attachment. If you are interested in partnering with us this summer, please fill out the attached application letter and return it to me by May 20th, 2014. If you have any questions, please let me know. The selected non-profits will be announced in June.

Best regards,  
Claire

Claire Graham  
Event Manager  
Northstar California Resort  
Direct Line: 530.562.3568  
Fax: 530.562.3560  
[www.NorthstarCalifornia.com](http://www.NorthstarCalifornia.com)

- Good Morning Jenny, I am sorry to inform you that your project was not selected for funding. The overriding factor was that you didn't have a letter of support or contact with the Humboldt –Toiyabe forest in which you would be working and placing the kiosk. Secure partnerships before the grant is submitted are important and that is what you lost the most points on. The group also scored you low on your lack of description/curricula for the schools. Not clear as to what you would be teaching. And last, the labor was not explained well as to who is doing what with the kids vs monitoring of the snow conditions. Monitoring of the snow conditions is not eligible for Trails education. So those are some things to think about for the future.

Happy Trails

Providing technical assistance in trail and park plan development, sustainable trail design, and grant funding.

Jenny Scanland - Parks and Recreation Program Manager  
Recreational Trails Program  
Land and Water Conservation Fund

901 S Stewart Street  
Carson City, NV 89701  
775-684-2787

- You've joined TechSoup — thanks for being part of our community! TechSoup is the place for technology resources specific to nonprofits and libraries. You can browse our Support Center for news and articles. Check for the latest nonprofit tech news and information in our blog, attend a free webinar, and participate in expert-led community discussions. TechSoup is a 501(c)(3) nonprofit that helps other nonprofits and public libraries get tech products and services plus the learning resources they need to make informed decisions and operate at their full potential.

***Tech Soup will allow SAC to be awarded IT equipment (laptop) for use. Jenny asked to research further.***

- Greetings Jenny,

I have attached a copy of a letter Herb just gave me. The letter made Herb think we were paid in full, but I am totally confused. Sorry, but any insight you could give would be great. Thanks!

Susan Clark

Accounting Office

Granite Chief, Inc.

(530) 587-2271

susan@granitechief.com

**Snowmobile Avalanche Awareness Program:  
California State Parks Grant 2013/2014**

***Deliverable Update-***

- 1. Modify existing snowmobiler avalanche education curriculum developed by sister avalanche centers in the Western US and adapt it for the Sierra Nevada.**  
Completed and submitted in first quarterly report.
- 2. Implement at least three snowmobiler avalanche certification training courses during the 2013/2014 winter season.**  
Completed successfully! Program Manager plans to summarize and include results with final grant report.
- 3. Install at least three interpretative signs and safety equipment check stations at popular snowmobile trailheads throughout the Yuba Pass to Ebetts Pass region that SAC covers.**  
Completed! Signage has been developed and Beacon checkers have been received via ARVA. Signs were not installed due to lack of snow this season. They will be installed at the beginning of next season.
- 4. Advertise our program through the development of Public Service Announcements for television and radio, social media, via our website and attending community events.**  
Sierra Avalanche Center staff has advertised this program via radio (NPR and KTKE), social media and via an e-news letter to existing members. A PSA has been developed along with a poster to distribute next season at dealerships etc. In addition, the SAC Program Manager has attended the California Nevada Snowmobile Association Convention, Earth Day and completed correspondence with regional clubs and manufacturers to broaden the campaign's reach and effectiveness. The only remaining item is to potentially use remaining funds to develop a kit to include with sleds when they are sold and/or some useful schwag giveaway.

***Tracking Expenses-***

*See attached budget of expenses to date. The final budget, including match tracking will be submitted to the SAC Board and CSP at the end of May with the final report.*

**Grant Proposals Submitted**

***California State Parks Off-Highway Vehicle Program 2014/2015-***

A Pre-proposal to California State Parks was submitted on March 1<sup>st</sup>. A response to comments was submitted on May 5<sup>th</sup>. Final notice of awards will be made by July 4<sup>th</sup>, 2014. Impl

***NV State Parks Grant-***



Request denied.

***Parasol Community Grant Fund-***

The Program Manager submitted an unrestricted grant request to the Parasol Community Foundation on March 14<sup>th</sup>. Average grants are in the \$5k range and if awarded can be used for general operations. There was not a budget form required for this grant proposal. Award notification should be made by May 2014. It is the suggestion of the SAC Program Manager that if awarded, these funds be used for Board development/Non-profit due-diligence items; such as, updating the Strategic or Business Plan, bolstering accounting with an annual non-profit audit and development of a Budget to Actual, Board training in fundraising etc. Parasol has expressed an interest in seeing SAC strengthen in these arenas.

***Lahontan Community Foundation-***

Request denied.

***Reason for denial is funding priorities are not compatible with SAC mission.***

**Additional Spring Grant Opportunities:**

- **REI (KBYG), Tech Soup, Abowd and Rose Charity Foundation**

*\*A comprehensive grants calendar is included with the Program Manager End of Season Report Presentation (attached). There are many fall opportunities that SAC may apply for if so desired.*

**Fundraising Events**

N/A

**Membership**

To close the season, a final membership drive will be made during the first week of May that will give away a pair of Black Diamond Skis and skins to a member who donated more than \$100 this season. Salesforce is now updated with all members/donor information. A full membership report for the 2013/2014 season will be provided with the SAC Annual Report and Program Manager End of Season Report Presentation (attached).

**Sponsorship**

During the month of April the Program Manager revised the Sponsorship opportunities with SAC Board members. A Draft is attached. This document will be used to continue sponsorship requests for next season. It will also be used to revise the SAC Sponsorship page on the website. In addition, the SAC Program Manager worked with Board member David Bunker to develop an end of season article to acknowledge all accomplishments and sponsors during the 2013/2014 season.

**Ski Days**

Ski Days are now complete. A spreadsheet of final ticket sales is attached. A breakdown of expenses to operate this program will be provided with the SAC Program Manager's End of Season Report.

**Recommendations:**

1. That the Board of Directors receives this report for informational purposes

### Sierra Avalanche Center Ski Days - 2014

As of May 7, 2014  
Revenue 2014 Ski Days

| Final Sales Report as of 04/21/13 |                    |                 |                 |                 |                 |                 |                 |                 |
|-----------------------------------|--------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
|                                   | Squaw/Alpine       | Northstar       | Heavenly        | Homewood        | Kirkwood        | Mt. Rose        | Sugar Bowl      | Sierra at Tahoe |
| Ticket Price                      | \$45               | \$50            | \$50            | \$35            | \$50            | \$35            | \$35            | \$35            |
| Tickets Sold                      | 300                | 170             | 250             | 48              | 63              | 316             | 324             | 25              |
| Gross Revenue                     | \$13,500           | \$8,500         | \$12,500        | \$1,680         | \$3,150         | \$11,060        | \$11,340        | \$875           |
| Commission                        | 3%                 | 3%              | 3%              | 3%              | 3%              | 3%              | 3%              | 3%              |
| Commission Paid                   | \$405.00           | \$255.00        | \$375.00        | \$50.40         | \$94.50         | \$331.80        | \$340.20        | \$26.25         |
| Net Revenue                       | <b>Complete</b>    | <b>Complete</b> | <b>Complete</b> | <b>Complete</b> | <b>Complete</b> | <b>Complete</b> | <b>Complete</b> | <b>Complete</b> |
|                                   | \$13,095.00        | \$8,245.00      | \$12,125.00     | \$1,629.60      | \$3,055.50      | \$10,728.20     | \$10,999.80     | \$848.75        |
| <b>for the season</b>             | <b>\$60,726.85</b> |                 |                 |                 |                 |                 |                 |                 |

### Sierra Avalanche Center Ski Days -

| Sales Report as of 5/1/2014         |                    |                 |                 |                 |                 |                 |                 |                                |
|-------------------------------------|--------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|--------------------------------|
|                                     | Squaw/Alpine       | Northstar       | Heavenly        | Homewood        | Kirkwood        | Mt. Rose        | Sugar Bowl      | Bear Valley                    |
| Ticket Price                        | \$45               | \$60            | \$60            | \$35            | \$60            | \$35            | \$35            | \$35                           |
| Tickets Sold                        | 297                | 67              | 165             | 115             | 32              | 12              | 31              | 0 (Donations to be determined) |
| Gross Revenue                       | \$13,365           | \$4,020         | \$9,900         | \$4,025         | \$1,920         | \$420           | \$1,085         |                                |
| Commission                          | 3%                 | 3%              | 3%              | 3%              | 3%              | 3%              | 3%              |                                |
| Commission Paid                     | \$400.95           | \$120.60        | \$297.00        | \$120.75        | \$57.60         | \$12.60         | \$32.55         |                                |
| Net Revenue                         | <b>Projected</b>   | <b>Complete</b> | <b>Complete</b> | <b>Complete</b> | <b>Complete</b> | <b>Complete</b> | <b>Complete</b> | <b>Projected</b>               |
|                                     | \$12,964.05        | \$3,899.40      | \$9,603.00      | \$3,904.25      | \$1,862.40      | \$407.40        | \$1,052.45      |                                |
| <b>Total Revenue for the season</b> | <b>\$33,692.95</b> |                 |                 |                 |                 |                 |                 |                                |



## 2014 - 2015 Sierra Avalanche Center Sponsorship Program

Sierra Avalanche Center is seeking business sponsorship in exchange for branding opportunities. Sierra Avalanche Center (SAC) is a 501c(3) not for profit organization dedicated to informing and educating the public about backcountry avalanche conditions in the Northern Sierra Nevada Mountains. SAC's primary funding relies on the generous support of corporate partners, ski resorts, foundations, and individuals who share a passion for providing education and safety advisories for snow sports enthusiasts. Sierra Avalanche Center also seeks out partners to develop new programs that achieve sport specific and mutually-beneficial goals to grow industry awareness.

SAC has a wide reach into California and Northern Nevada serving an ever growing population base. SAC's donor geographic range extends from San Diego, to San Francisco to Reno, Nevada. Web analytics show visits from all over the country. **Top visitation markets are Sacramento, San Francisco, and Reno reaching 500,000 visits during the season and an average 3,100 daily visits.** Web traffic has grown 17% yearly and has more potential to grow with an expanding backcountry user base and targeted program expansion into the snow machine community making the SAC website a valuable marketing tool for sponsors. SAC also has an active social media presence with roughly 4,000 Facebook fans to date. Finally, SAC's community outreach programs (community presentations, professional development trainings, etc.) interact with thousands of backcountry users in the region each year.

When you partner with Sierra Avalanche Center, you

- Directly support the operation of the Sierra Avalanche Center and production of the daily avalanche forecasts
- Receive brand exposure to a large audience of backcountry users and consumers through SAC’s website and social media outlets
- Help keep your customers informed and support a valuable community resource
- Become a member of a dedicated team of people and companies that make Sierra Avalanche Center a reality

In exchange, SAC will provide exposure to an influential backcountry community and keep your customers recreating.

There are a number of ways to partner with SAC that may include but are not limited to

- A direct financial contribution
- A contribution based on sales revenue from a specific product line or co-branded product
- Host a fundraising or educational event or provide marketing support
- In-kind donations that we may use in raffles, auctions or for SAC field staff

| Sponsorship Opportunities |  |
|---------------------------|--|
| Donation Amount           | Benefits   |
| <b>\$3,000 and above</b>  | <ul style="list-style-type: none"> <li>• 1 year rotating linked logo placement on all web pages including the daily avalanche advisory</li> <li>• Linked logo listing on the top of Sponsor Page and logo placement in the annual report</li> <li>• Acknowledgement on Sierra Avalanche Center’s Facebook page</li> <li>• Four entry &amp; dinner tickets to SAC’s 2014/2015 Winter Season Fundraiser Party</li> </ul> |
| <b>\$1,000-\$2,999</b>    | <ul style="list-style-type: none"> <li>• 1 month rotating mention on SAC’s Facebook and Twitter page.</li> <li>• Linked logo listing on the Sponsor Page and logo placement in the annual report</li> </ul>  |

|                                |  |
|--------------------------------|--|
| <p><b>\$500-<br/>\$999</b></p> | <ul style="list-style-type: none"> <li>• 1 week or peak season weekend of rotating mention on SAC’s Facebook and Twitter page.</li> <li>• Linked logo listing on the Sponsor Page and logo placement in the annual report</li> </ul> |
| <p><b>Up to<br/>\$499</b></p>  | <ul style="list-style-type: none"> <li>• Company listed on sponsorship page of SAC website</li> </ul>  |

***Please note-Banner ad space is also available for purchase; however, this placement is separate from sponsorship.***

**Community Outreach Programs ~** SAC offers community programs to engage users which include: The Backcountry Ball, Steep and Deep, Snowmobile Avalanche Education, How to Read the Forecast presentation, Avalanche Awareness talks to local ski clubs, ski teams, and retail shops, and on snow events with our local retail shop partners.

**Education Program Title Sponsorship:** For a donation of \$3,000, and above you get

- Your name in the title of all avalanche classes (tentatively there are 3 Snowmobile Avalanche Courses, 1 Professional Development Workshop, Multiple Know Before You Go Youth Presentations planned for next season),
- The opportunity to hang a logo banner at each class
- All additional Extreme Sponsor benefits listed in table above.

**Support the creation of an education film:** We can add your logo to the opening and closing credits of tutorial or advisory videos. There are a lot of options - call for details.

**Specific Event Sponsorship:** For a donation of \$250 and above gets you

- Booth space
- Your logo on all event advertisement
- Banner placement at event
- All additional sponsorship benefits at the level at which you give.

**To Become a sponsorship partner of Sierra Avalanche Center, please contact the SAC Program Manager, Jenny Hatch at: [jenny@sierraavalanchecenter.org](mailto:jenny@sierraavalanchecenter.org); or by phone at 530-306-9121**

## Program Manager 2013/2014 Season Report

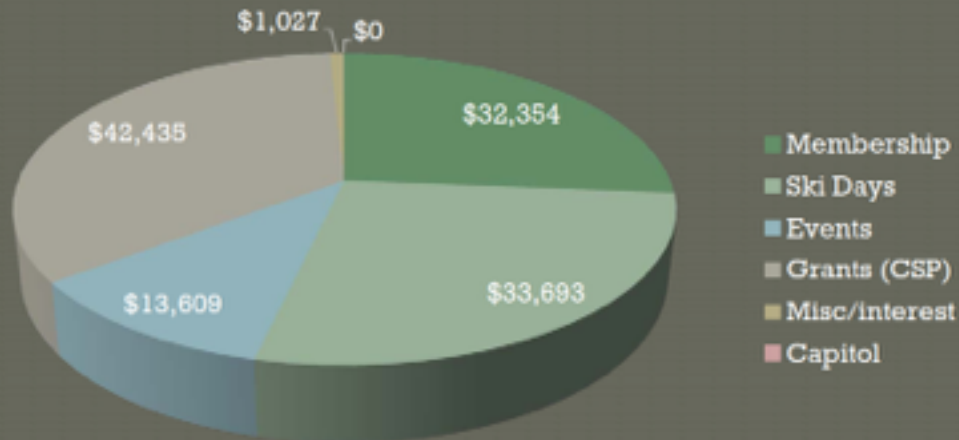
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- Fundraising outcomes from the 2013/2014
- Fundraising ideas for next season
- SAC development/prep projects for next season
- Next Steps
- Program Manager Workplan considerations for 2014/2015



# What was the outcome from our fundraising efforts this year?

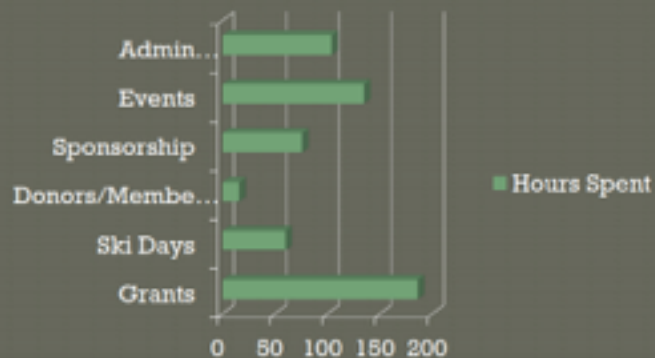
Sept 1, 2013 thru May 7, 2014



## Income vs. Expenses

- As of May 4<sup>th</sup> our total expenses are roughly **\$100,246.01**.
- Total Income Expected: **\$117,967.55**

Program Manager Hours Spent



# Program Manager Successes

- ~\$70k in grant proposals submitted
- Managed Ski Days in a poor snow year
- Successfully administered and completed first grant for SAC
- Attended OR Show and built a more robust local and corporate sponsorship program
- Built and executed membership program
- Executed Backcountry Ball



# Proposed Fundraising Tactics

| Grants             | Events             | Ski Days           | Major Donors       | Membership         |
|--------------------|--------------------|--------------------|--------------------|--------------------|
| • \$50k-\$75k goal | • \$10k-\$25k goal | • \$60k-\$70k goal | • \$10K-\$20k goal | • \$35k-\$40k goal |



## Grants

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- **Fall submittals**
  - Excellence in Ed (end of Oct)
  - LT Ed Fd (Sept/Oct)
  - TTCF/Open Fund (end of Sept)
  - Resort Foundation
- **Spring submittals**
  - NV State Parks
  - Ca State Parks
  - Lahontan Community Fd
  - Parasol Community Fd
- **Summer submittals**
  - Echo Grant/Ski Days (Aug)
  - Western NV Community Foundation
  - Eldorado Community Foundation (Aug)
  - REI

## Events

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- **Backcountry Ball**
- **Black Diamond Event**
- **Small events (TAFF-SLT, Alpenglow-N.shore/Bay Area, Powderwhore-Reno) consider a VIP paid SAC event as part of these**
- **Donor cultivation events (ski day, lunch etc.)**
- **Community workshop with a donation component**
- **Snowmobile avalanche courses**
- **Professional Development Spring Training**



## Next Steps

- Develop an annual working budget
- Update Strategic Plan
- Consider having our CPA write up an annual financial review
- Develop pitch and firm up fundraising strategy for next season
- What other suggestions do you have?