



United States Soaring Team Task Force

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Topic – 9 Financial Management

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This document is for discussion purposes only and should not be considered the policy of U.S. Soaring Teams. Instead, this document provides a starting place from which to develop more accountable, transparent, competitive and sustainable United States Soaring Teams. You can help shape the future of U.S. Soaring Teams by making your comments regarding this document to John Seaborn (planned@boulder.net) or Doug Jacobs (soarer@cox.net)

All taskforce documents are posted on the taskforce web page
http://www.ssa.org/UsTeam/ust_taskforce.htm

U.S. Soaring Team Financial Management

Objective

Good financial control is critical to the fielding of successful US Teams, such that the maximum number of pilots can compete in the maximum number of events without the burden of completely shouldering the costs. It is also essential that those who support the Team know that their support will be responsibly and wisely used. We owe them an open and transparent accounting of how monies were raised and spent, as well as a full justification for each item. Good financial control and reporting, publicly available on the US Team web site, will enable us to do so.

Management of US Team Funds

Administration

Administration of US Team Funds will be the responsibility of the US Team Treasurer. It will be his/her responsibility to ensure that all monies are managed in accordance with the following policies. In doing so, it is critical that he/she communicates closely with the SSA office staff in Hobbs, with the US Team Chairman, and with the respective Team Captains. In particular, the Team Treasurer should closely monitor each Team's budgeted financial plan against actual experience to quickly highlight potential problems of revenue shortfall, expense overrun, cash timing mismatch, etc. Therefore it should be anticipated that the Team Treasurer would closely follow the budgeting process for each Team, and review revenue and expense reporting at least monthly.

Recordkeeping

The SSA office in Hobbs will administer US Team funds on a co-mingled but separate reporting basis. A US Team Chart of Accounts has been set up in the new computer system for this purpose.

All income and expense received or paid by the SSA on behalf of the US Team will be recorded in this set of accounts in a timely manner and in sufficient detail to promote a full understanding of each item on subsequent analysis. A statement of income and expense showing Team balances in total and by contest will be produced monthly for the Team Treasurer and made available on the SSA web site. Such records will be made available to any contributor in hard copy upon request.

Revenue Items

All revenue items should be submitted to the SSA office no less than monthly, with sufficient detail to allow proper classification in the chart of accounts. A revenue reporting ticket is available for this purpose (See Form XXXXX)

Expense Items

Only the Team Manager is allowed to approve expenses incurred on behalf of the Team. Any expenses paid by participating pilots (or crews) with the expectation of Team reimbursement must be approved in advance of incurring the expense by the Team Captain. Appropriate proof of purchase or receipt must be obtained, and together with an expense reporting ticket (See Form YYYY) be submitted to the SSA office no more than 30 days after the expense is paid. Failure to do so will result in denial of reimbursement.

Cash Advances

Only the Team Manager will be permitted to draw cash advances from Team funds with the approval of the Team Treasurer, and such advances should be limited to expected on-site contest related expenses. Any advance so obtained will require an accounting of funds spent in accordance with Expense Item policy above, within 30 days of the end of the contest

On-Site Bank Accounts

To facilitate local payments, it may be advantageous to open a temporary bank account in local currency. With the approval of the Team Treasurer, only the Team Captain is authorized to do so or to authorize payments against it. It will be his/her responsibility to make the initial request for funds based on projected expenses, to control disbursements from the account, and to provide an accounting of funds spent in accordance with Expense Item policy above, within 30 days of the end of the contest.

Budgeting and Approval

A critical first step in the process is a budget of revenues and expenditures. Preparation of the budget will be the responsibility of each Team Manager. A first estimate budget should be prepared 12-18 months prior to the beginning of contest and submitted to the SSA office, the Competition Committee Chairman, and the US Team Chairman for initial review and approval.

Essential elements are

Revenues:

- Requested From Team Funds
 - Robertson
 - Current account balances
- From Contributions
- From Sailplane Lottery
- From Sanction Fees
- From Participating Pilots
- From the SSA
- From Merchandise Sales

Expenditures: (broken down by pilot/crew unit)

- Entry Fees
- Practice Period Tows
- Contest Tows
- Airfare
- Glider Transport
- Glider Rental
- Glider Insurance
- Site Medical Insurance
- Personal Insurance
- Housing
- Meals
- Car Rental
- Gasoline
- Per Diem Allowances
- WSC Administration Expenses
- Promotional/Stickers
- US Team Party
- Onsite Equipment
- Reserve

Team Managers are encouraged to prepare the budget in as much detail as possible so as to highlight any potential issues for discussion. Past budgets are available for comparison on the US Team web site. In addition, the Team Manager is strongly encouraged to review budgeting assumptions with prior Team Managers as well as the SSA office so as to produce the most realistic projections possible.

Team Documents

A budget spreadsheet template is available in MS Excel (Team document 395) which will guide the Team Manager during preparation. A complete team charts of accounts is available (Team document 390).

Foundation Support

A copy of the budget with a recommended support amount should be submitted to the SSA Foundation Trustees at least 12 months in advance of the contest start date, with a formal request that the Trustees vote to supply such amount. Any changes to the requested amount should be reflected in a revised budget.

SSA Board of Directors Approval

It can be anticipated that some financial risk will be present in any projected budget. To the extent that projected revenue is not realized or is delayed in arriving, the SSA general funds will have to be used. For this reason, the budget must be approved by the Board of Directors or the Executive Committee of the SSA within six months of the start of the contest.

Pilot Support

Each pilot should be supplied with a copy of the budget at least 12 months before the beginning of the contest, updated as necessary, indicating clearly what level of self-support is required and requesting agreement to pay the amount as a condition of membership on the Team

Such support can be provided from personal funds, or through the efforts of a particular pilot to raise such funds from supporters in his/her own name. However it is critical that any funds raised by the pilot not be double counted with projected funds raised on behalf of the Team in the budget process.

Financial Reporting

At least annually, the Team Treasurer will provide comprehensive reporting on each contest completed for the year in sufficient detail to justify all expenditures and to provide information for the analysis of future contest efforts. In addition, a calendar year summary should be supplied for all contest efforts during the year, as well as a summary statement on then current availability of Team funding for future efforts. Such reporting shall be reviewed with the SSA Board of Directors and the SSA Foundation Trustees at the winter annual meeting.