Ski for Light, Inc.

Board of Directors Annual Meeting

Friday, February 3, 2017

Granby, Colorado

Minutes

President, Scott McCall, called the meeting to order at 8:40 A.M. Mountain Standard Time.

Roll Call. Secretary, Judy Dixon, called the roll. Executive Committee members present: Scott McCall, Bob Civiak, Judy Dixon, Brenda Seeger, Tim McCorcle, Heather Berg, and Marion Elmquist. Directors present: Renee Abernathy, Amy Brannan, Dede Chinlund, Wendy David, Krista Erickson, Andrea Goddard, Nicole Haley, Robert Hartt, Eivind Heiberg, Melinda Hollands, Leslie Maclin, Richard Milsteadt, Bonnie O'Day, and Larry Showalter.

Not present: Julie York Coppens, Ken Leghorn, Laura Oftedahl, and David Sweeny.

Approval of Minutes. It was moved by Bonnie O’Day and seconded by Bob Hartt that the minutes of the November 17, 2016 mid-year Board teleconference be approved as distributed. The motion passed unanimously.

President's report. Scott reported that overall SFL is a fiscally healthy organization with tremendous human resources. We have had a productive year and are planning another successful event.

Committee Reports. Several committees distributed reports in advance of the meeting. It was moved by Bob Civiak and seconded by Amy Brannan that the following reports be accepted as distributed: Foundations, Guide Recruitment, Visually Impaired Participant Recruitment, Social Media, Budget and Finance, Corporate Sponsors, and Constitution and Bylaws. The motion passed unanimously. The reports are attached.

Event Planning Committee report. Heather Berg, Chair of the 2017 event planning committee reported that this year we will be an overall community of 258 persons which includes 70 first-time attendees. There will be 26 individuals from foreign countries. Though not an all-time record, this number is much higher than recent years.

Biathlon activities are being planned. This will give people a chance to learn how a biathlon works and try it on-snow. This activity is being conducted by USABA. We also have a few new evening activities.

Treasurer's report. Brenda Seeger reported that SFL is on firm financial ground. Sons of Norway continues to be a solid supporter and other contributions are going well. The SFL endowment fund was moved from Vanguard to Banker’s Trust. As of January 31, the endowment fund was valued at $362,800; Wells Fargo savings was at $29,710; checking was at $217,057 with lots of bills to pay yet.

Brenda is continuing to investigate changing the process of taking credit card payments. In recent years, we are being charged a percentage by two different entities. Brenda is continuing to seek a better solution.

**Budget and Finance**. Bob Civiak summarized the budget and finance report which is attached. In 2016, we ran a surplus of more than $11,000. In 2017, we are projected to have a $14,600 surplus. A review of the endowment fund showed that the distribution of the fund was in line with what had been specified. The committee has determined that Banker’s Trust is meeting the objectives, goals, and guidelines that have been set forth. The committee reviewed the organization’s financial report and found the report to be accurate and the financial health of the organization to be excellent. The committee reviewed the work that is being done by the accountants to determine if this work could be done more economically by someone in the SFL community. The Executive Committee discussed this and decided that it was advantageous to maintain a relationship with an accountant and such a report from an accountant may enhance credibility.

Bonnie O’Day moved that the report of the Budget and Finance committee be accepted. The motion was seconded by Bob Hartt. The motion passed unanimously.

Fundraising report. Scott McCall reported for Laura Oftedahl who was unable to attend the event. SFL’s fundraising activities currently consist of the spring and fall appeal to our mailing list, the fall appeal to Sons of Norway, life member and tracksetter efforts, foundation grants, silent auction and sales room at the event, and an occasional raffle. All are doing well. Laura is still interested in pursuing an emphasis on contacting major donors to encourage their giving. It was suggested that SFL post bequest language on its website that people could put in their wills. Scott will follow up with Laura.

Melinda has developed a one-page “How to Get Involved with SFL” flyer that includes a fundraising appeal. It has been posted on the website’s media page.

Scott pointed out that there has been less focus on fundraising for the endowment in recent years. This is an area that he hopes to re-invigorate at some point in the future.

Scott and Marion summarized the receptions that were held several years ago for the benefit of the endowment. Eivind offered to ask the Norwegian ambassador and the other consul generals if they could host such a reception again. Eivind also offered to host an event in the Minneapolis area himself. Scott asked Marion to assist with following up on these possibilities.

Eivind also described a fundraising campaign using an online tool conducted by the Sons of Norway that had been very successful. He offered to let Ski for Light share the use of the tool.

Foundations report. Bonnie O'Day reported that it is getting much more difficult to get money from the larger foundations. However, we are receiving more money from smaller family foundations. Laura and Bonnie have been reviewing the foundation directory to find matches with SFL. Bonnie would like any Delta Gamma to let her know so that she can reach out to them to possibly increase their donation. Also, if anyone in the community has a connection with a family foundation, please let Bonnie know and she will work through the process of contacting them.

Guide Recruitment report. Bob Civiak reported on the outreach to recruit guides through e-mails and Facebook cross-postings. Bob pointed out that there are 29 new guides this year and while most heard about SFL from friends, they can all become recruiters of new guides. Marion hands out SFL business cards when she travels and encourages everyone to pick up some from the info room.

Visually Impaired Participant Recruitment and Retention. Scott began by re-iterating items that had surfaced in the recruitment discussion at the 2015 Board meeting. They included:

* Conduct an annual survey;
* Add other outdoor activities to our week;
* Focus more on marketing and articles about Ski for Light;
* Expand the mentor program;
* Shorten the week to reduce expenses and time commitment;
* Partner with other organizations engaged in outdoor activities;
* Hold a first-timer’s reception during the week;
* Divide skiers and guides into small groups to ski together;
* Increase outreach to adaptive sports organizations;
* Foster connections with attendees during the week and after the event;
* Emphasize that this is a learn-to-ski program;
* Expand stipends;
* Highlight newcomers through the week; and
* Get feedback from participants during the week.

Bob reported that this year vip recruitment has exceeded the organization’s goal of having 25 percent first-timers with 31.7 percent, 32 first-timers out of 101. Last year, the percentage was 21 percent with only 16 first-timers. Bob asked Larry to give some comparative data which revealed that are vip numbers are steadily declining. Our last wait list was around 2005. The number of vip’s applying has decreased steadily. The number of repeat veterans continues to shrink. It was generally agreed that vip recruitment needs some focused attention.

The issue of affordability was discussed at length. Larry suggested that a redistribution of stipend money to give a subsidy to all first-time vip’s, mip’s and guides may be a stronger incentive for repeat participation. Scott suggested that Bob, Larry, and Tim form an ad hoc committee to make a recommendation about vip recruitment and retention. Bob agreed to chair the committee and Scott asked him to think of a couple of other people to serve on this committee. Bonnie suggested that local organizations are often looking for speakers and she encourages everyone to seek local speaking opportunities to spread the word.

Risk Management. Rich Milsteadt reported that SFL has two insurance policies: General Liability and Directors, Officers and Organization Liability. Both policies have been renewed. Rich continues to be concerned about snowmobiles on SFL tracks. He discussed this concern with our insurance agent and, while a person would be covered if struck by a snowmobile, there is no special coverage for this.

Annual Report and Program Book. Julie created the annual report and program booklet again this year. They have not arrived yet from the printers but we expect them soon. Thanks to Julie for all her hard work.

Social Media. Leslie Maclin reported on SFL social media activities. We are close to 1,000 likes on Facebook. Leslie tries to choose posts that would be especially sharable. The #1 post from last year was the Traverse City media post. Event announcements have also been very popular.

Sons of Norway and Norwegian Community Relationship. Marion Elmquist reported that Kare Aas, the Norwegian ambassador, will be attending Ski for Light this year. Sons of Norway continues to be a strong and consistent supporter of Ski for Light. John Tehven, The International President of Sons of Norway will be here on Thursday. Eivind Heiberg congratulated Tim McCorcle on a great presentation at last summer’s international Sons of Norway convention. People are still talking about it. Eivind said that he would be happy to help make connections with local lodges to arrange for Ski for Light folks to speak. Krista offered to coordinate an SFL speaker’s bureau.

Post Event Survey. Leslie Maclin plans to revise the survey and conduct another post-event survey this year. Judy, Larry and Marion took a closer look at the results to look for recurring themes particularly in areas that could have implications for program improvement. They identified three areas that recurred frequently in the survey results from several previous surveys: Difficulty on departure day; difficulty for new people to feel part of the group; and evening programs. They feel confident that all three areas are being addressed this year.

2018 Event. Scott McCall reviewed plans for the 2018 Ski for Light event in Nevada-California. A contract has been signed with the Nugget Hotel in Sparks, Nevada. The dates for next year’s event are January 21,28, 2018.

2018 and beyond. Two sites are under review for future events. They are Stowe, Vermont and Rheinlander, Wisconsin. There are still many details to work out for Stowe. There is limited housing in the main hotel and, at the moment, dates in January and February may not be available to us. Scott reviewed the issue of event pricing. Tim McCorcle will be making a site visit to Wisconsin in mid-February. There is not enough room in one hotel but there is a second hotel nearby. Everyone is asked to e-mail a list to Bob Civiak of their opinion of top three venues that would be best for the organization.

Conflict of Interest. Judy handed out conflict of interest disclosure forms and asked that everyone give their completed forms to marion.

Board Development and Elections. Amy Brannan will chair the Board Development and Elections committee with Bonnie O’Day and Leslie Maclin. Amy asked everyone to be observant and forward names of potential Board members to the committee.

Board Vacancy. Scott reviewed the SFL constitution on the subject of meeting attendance. If a Board member does not attend three consecutive meetings, then he/she is automatically removed from the Board after review by the Executive Committee. David Sweeny has missed three consecutive meetings and we are not aware of any extenuating circumstances. We are hoping to see him again in the future. David’s removal opens a vacancy on the Board for a one-year term. The Executive Committee is recommending that this be filled by John Elliott. Krista Erickson moved and Rich Milsteadt seconded that John Elliott be elected to fill the vacant one-year term. The motion passed unanimously.

Corporate Sponsors. Marion reported on the activities of the Corporate Sponsors committee. She and Renee attended the summer Outdoor Retail Show. They had a good meeting with Jansport who continues to provide major support to the organization. They made a lot of new contacts.

The meeting was adjourned at 2:45 P.M.

**Foundation Committee Report**

**Bonnie O’Day**

Committee Members: Bonnie O’Day, Laura Oftedahl and Bob Civiak

We have received $15,700 from foundations for the 2017 event, which is down from $28,700 in foundation funding for the 2016 event. Following is a summary of the results.

Delta Gamma: We requested funds for guide training and stipends, as we have for many years. We also requested funds for a guide training video. As in past years, we received $3500. They funded guide training and stipends but did not increase funding to provide for the video. Applications for 2018 activities are due in January, 2017. That application has been submitted and we applied for $3500 for guide training and stipends. SFL board members and friends who are Delta Gamma members could help us increase Delta’s contribution to SFL.

TJX: We have received an annual contribution of $5,000 for many years. In 2016, TJX sharpened their focus to food and shelter and we no longer fit into their priorities. TJX is ramping down their gifts to other causes such as SFL. We received $3500 in 2017 and will receive $1500 in 2018 and will receive no funding after that.

Thistle/Sedona: The Thistle Foundation and the Sedona Foundation are small foundations operated by the same family. We generally receive $2,000 from one or the other but this year we received $2,000 from each, for a total of $4,000.

Bob Civiak led a proposal to the Gibney Family Foundation for $4700 to host a reception at the annual convention of the National Federation of the Blind to recruit new, young SFL participants. The funds cover a reception, an exhibit table and partial expenses for a SFL representative to attend. We will also be hosting a reception at the American Council of the Blind convention. Both of these conventions are held in July.

We requested $2500 from the Harmon Foundation as we have for many years, but this year we did not receive a contribution from them.

We requested $10,000 from the Sence Foundation. We received $10,000 in 2015 and $6,000 in 2016 but did not receive funding this year. The representative said the foundation could not help in 2017 but hoped to assist us in the future.

We submitted an application to North Face but our application was declined.

Bob Civiak updated our profile on Guidestar, which foundations use to decide which organizations are worthy of contributions.

To summarize, submitting applications to foundations that currently support SFL is not terribly labor intensive, but increasing or maintaining funds from these foundations and raising funds from new contributors is becoming increasingly difficult. Personal contacts from SFL supporters with connections to foundations are critical if we are to cultivate new donors or increase donations from current contributors.

**REPORT TO THE SFL BOARD OF DIRECTORS FROM**

**THE GUIDE RECRUITMENT COMMITTEE**

Jan 27, 2017

The Guide Recruitment Committee is composed of Bob Civiak (chair), Leslie Maclin, and Melinda Hollands.

As usual when our event is in Colorado, guide applications were robust this year. As of Jan. 19 we had 126 guides -- a healthy margin of 20 more than the number of VIPs and MIPs. The sum includes a very impressive 29 new guides, compared to only 6 last year and 20 two years ago in Colorado. The Guide Recruitment Committee would be happy to take some of the credit, but most of it is due to word of mouth recruiting efforts by past attendees.

Nevertheless, the Committee was very active this year. Our new member, Melinda made presentations at several rotary clubs, ski clubs, and colleges in Michigan and placed articles about SFL in the Winter Park National Sports Center for the Disabled (NSCD) newsletter and in Dialogue magazine from Blind Skills, Inc. She and Leslie also prepared a “How to Get Involved” flyer, which should be available on the SFL website soon.

Leslie continued to actively manage the SFL Facebook page. In addition to continually posting new photos, she:

* Created a "Facebook event" for the 42nd annual, so others could easily share it with potential recruits;
* Added a “sign up” link that takes you directly to the SFL web page to learn more and to sign up; and
* Put about 75 cross-postings on other Facebook pages for Nordic ski clubs, Nordic centers, Nordic resorts, etc.

Bob sent e-mails to about 60 XC ski clubs, 90 ski centers, and the organizers of 12 large ski races throughout the country, asking them to publicize SFL and help recruit guides. He attached flyers and other info about SFL to the e-mails and asked that they be posted and/or sent to their mailing lists. He received numerous supportive replies and the effort produced at least one new guide. Michael Browder, who lives in France, reported that he heard about SFL through the newsletter of his US-based ski club.

This year, the only paid advertising we did was through Google “Adwords.” In calendar year 2016, our ads appeared 1.5 million times on websites that contract with Google and 4,700 people clicked through to our website, at a cost of $507 or 11 cents per click. Through a limited free program, which Google makes available to non-profit organizations, our ads appeared another 63,000 times on skiing related searches and 1,100 of those brought visitors to our website.

Since we began tracking how new guides first heard about Ski for Light four years ago, only four people have reported hearing of us through print media, the internet, or other non-personal contacts. While that is not an impressive number, we firmly believe that our efforts to publicize Ski for Light are worth the effort. We believe that reading an article about Ski for Light or seeing a flyer, an ad, or a Facebook listing plays a role in prompting returning guides and people who were primarily recruited by word of mouth to apply. When you try to recruit a new guide through a personal contact, it helps when they can say, "Oh yeah, I've heard about Ski for Light." Furthermore, these efforts reach out to a broader skiing community than friends of previous participants and bring vital "new blood" to our organization, even if the numbers are small.

Respectfully submitted,

Bob Civiak

Visually impaired Participant Recruitment Committee Report

January 31, 2017

The purpose of the Visually Impaired Participant Recruitment Committee is to recruit new visually impaired participants for each Ski for Light event. The SFL Board Policy Manual gives us a goal of having 25% of our total VIP skiers as first timers each year.

As of this writing, 32 out of 101 expected VIP attendees at Snow Mountain Ranch, or 31.7%, will be first time participants. This is a significant increase from last year at Shanti Creek in Michigan, when 16 out of 76 VIP participants, or 21.1%, were first timers. The number of first time participants in 2017 is also significantly higher than our last visit to Snow Mountain Ranch. At Granby in 2015, 13 out of 93 VIP attendees, or 14.0%, were first timers.

Key sources we contacted and to which notices about the 2016 event were also directed included:

* Magazines of the American Council of the Blind (ACB) and the National Federation of the Blind (NFB), the Braille Forum and Braille Monitor, as well as the NFB Sports and Recreation division.
* Presidents and electronic listserves of the American Council of the Blind and the National Federation of the Blind state and local chapters in Colorado and surrounding states.
* National Industries for the Blind.
* American Foundation for the Blind Vision Aware web site.
* 13 guide dog schools.
* First time VIP skiers from 2016 and all first time applicants for 2017.
* State and regional talking book libraries in Colorado and surrounding states.
* Dialog Magazine published by BlindSkills, Inc.
* SFL Announce list reminding our members their personal contacts and word of mouth are one of our best kinds of recruitment.
* Winter Park National Sports Center for the Disabled.

Special thanks go to this year’s committee members, Melinda Hollands, Karen Wood and Bonnie O’Day. They have contributed many hours of their valuable time and energy to help attract significantly higher than usual attendance this year, and I want to thank and congratulate them on their hard work.

I also wish to thank the more than 30 veteran VIP skiers who participated in our informal mentoring initiative for first time VIP skiers. Their willingness to contact the new skiers prior to the event with a welcome phone call and follow-up contact during our week of skiing is greatly appreciated.

Respectfully submitted,

Bob Hartt

Chairman

Visually Impaired Participant Recruitment Committee

**Committee Report for: Social Media 2/1/17**

**Respectfully submitted by: Leslie Maclin**

**(*Abbreviation notes: SFL = Ski for Light, FB = Facebook)***

**The objectives of SFL Social Media activities are:**

* Communicate, promote & network w/both current and potential SFL constituents;
  + skiers, guides, associates, donors & sponsors
* Provide relevant and engaging content via;
  + SFL news, SFL activities, events, members and sponsors
* Maintain a regular frequency of content to communicate that SFL is an active and dynamics organization.

**Facebook:** <https://www.facebook.com/SkiforLight/>

We have a dynamic FB page, w/almost 900 “likes” (up from 212 in 2013 when Kristen started the page). Next goal is 1000+ More “likes” via Content, frequency and linkage to other sites maximizes engagement and many “shares” this year.

* Fundraising & Recruiting: added direct link to our web site to sign up &/or donate during the appeal.
  + For both skiers and guides; annually post recruiting flyer and info. on Facebook pages for Nordic Centers and Nordic Ski clubs.
  + Click button being used frequently (can we measure on the other end if donations or sign ups coming via FB? )
  + SFL members are encouraged to do this for their local ski areas and clubs.
* Frequency consistently maintained;
  + Annually: ~1-2 x weekly
  + Pre-reg. period: ~2 x week
  + Pre-event & during event: ~1-2 x daily.
* Sponsors; All current sponsors are listed on the SFL page “about” tab. For all sponsors who have FB pages that allow it, we have “liked” their page, and post “thank you’s.” Encourage the sponsor chair to make sponsor postings as well (i.e. reference Holly Schmaling effective activity in this area previously)
* Maintain and continue content, frequency and activities, etc. Content has consistently focused on:
  + SFL events, event registration, activities, guide, skier and sponsor retention & recruitment
  + SFL member news, relevant content and achievements
  + The SFL community also posts relevant content and events, in addition to those by the administrators of the page, and are encouraged to continue to do so!
* Recommend any major marketing materials, i.e. new videos, be dist. late spring/early summer to maximize usage for recruiting in late summer.
* Did not use FB advertising for recruiting, both skiers and guides, this year, but recommend doing so again next year. (i.e. spend $200 and reached over 10,000 targeted individuals)

FB Insight statistics: For the last ~12-month period, Jan. 2016 to Dec. 2016. Source: FB Insight Statistics

**LIKES- Thumbs up for our page: 855**

**TOP REACHING POSTS: (includes Likes and Shares)**

1. “Traverse City Media Coverage” Flyer- reached 1,800 + people
2. “Kevin & Happ Video- “one week post event, reach 1,200+ people
3. “2017 event announcement” and sign up button call out, reached over 1,100 people
4. “Event announcement” reached over 943 people
5. “Jansport Thank You” reached ~903 people
6. “Cindy LaBon & National Guide Dog Awareness Month” reached 681+ people
7. “Kevin Whitely video” reached over 476 people

**PEOPLE**

* Gender usage remains very similar to prior years: ~65% female/35% male
  + For reference, ALL of FB is: approx. 46% female, 54 % male
* Reaching these age groups in this rank order, making 66% of folks engaged in our FB page 35-64 years old.
  + 45-54 yr. old’s: 24%
  + 55-64 yr. old’s: 23%
  + 35-44 yr. old’s: 19%
  + 65+ yr. olds (increased over prior years) 14%
  + 25-34 yr. old’s: 15%
  + 18-24 yr. old’s: 3%

**Social Media Committee:**

* Renee Abernathy and Heather Berg helped with posts, a variety of folks share pictures (i.e. Julie, Bob) and actively seeking others to assist with sharing content. (have approached Kevin Whitely and will ask others this week!)

**Appendix: BACKGROUND info.**

**Notes:**

* Monitor SFL social media sites for appropriate comments
* Social media is in addition to and alignment with the bulletin, web site, and e-mail communications
* Monitor and evaluate emerging social media vehicles for utilization

**Social Media Vehicles:**

Two Primary Social Media Vehicles:

* Facebook; SFL Page and YouTube Channel

Additional Social Media vehicles:

* Linked-In & Twitter; low priority basis FB prioritization
* Monitor & Evaluate emerging social media vehicles for utilization, i.e. Instagram, Tumblr

**YouTube**

* No new videos posted by SFL in 2016
* There are several dozen SFL related videos on YouTube, including news coverage clips, SFL Regional events (i.e. Michigan Regional posts an event video annually), participant videos, a video from the 2016 Japan SFL event

**BUDGET AND FINANCE COMMITTEE REPORT**

**TO THE SFL BOARD OF DIRECTORS**

**Jan 31, 2016**

The responsibility of the Budget and Finance (B&F) Committee is to oversee the financial affairs of Ski for Light, Inc. and to monitor and make recommendations to the Board regarding the organization's investments.

The committee is composed of, Bob Civiak (chair), Nicole Haley, and Tim McCorkle, with ex-officio members Brenda Seeger and Scott McCall. This report is meant to complement the financial reports submitted to the Board throughout the year by the Treasurer.

**Review of SFL's Financial Reporting**

The SFL Board receives several periodic reports from the Treasurer, including separate income and expense (I&E) reports for our endowment and our operating funds, compiled financial statements, and the Federal disclosure Form 990. The B&F Committee believes this reporting paints a clear and accurate picture of our organization's financial health and judges that health to be excellent. The Committee thanks Brenda for all of her work in preparing this information and for coordinating with our outside accountant.

In fiscal year 2016, SFL incurred approximately $3,400 in expenses for work done by our outside accounting firm in preparing the financial statements and Form 990. That included $900 to restate our financial statements to conform them to "Generally Accepted Accounting Procedures (GAAP). . The restatement was to break out differently the unrealized gains and losses on our financial statements. It had no net effect on the bottom line or on how we look at the information internally.

Under our current procedure, we have an outside accountant perform an annual "Compilation" of our financial position, which simple takes our numbers and presents them in the standard GAAP format for:

* Statement of Financial Position,
* Statement of Activities and Changes in Net Assets, and
* Statement of Cash Flows.

The accountant does not audit or review the financial statements or perform any procedures to verify the accuracy or completeness of the information we provide. The B&F Committee recommends that the Board consider whether we want to continue to pay for this service, which merely reformats information we already have and is not required by law or regulation. Nicole has volunteered to take our numbers and put them into the compilation format if needed. However, she cannot perform a compilation with report for the organization, because she is not registered to independently provide that service.

Among the issues to consider are:

* Is there value in having financial statements in this format?
* Can we prepare these statements internally?
* Are there alternative presentations of our financial position that could meet our requirements?
* Could we prepare the Form 990 internally and save additional accountant fees?
* Is there value in maintaining a working relationship with an accounting firm, even if we can prepare all required documents internally?

**The FY 2017 Budget**

Among the B&F responsibilities is the preparation of an annual budget, for submission to the Executive Committee for approval. The FY2017 budget, as approved, is on the SFL Board website. On Jan 10, 2017, the Treasurer submitted to the Board a summary of the Income and Expense (I&E) of Operating Funds through the 2nd quarter of FY2017. Because most I&E items are significantly skewed throughout the fiscal year, it is difficult to compare the first two quarters to the budget. However, in comparing the budgeted amounts to the actual amounts for the first two quarters of 2016 and 2017, we make the following findings:

* Income and spending under most I&E items are tracking the budget generally as expected.
* Fund raising appears to be $1-2,000 lower than forecast, but that may be because a $4,700 grant from the Gibney Foundation was deferred until after Jan 1, 2017.
* Management and General expenses are running about $2,000 - $2,500 higher than expected. That is largely because an anticipated reduction in our credit card processing fees was deferred until after the 2017 event.
* Spending for awards appear to be $1-2,000 lower than anticipated.

In sum, the B&F Committee concludes that, barring major unforeseen events in the second half of the year, net income at the end of the FY2017 will not be significantly different from the $14-15,000 surplus projected in the budget. If that is the case, our operating reserve at the end of the year will be $90-95,000, which compares well with the established target for the reserve of $80,000 to $100,000.

**Performance of the Endowment Fund**

According to the Investment Policy approved by the SFL Board in June 2015, the B&F Committee shall:

* Review the Investment Policy Statement at least annually, propose revisions to the Board for approval, and promptly inform the Investment Manager of any changes; and
* Evaluate the performance of the Investment Manager, at least once a year, to assure adherence to policy guidelines and to monitor progress in meeting the investment goals.

The assets of the SFL Endowment Fund were transferred to Bankers Trust Company (BTC) of Des Moines Iowa, on July 28, 2015. As instructed by us, BTC placed most of those assets into mutual funds in three categories -- domestic equities, international equities, and fixed income funds.

As of Dec. 31, 2016, the market value of the Endowment Fund was $368,502. It was invested as follows:

48 percent in domestic equity funds;

10 percent in international equity funds;

40 percent in fixed income funds; and

2 percent in cash and cash equivalents

Those percentages are all within the ranges specified in the SFL Investment Policy Statement. However, the amount in international equities is at the very bottom of the range.

As proposed by the Executive Committee, $19,000 was distributed from the Endowment Fund to SFL's operating fund in 2016. The total expenses of the fund for the year consisted of a custodial fee of $2,000 paid to BTC and an investment management fee of $1,833 also paid to BTC. Those fees amount to just over 1 percent of the value of the fund.

Since its transfer to BTC, the Endowment Fund has had a total return of 4.4 percent. The return in calendar year 2016 was 5.1 percent, which was 2.6 percent below a composite benchmark of well know indices that match the weighting of our endowment in the categories listed above.

On Jan. 27, 2017, the B&F Committee had a conference call with managers of our fund from BTC. They explained that 1 percent of the underperformance compared to the composite benchmark was due to our fees, which are comparatively low for a fund of our size. They attributed the rest to a general underperformance of managed funds throughout the market in 2016. That was, in part, because managers underinvested in dividend bearing stocks, which were widely believed to be overvalued, but continued to see appreciation throughout the year. They added that managed funds appear to be doing better so far in 2017. BTC advised against our increasing the amount of index funds in our portfolio, because they continue to believe they will outperform the benchmarks over time. Since our investments have been with BTC for just over one year, it is much too early to make any solid judgments in that regard.

We also discussed with BTC whether SFL might seek higher returns in our endowment fund by taking more risk. In that regard, it should be noted that the 2016 annual return of the stocks in the S&P 500 index was about 10 percent, which is considerably higher than the return on our endowment fund or that of our benchmarks. BTC noted that our allocations were set for relatively low risk, which matches that of most of their non-profit customers. However, some of their non-profit clients are more return oriented. For example, our endowment fund could be reallocated toward higher return, with higher risk, by shifting some funds from bonds to stocks, by shifting some of our stock funds from those investing in large companies to smaller companies, and by shifting some of our bond holdings from government bonds to higher yield corporate bonds.

According to BTC, their current allocations and risk/reward weighting match the guidance set forth in SFL's Investment Policy Statement. They noted that the SFL Board could instruct them to make changes, if it so desired. The Chairman of the B&F Committee believes that SFL could make changes to seek higher returns, without taking undue risk. However, given that our Investment Policy Statement and experience with BTC are both just over one year old the Committee is not recommending we do so at this time.

In sum, the Budget and Finance Committee has determined that BTC is meeting the investment objectives, goals, and guidelines set forth in the SFL Investment Policy Statement and is meeting all of its responsibilities as SFL's Investment Manager. We have reviewed SFL's Investment Policy Statement and have no changes to recommend.

Respectfully submitted by Bob Civiak,

Chair, Budget and Finance Committee

**Corporate Sponsors Annual Report**

**Friday, February 3, 2017**

Renee Abernathy, Bianca the Dog and I attended the Summer Outdoor Retailer show in early August. We met with JanSport and most of our regular donors, who greeted us with friendly and positive responses and some new potential donors who seemed eager to support us. Since the purpose of the OR show for the exhibitors is to sell their products to retail buyers, it is always encouraging that they are willing to take some time to speak with us about SFL.

Last year, after the event, I created from the bid sheets, a database of items that were in the silent auction, who the donors were, the retail value of the items and what they sold for in an attempt to better quantify how much specific corporate donations brought in. I will do this again this year, and hope also to get more specific data on corporate items that are in the sales room. This will better guide us in what to “beg” for at the show

I believe there is value in attending the show as we have, over the past few years, brought in some new donors, including Fjallraven, and Patagonia. Patagonia has for the past 3 years (this year included) 4 jackets for the Ridderrenn team, upon which a special patch is attached and the jackets are embroidered with the words Ski for Light Ridderrenn Team and the year. The provide visibility for the “official” team at the Ridderrenn.

It goes without saying that JanSport has been a generous and loyal sponsor for close to 20 years. I plan to attempt to quantify the total value of their support over the years. They create the annual event’s logo design for the event shirts that they donate and our annual program journal cover. In addition, they provide the guide thank you gifts, a gift for the event chair and packs for the Ridderrenn team members.

Renee and I are still seeking a “big ticket” item to put into a live auction, and will continue to pursue that.

A newer sponsor, Borton Overseas, continues to be a good friend in providing airfares for the Ridderrenn team. I will continue to nurture that relationship.

Time and again, our contacts, unaided, mention the thank-you postcards they receive and how special that is.

Below are the companies from whom we have received items for the 2017 event.

Many thanks to Renee and Bianca for all their help and support and post-show follow up. Bianca worked her last show, as she taking a well-deserved retirement. We’ll hope that her successor, Henley, will be as successful a trade show worker as Bianca the Dog was.

**Corporate Sponsors. Feb. 1, 2017**

JanSport

Blue Ridge Chair

Borton Overseas

Chums

Clif Bar

Cocoons/Live Eyewear

Columbia

Crazy Creek

Dansko

Darn Tough Socks

Eagle Creek

EnerPlex

Farm to Feet

Fjallraven

Fox River Mills

Haiku

HeatMax/Grabbers

Injinji

Kavu

Klean Kanteen

Leki

Mountainsmith

Native Eyewear

Nite Ize

Olly Dog

Patagonia

Peet Shoe Dryers

Ruffwear

Spyderco Knives

Turtle Fur

Zuke’s

Ski for Light, Inc.

Constitution and Bylaws Committee Report

February 3, 2017

The Constitution and Bylaws Committee is composed of Wendy David (chair), Renee Abernathy, Marion Elmquist, Larry Showalter and Scott McCall (ex-officio).

The committee remains on-call to the Ski for Light President and the Board of Directors throughout the year to ensure that any decisions or actions that may arise do not conflict with the Bylaws of the organization.

In addition, the committee remains available to evaluate suggestions and recommendations for change in the Bylaws by the Board or individual Board members.

The Constitution and Bylaws of Ski for Light, Inc. are available to Board members on the board page of the SFL website at www.sfl.org/board. An online version of the document is linked on that page, or directly accessible at www.sfl.org/board/bylaws16.html. A Microsoft Word version is also linked on the board page, for viewing or downloading.

The Committee has no revisions or changes to present for discussion at this time. If anyone does have items that they would like presented and discussed, please forward them to me as soon as possible.

Respectfully submitted by

Wendy David, Chair

SFL Constitution and Bylaws Committee