



Meeting of the Board of Directors Revised Agenda

Date: Monday, April 19, 2021
Time: 11:00 – 2:00 p.m. Regular Session
Place: Meeting held virtually per Zoom invite

Regular Session of the Board of Directors

1. Review of Prior Meeting Minutes:
02-19-2021 Regular Session (ACTION ITEM)
2. Finance Updates:
 - a. Recommendation from Board Vice President to approve cash disbursements for February and March 2021 and authorize payment of bills and payroll for March 2021 and April 2021 when they become due. Consideration of approval of January and February credit card statements of Executive Director. (ACTION ITEM)
 - b. Finance Report – Review January 2021 and February 2021 financial statements (ACTION ITEM)
 - c. Designation of annual budget public hearing date proposed for week of August 2nd at 4:00 (ACTION ITEM)
3. Old Business:
 - a.
4. New Business: No New Business
 - a. Introduce Dominic Finazzo, new BCRD Aquatics Manager (DISCUSSION)
 - b. COVID status and options to begin hosting in-person meetings (DISCUSSION)
 - c. Land transfer from Blaine County to BCRD (ACTION ITEM)
 - d. Strategic Planning Contractor (ACTION ITEM)
 - e. Personnel policy update (ACTION ITEM)
5. General Department Updates:
 - a. Executive Director Summary
 - b. Programs updates:
 - i. Aquatics
 - ii. Spring sports
 - iii. HUB
 - iv. Summer Camp
 - c. Trails Updates:
 - i. Nordic trails
 - ii. Quigley Trails Park
 - iii. Summer activities

d. Development and Communications updates:

- i. Fundraising successes
- ii. Harriman Tea
- iii. Galena Benefit
- iv. Monthly newsletter

6. Executive Session: Personnel Matters per Idaho Statute 74-206(b)

Participation Information:

Topic: BCRD Board Meeting

Time: Apr 19, 2021 11:00 AM Mountain Time (US and Canada)

Join Zoom Meeting

<https://zoom.us/j/99221552841?pwd=M2g1RUphb296T2kyMUxVUzBIOU1lZz09>

Meeting ID: 992 2155 2841

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Anyone needing special accommodations to participate in this meeting should contact the Blaine County Recreation District at (208) 578- 2273

BLAINE COUNTY RECREATION DISTRICT
Minutes for the Regular Session of the Board of Directors
Friday, February 19, 2021

Group: Blaine County Recreation District Board of Directors
Date: Friday, February 19, 2021
Time: 11:00AM to 2:00PM Regular Session
Place: BCRD Conference Room, Community Campus; meeting held virtually per Zoom invite

Present at meeting:

Board members: Mark Mary, Mike Burchmore, and Mary Fauth

BCRD staff: Mark Davidson, Joan Kino, Holly Gawlinski, Jenna Vagias, Morgan Buckert, Eric Rector, and Lance Levy

Guests: Ryan Rebeschke and Josh Tyree of Harris & Co., and Jim Keller of GTAC

Public Session – Regular Session of the Board of Directors (2:00PM-5:00PM)

Call to order at 11:00AM.

1. Review of Prior Meeting Minutes

01-11-2021 Regular Session

Mike Burchmore stated that Section 2 should say “board president” and that in New Business, under Trail Updates “parking lot” should be changed to “section of the Harriman Trail”. He also suggested changing “Kearn” to “Curran”. Mark Mary motioned to approve the minutes with the suggested changes. Mary Fauth seconded. The motion passed unanimously.

2. Finance Updates

a. Recommendation from Board Vice President to approve cash disbursements for January 2021 and authorize payment of bills and payroll for February 2021 when they become due. Consideration of approval of December 2020 monthly credit card statement of Executive Director.

Mike Burchmore motioned to approve cash disbursements for January 2021 and authorize payment of bills and payroll for February 2021 when they become due, as well as approve the December 2020 monthly credit card statement of the Executive Director. Mary Fauth seconded. The motion passed unanimously.

b. Finance Report – Review and consideration of December 2020 financial statements

Joan Kino went over the December 2020 financial statements. She said that we had a net income of \$8k, month-to-date, and that year-on-year, we ended with a net income of \$475k over last year. She normalized this to \$520k ahead of last year by taking earmarked donations and capital expenditures out. She stated that revenue was \$191k ahead of budget at the end of December, mainly due to our fundraising, which is \$177k ahead of budget month-to-date, and \$253k ahead year-to-date. Revenues are \$549k ahead of budget, year-to-date, due to fundraising and pass sales. She said that other revenue is down \$1,900, year-to-date, due to interest rates dropping. Kino went on to discuss expenses for December, stating that there is a lot of red in December, but we are doing very well year-to-date. She said our net income in our rollup areas is doing well. Mark

Mary motioned to approve the December financials as presented. Mary Fauth seconded. The motion passed unanimously.

3. Old Business

a. Altru database conversion

Lance Levy gave an update on the Altru conversion, stating that he got the last round of database conversion files last week and that the bulk of programs and memberships are mostly configured and have been tested. He stated that next week we will be able to plug in the new scanners and test them, and we will be going live March 1st and 2nd.

b. COVID-19 Staff leave policy and consideration of a revised method for calculating part-time employees

Mark Davidson explained that Joan Kino came up with an updated calculation for part-time employees. Joan Kino clarified that the calculation is based on a two-week average. She said that now we will calculate a weekly average and multiply that by two.

4. New Business

a. Introduction of Jim Keller as new Galena Trails Advisory Committee Chairperson

Jim Keller introduced himself. He said he Nordic skis and rides his mountain bike and has always had a strong interest in these activities. He had a 30-year career with the Forest Service.

b. Review and approve the annual fiscal audit for fiscal year 2019-2020 as presented by Harris & Co.

Josh Tyree presented a PowerPoint presentation about the audit. He explained that the audit is to make sure our statements are in accordance with government standards. He stated that they issued all clean opinions. He said they also reviewed the MD&A, which looked good. They also look at fraud considerations, of which there were none to report. Total assets were \$14.5 million at the end of the fiscal year. Liabilities have decreased from \$1.1 million to \$1.4 million. Tyree stated that they made some recommendations on changes to our documenting processes, but that they were not significant or material. Mary Fauth motioned to approve the 19/20 annual fiscal audit. Mark Mary seconded. The motion passed unanimously.

c. Discuss memo regarding impacts on recreation users and wolf trapping in Blaine County and decide BCRD position on this issue

Mark Davidson explained that there is an effort to ban wolf trapping in the Valley, and the BCRD has been asked to take a position on the issue. He asked the board if they wanted to write a letter about the topic. He said he is concerned about the risk of wolf trapping to members of the public using our recreational facilities. The board was in favor of a letter from the BCRD. Davidson said he would submit a letter by the end of the month.

5. General Department Updates

a. Executive Director Summary

Mark Davidson announced that there has been an effort in the community to create a safe communities act, spearheaded by Luis Lecanda. He is trying to get organizations to sign on in support. It would basically reduce the priority of police reporting immigrants to federal agencies. The board was not sure it applied to the BCRD mission but wanted to discuss it further. Davidson commended Joan Kino on her time and effort put into the

MD&A. He mentioned that Jenna Vagias' youth basketball program has been really fun for him to be involved with.

b. Programs Updates

i. **Aquatics Manager hiring:** Jenna Vagias stated that she still has not hired an Aquatic Center manager, but that there are some resources that could turn into something.

ii. **Winter Programs Update**

Jenna Vagias announced that they are seeing more customers at FitWorks, yoga classes are growing, and pickleball is bringing in about 8-12 people every few days. Due to school reopening, the number of kids at the Hub has more than doubled.

c. Trails updates

i. **Nordic Season Update**

Topic discussed in item 5.d.

ii. **Trails Update**

Eric Rector stated that the trails are still busy, but not quite as busy as they have been, and the Wood River Trail is still doing good.

d. Development Updates

Lance Levy gave an update on Nordic sales. He said that gross sales are up \$352k this year. Online sales for season passes are up 53%. He announced that we have eclipsed \$1 million in gross sales this year. Online orders for 1, 3, and 7-day tickets are still coming in every day. We sold \$60,800 in pins this year versus \$14,200 last year.

Morgan Buckert said that Sara Sheehy has gone through a brainstorming meeting with the Nordic crew. She announced that free Nordic skiing will start March 15th, thanks to Peter and Quinn Curran. She said that Idaho Gives is coming on April 29th and that we will send out our annual report around that time to create a big campaign. She explained that as of January 12th we had \$59k in pin sales and \$317k in donations. She added that we got an anonymous unrestricted donation of \$25k, and we made it to the final round for a \$25k grant from the Wood River Women's Foundation for Quigley infrastructure.

Mike Burchmore motioned to go into Executive Session. Mary Fauth seconded. The motion passed unanimously.

Executive Session – Personnel Matters per Idaho Statute 74-206(a)

Meeting adjourned 2:30 p.m.

Mike Burchmore, BCRD Board President

Attest:

Mark Mary, BCRD Board Member:

BCRD Financial Dashboard Summary
Financial Review Period - January 2021

Legend

	Behind plan or trend
	Close to plan or trend
	Ahead of plan or trend

Total BCRD Income Statement	MTD to Budget		YTD to Budget		Year on Year	
	Variance	Status	Variance	Status	Variance	Status
Jan-21						
Total Revenue	23,304		572,409		31,670	
COGS	0		-7,950		-3,748	
Operating Expenses	-15,982		-90,778		-27,780	
Capital Expenditures	0		-76,492		-497,961	
Net income	39,286		747,628		561,159	

Total BCRD Income Statement Categories	MTD to Budget		YTD to Budget		Year on Year	
	Variance	Status	Variance	Status	Variance	Status
Jan-21						
Property Tax	22,355		40,589		79,147	
Program Fees +	-1,744		-10,802		-12,202	
Passes	-3,592		284,403		232,622	
Fundraising	8,166		262,066		-247,205	
Other Revenue	-1,882		-3,847		-20,692	
Total Revenue	23,304		572,409		31,670	
Cost of Goods Sold	0		-7,950		-3,748	
Wages & Benefits	-6,242		-63,196		-32,679	
Marketing	-6,891		-10,378		11,611	
Repair & Maintenance	562		-3,176		-18,457	
Consulting/Legal	-1,297		-3,068		-3,285	
Rent	0		-8,734		565	
Supplies	-1,005		-3,051		235	
Utilities	665		4,524		3,393	
Other	-1,774		-3,699		10,839	
Capex	0		-76,492		-497,961	
Total Expenses	-15,982		-175,220		-529,489	

Key Metrics	MTD to Budget		YTD to Budget		Year on Year	
	Variance	Status	Variance	Status	Variance	Status
Jan-21						
League fees	-2,562		-4,165		-3,822	
Aquatics fees	0		0		0	
Aquatics passes	0		0		0	
Fitworks passes	-5,929		-15,139		-29,370	
Fitworks classes	-694		-2,183		-3,701	
NVT Season passes	-493		292,524		255,590	
NVT day passes	3,796		4,324		9,372	
Rental Revenue	57		864		-520	
Operational Fundraising	8,166		284,058		248,014	
Earmarked Fundraising	0		-21,992		-495,219	
Gas	2,361		-1,149		-365	

Net Income by Major Department	MTD to Budget		YTD to Budget		Year on Year	
	Variance	Status	Variance	Status	Variance	Status
Jan-21						
Tax Related Recreation	51,794		182,430		294,525	
G&A	57,878		142,560		151,787	
BCRD@CC (Programs)	-10,585		34,047		5,498	
Aquatics	881		-2,988		2,689	
Tax Trails (WRT)	3,620		8,811		134,551	
GNVT	-12,509		565,199		266,634	

Total BCRD Income Statement	MTD to Budget		YTD to Budget		Year on Year	
	Variance	Status	Variance	Status	Variance	Status
Feb-21 Preliminary and Normalized						
Total Revenue	-6,257		566,151		-250,648	
COGS	4		-7,946		-35,926	
Operating Expenses	-36,872		-127,650		-50,564	
Capital Expenditures	0		-76,492		-623,345	
Net income	30,611		778,239		459,187	
Net Income Normalized						

Blaine County Recreation District
All BCRD Income Statement vs. Budget
October 2020 through January 2021

	MTD				TOTAL			
	Jan 21	Budget	\$ Over Budget	% of Budget	Oct '20 - Jan 21	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense								
Income								
Property Tax								
4000 · Property Tax	882,045	859,690	22,355	103%	971,029	930,440	40,589	104%
Total Property Tax	882,045	859,690	22,355	103%	971,029	930,440	40,589	104%
Program Fees, Lessons								
4100 · Program Fees	1,296	3,707	-2,411	35%	2,385	12,196	-9,811	20%
4101 · Program Fees (non-taxable)	13,119	11,558	1,562	114%	31,611	29,920	1,691	106%
4350 · Lessons	0	200	-200	0%	0	500	-500	0%
4360 · Class Fees	248	942	-694	26%	984	3,167	-2,183	31%
Total Program Fees, Lessons	14,663	16,406	-1,744	89%	34,981	45,783	-10,802	76%
Passes								
4305 · Combo Annual Pass	4,639	8,000	-3,361	58%	119,506	48,000	71,506	249%
4310 · Annual Passes								
4310.01 · Adult Season Pass (083)	18,918	0	18,918	100%	585,902	0	585,902	100%
4310.02 · Dog Season Pass (083)	1,715	0	1,715	100%	42,091	0	42,091	100%
4310.03 · Snowshoe Season Pass (083)	1,235	0	1,235	100%	12,025	0	12,025	100%
4310 · Annual Passes - Other	956	22,475	-21,519	4%	5,387	427,900	-422,513	1%
Total 4310 · Annual Passes	22,824	22,475	349	102%	645,405	427,900	217,505	151%
4315 · Combo Day Pass	0	0	0	0%	0	0	0	0%
4320 · Day Passes								
4320.01 · Adult Day Pass (083)	21,270	0	21,270	100%	52,896	0	52,896	100%
4320.02 · Dog Day Pass (083)	703	0	703	100%	1,704	0	1,704	100%
4320.03 · Quigley Day Pass (086)	972	0	972	100%	1,405	0	1,405	100%
4320.04 · Snowshoe Day Pass (083)	1,139	0	1,139	100%	2,675	0	2,675	100%
4320 · Day Passes - Other	5,168	25,456	-20,288	20%	7,117	61,473	-54,355	12%
Total 4320 · Day Passes	29,251	25,456	3,796	115%	65,797	61,473	4,324	107%
4330 · Weekly Passes	5,757	7,000	-1,243	82%	18,341	16,500	1,841	111%
4335 · Month Pass	2,535	5,667	-3,132	45%	8,893	19,667	-10,774	45%
Total Passes	65,005	68,597	-3,592	95%	857,942	573,539	284,403	150%
Fundraising								
4700 · Fundrasing - Nordic Pins	850	2,652	-1,802	32%	60,505	15,652	44,853	387%
4710 · Fundraising-Donations	37,950	17,375	20,575	218%	332,408	53,550	278,858	621%
4711 · Fundraising-Earmarked Donations	0	0	0	0%	3,008	25,000	-21,992	12%
4720 · Fundraising-Sponsorships	0	350	-350	0%	0	700	-700	0%
4730 · Fundraising-Special Events	7,600	22,857	-15,257	33%	27,475	91,429	-63,954	30%
4740 · Fundraising-Grants	5,000	0	5,000	100%	25,000	0	25,000	100%
4750 · Fundraising-Taxable	0	0	0	0%	0	0	0	0%
Total Fundraising	51,400	43,234	8,166	119%	448,396	186,331	262,066	241%
Other Revenue								
4200 · Facility Rental	342	285	57	120%	1,192	1,250	-58	95%
4201 · Facility Rental (non-taxable)	0	0	0	0%	4,522	3,600	922	126%
4210 · Equipment Rental	0	0	0	0%	0	0	0	0%
4400 · Merchandise Sales	0	0	0	0%	50	0	50	100%
4410 · Food Sales	18	10	8	179%	47	40	7	118%
4500 · Miscellaneous	0	0	0	0%	2,494	0	2,494	100%
4900 · Interest Income	1,846	3,792	-1,946	49%	7,906	15,168	-7,262	52%
Total Other Revenue	2,205	4,087	-1,882	54%	16,211	20,058	-3,847	81%
Total Income	1,015,319	992,015	23,304	102%	2,328,559	1,756,151	572,409	133%
Cost of Goods Sold								
5010 · COS-Merchandise	0	0	0	0%	4,570	7,500	-2,930	61%
5020 · COS-Food	0	0	0	0%	0	5,020	-5,020	0%
Total COGS	0	0	0	0%	4,570	12,520	-7,950	37%
Gross Profit	1,015,319	992,015	23,304	102%	2,323,989	1,743,631	580,359	133%
Expense								
Payroll & Payroll Related								
Salaries								
6010 · Salaries	30,968	36,908	-5,940	84%	113,407	147,631	-34,225	77%
6011 · Salary Sick Leave	0	0	0	0%	296	0	296	100%
6012 · Salary Vacation Leave	2,471	0	2,471	100%	8,010	0	8,010	100%
6013 · Salary FFCRA Sick Leave	0	0	0	0%	1,111	0	1,111	100%
Total Salaries	33,439	36,908	-3,469	91%	122,824	147,631	-24,808	83%
Hourly								
6020 · Hourly Wages	51,008	46,734	4,273	109%	173,940	186,938	-12,998	93%
6021 · Hourly Sick Leave	673	0	673	100%	3,987	0	3,987	100%

Blaine County Recreation District
All BCRD Income Statement vs. Budget
October 2020 through January 2021

	MTD				TOTAL			
	Jan 21	Budget	\$ Over Budget	% of Budget	Oct '20 - Jan 21	Budget	\$ Over Budget	% of Budget
6022 · Hourly Vacation Leave	105	0	105	100%	4,945	0	4,945	100%
6023 · Hourly FFCRA Sick Leave	0	0	0	0%	726	0	726	100%
6030 · Overtime	0	2,500	-2,500	0%	439	4,500	-4,061	10%
Total Hourly	51,787	49,234	2,552	105%	184,037	191,438	-7,401	96%
Seasonal								
6040 · Seasonal Payroll	22,397	22,985	-588	97%	57,034	68,238	-11,205	84%
6041 · Seasonal FFCRA Sick Leave	0	0	0	0%	2,281	0	2,281	100%
6045 · Seasonal Overtime	0	0	0	0%	0	0	0	0%
Total Seasonal	22,397	22,985	-588	97%	59,314	68,238	-8,924	87%
Payroll Expenses								
6080 · Worker's Compensation	0	0	0	0%	0	0	0	0%
6110 · FICA	7,899	8,348	-449	95%	26,722	31,159	-4,437	86%
6120 · SUTA	201	1,091	-890	18%	586	4,073	-3,487	14%
6130 · PERSI	10,176	10,800	-624	94%	36,639	42,570	-5,931	86%
6140 · Health Insurance	8,508	10,596	-2,088	80%	32,292	42,383	-10,092	76%
6141 · HSA Company Contribution	1,265	0	1,265	100%	4,744	0	4,744	100%
6145 · Employee Benefits	256	272	-16	94%	1,024	1,088	-64	94%
Total Payroll Expenses	28,306	31,108	-2,802	91%	102,007	121,273	-19,266	84%
6050 · Bonuses	0	0	0	0%	0	0	0	0%
6070 · Employee Relations	439	2,375	-1,936	19%	448	3,245	-2,797	14%
Total Payroll & Payroll Related	136,367	142,609	-6,242	96%	468,630	531,826	-63,196	88%
Marketing								
7015 · Advertising-Design	120	1,300	-1,180	9%	540	4,660	-4,120	12%
7020 · Advertising-Production	0	3,500	-3,500	0%	837	8,740	-7,903	10%
7025 · Advertising-Distribution	0	212	-212	0%	0	2,225	-2,225	0%
7030 · Advertising-Placement	273	2,100	-1,827	13%	2,913	7,590	-4,677	38%
7035 · Advertising-Other	0	50	-50	0%	0	1,150	-1,150	0%
7222 · Fundraising Expense	0	3,000	-3,000	0%	8,615	9,400	-785	92%
7500 · Marketing	2,795	0	2,795	100%	7,755	1,000	6,755	776%
7520 · Postage	843	70	773	1204%	10,152	5,210	4,942	195%
7535 · Promotion	180	870	-690	21%	1,295	2,510	-1,215	52%
Total Marketing	4,211	11,102	-6,891	38%	32,107	42,485	-10,378	76%
Repair & Maintenance								
7410 · Repair/Maintenance - other	472	220	252	215%	708	910	-202	78%
7420 · Automobiles R/M								
7421.09 · F350 - 1997	0	0	0	0%	123	0	123	100%
7421.10 · Silverado - 2005	0	0	0	0%	1,086	0	1,086	100%
7421.11 · F250 - 1997 - RETIRED	0	0	0	0%	0	0	0	0%
7421.13 · F550 - 2008	0	0	0	0%	543	0	543	100%
7421.14 · Outback - 2002 - RETIRED	0	0	0	0%	0	0	0	0%
7421.15 · Dodge Ram - 2008	0	0	0	0%	0	0	0	0%
7421.16 · Ford F250 - 2008	0	0	0	0%	410	0	410	100%
7421.17 · Ford F150 - 2016	0	0	0	0%	160	0	160	100%
7421.18 · Dodge Ram 2500 - 2016	0	0	0	0%	300	0	300	100%
7421.19 · Dodge Journey - 2018	62	0	62	100%	62	0	62	100%
7420 · Automobiles R/M - Other	0	520	-520	0%	195	2,880	-2,685	7%
Total 7420 · Automobiles R/M	62	520	-458	12%	2,876	2,880	-4	100%
7430 · Buildings Repair/Maint	70	678	-608	10%	2,742	4,237	-1,495	65%
7440 · Equipment R/M								
7441.07 · Sun Valley Tractor-07	0	0	0	0%	0	0	0	0%
7441.08 · WRT Tractor-08	0	0	0	0%	0	0	0	0%
7441.11 · John Deer Compact Excavator	0	0	0	0%	0	0	0	0%
7441.12 · Sutter 300 Mini Trail Dozer	0	0	0	0%	132	0	132	100%
7441.14 · Tool Cat-2015	0	0	0	0%	1,474	0	1,474	100%
7441.16 · 2019 Polaris Sportsman 850SP	0	0	0	0%	75	0	75	100%
7440 · Equipment R/M - Other	1,238	740	498	167%	1,567	2,940	-1,373	53%
Total 7440 · Equipment R/M	1,238	740	498	167%	3,249	2,940	309	110%
7450 · Grooming Equipment R/M								
7451.01 · 2007 PB200-Edge-(Rotarun)-SOLD	0	0	0	0%	0	0	0	0%
7451.03 · 2006 PB100-Croy-RETIRED	0	0	0	0%	0	0	0	0%
7451.07 · 2009 PB100-Vamps-(082)	0	0	0	0%	3	0	3	100%
7451.08 · 2011 PB400-Cow-(086)-RETIRED	0	0	0	0%	0	0	0	0%
7451.09 · 2011 PB100-(083)	238	0	238	100%	4,015	0	4,015	100%
7451.10 · 2012 PB100 WRT-Lake Creek-(083)	0	0	0	0%	7	0	7	100%
7451.11 · 2017 PB100-NVT-(083)	5,369	0	5,369	100%	5,674	0	5,674	100%

Blaine County Recreation District
All BCRD Income Statement vs. Budget
October 2020 through January 2021

	MTD				TOTAL			
	Jan 21	Budget	\$ Over Budget	% of Budget	Oct '20 - Jan 21	Budget	\$ Over Budget	% of Budget
7451.12 · 2018 PB100-NVT-(083)	635	0	635	100%	1,891	0	1,891	100%
7451.13 · 2020 PB100-Quigley-(086)	0	0	0	0%	7	0	7	100%
7450 · Grooming Equipment R/M - Other	30	5,500	-5,470	1%	-1,244	11,000	-12,244	-11%
Total 7450 · Grooming Equipment R/M	6,273	5,500	773	114%	10,352	11,000	-648	94%
7460 · Path Field Grounds Repair/Maint	146	300	-154	49%	3,655	4,120	-465	89%
7470 · Snowmobiles Repair/Maint	519	260	259	200%	519	1,190	-671	44%
Total Repair & Maintenance	8,780	8,218	562	107%	24,101	27,277	-3,176	88%
Consulting / Legal								
7400 · Legal Fees	260	350	-90	74%	260	1,350	-1,090	19%
7530 · Professional & Consulting Fees	269	1,475	-1,207	18%	1,343	3,320	-1,978	40%
Total Consulting / Legal	529	1,825	-1,297	29%	1,603	4,670	-3,068	34%
Rent								
7620 · Property Rent	16,917	16,917	0	100%	58,933	67,667	-8,734	87%
Total Rent	16,917	16,917	0	100%	58,933	67,667	-8,734	87%
Supplies								
7097 · Computer Supplies	0	50	-50	0%	146	375	-229	39%
7510 · Office Supplies	232	411	-179	56%	1,781	1,789	-8	100%
7511 · Operating Supplies	225	390	-166	58%	1,490	1,835	-345	81%
7845 · Supplies - other	573	1,183	-610	48%	2,340	4,809	-2,469	49%
Supplies - Other	0	0	0	0%	0	0	0	0%
Total Supplies	1,029	2,034	-1,005	51%	5,757	8,808	-3,051	65%
Utilities								
7810 · Sanitation	1,705	1,110	595	154%	4,137	3,955	182	105%
7910 · Electric	1,455	1,270	185	115%	3,252	3,380	-128	96%
7915 · Natural Gas	20	230	-210	9%	146	485	-339	30%
7920 · Water	141	43	98	328%	5,514	826	4,688	668%
7925 · Cable TV	94	94	0	100%	377	376	1	100%
7930 · Internet Connection	158	161	-3	98%	632	513	119	123%
Total Utilities	3,573	2,908	665	123%	14,059	9,535	4,524	147%
Other Miscellaneous								
7005 · Accounting & Auditing Fees	0	12,000	-12,000	0%	10,000	12,000	-2,000	83%
7050 · Allocated Expenses	0	1	-1	0%	0	2	-2	0%
7055 · Amenities	0	0	0	0%	0	0	0	0%
7060 · Automobile	0	60	-60	0%	0	90	-90	0%
7065 · Bad Debt	0	0	0	0%	0	0	0	0%
7070 · Bank Charges/Financing	0	0	0	0%	232	0	232	100%
7085 · Cellular & Satellite Phones	574	773	-199	74%	2,945	2,319	626	127%
7090 · Chemicals	0	0	0	0%	0	0	0	0%
7095 · Computer Services	5,871	2,693	3,178	218%	22,235	22,866	-631	97%
7096 · Computer Software	238	50	188	475%	4,147	3,775	372	110%
7099 · Computer Hardware	0	0	0	0%	3,936	2,100	1,836	187%
7105 · Credit Card Fees	2,903	4,043	-1,140	72%	32,966	26,640	6,326	124%
7200 · Dues	0	400	-400	0%	400	1,010	-610	40%
7205 · Entertainment & Meals	12	365	-353	3%	12	805	-793	2%
7209 · Equipment Purchase	205	250	-45	82%	2,704	750	1,954	361%
7215 · Fertilizer	0	0	0	0%	0	0	0	0%
7220 · Freight	0	0	0	0%	260	0	260	100%
7223 · Furniture & Fixtures	0	0	0	0%	0	250	-250	0%
7225 · Gasoline, Diesel & Motor Oil	8,551	6,190	2,361	138%	16,623	17,772	-1,149	94%
7230 · Insurance	0	0	0	0%	17,071	17,073	-2	100%
7250 · Janitorial Services	0	0	0	0%	480	0	480	100%
7255 · Laundry	0	45	-45	0%	0	180	-180	0%
7310 · Automobile Lease	0	0	0	0%	0	0	0	0%
7330 · Equipment Lease	60	64	-4	94%	244	192	52	127%
7360 · Office Equipment	0	0	0	0%	0	0	0	0%
7405 · Licenses & Permits	0	600	-600	0%	225	13,350	-13,125	2%
7505 · Miscellaneous Exp	12,500	3,000	9,500	417%	14,458	6,000	8,458	241%
7515 · Penalties & Late Fees	0	0	0	0%	0	0	0	0%
7525 · Printing	0	0	0	0%	0	100	-100	0%
7610 · Equipment Rent	0	10	-10	0%	378	1,280	-902	30%
7630 · Other Rent	90	195	-105	46%	357	690	-333	52%
7815 · Security	0	31	-31	0%	162	124	38	131%
7820 · Seeds & Plants	0	0	0	0%	0	0	0	0%
7823 · Signs	304	500	-196	61%	3,450	700	2,750	493%
7825 · Small Tools and Parts	0	200	-200	0%	145	800	-655	18%

Blaine County Recreation District
All BCRD Income Statement vs. Budget
October 2020 through January 2021

	MTD				TOTAL			
	Jan 21	Budget	\$ Over Budget	% of Budget	Oct '20 - Jan 21	Budget	\$ Over Budget	% of Budget
7840 · Subscriptions	343	951	-608	36%	2,637	3,451	-814	76%
7850 · Telephone	251	306	-55	82%	1,172	958	214	122%
7855 · Training	0	650	-650	0%	295	2,400	-2,105	12%
7860 · Travel	0	300	-300	0%	0	875	-875	0%
7865 · Uniforms	0	0	0	0%	1,421	4,100	-2,679	35%
Total Other Miscellaneous	31,902	33,676	-1,774	95%	138,953	142,652	-3,699	97%
Total Expense	203,308	219,289	-15,982	93%	744,142	834,919	-90,778	89%
Net Ordinary Income	812,011	772,726	39,286	105%	1,579,848	908,711	671,136	174%
Other Income/Expense								
Other Expense								
9010 · Capital Expenditures	0	0	0	0%	216,008	292,500	-76,492	74%
Total Other Expense	0	0	0	0%	216,008	292,500	-76,492	74%
Net Other Income	0	0	0	0%	-216,008	-292,500	76,492	74%
Net Income	812,011	772,726	39,286	105%	1,363,840	616,211	747,628	221%

Blaine County Recreation District

Balance Sheet

As of January 31, 2021

	<u>Jan 31, 21</u>
ASSETS	
Current Assets	
Checking/Savings	
0105 · Mountain West Bank-Checking	74,843.41
0110 · Mountain West-Imprest	1,172.87
0115 · Petty Cash	100.00
0120 · Cash On Hand	200.00
0140 · Savings-General Fund #980	1,480,356.76
0142 · Savings-Fox Park Acct #3468	3.48
0145 · Savings - WRT Fund #3178	481,063.62
0150 · Savings-Galena #1396	2,006,948.04
0160 · Savings-Harriman Trail #2273	203,835.65
0170 · Diversified Fund	392,620.45
0180 · Mtn West Bank-FLEX Acct	25,642.91
Total Checking/Savings	4,666,787.19
Accounts Receivable	
0205 · Accounts Receivable	60,512.70
0207 · Activenet CreditCard Receivable	7,395.36
Total Accounts Receivable	67,908.06
Other Current Assets	
1499 · Undeposited Funds	5,796.67
Total Other Current Assets	5,796.67
Total Current Assets	4,740,491.92
Fixed Assets	
1110 · Property/Equip-Rec Dist	151,944.39
1120 · Property/Fixtures-Rec Dist	118,133.10
1130 · Aquatic-Property/Equipment	741,040.24
1140 · Aquatic-Furn/Fixtures	83,508.32
1150 · Aquatic-Design	54,951.06
1160 · Aquatic-Engineering	15,137.17
1170 · Aquatic-Construction	715,647.65
1180 · Aquatic-Landscape	36,703.72
1190 · Aquatic-Phase I	18,073.00
1220 · Storage Shed	2,485.00
1230 · Parks	128,625.94
1310 · WRT-Maintenance Equipment	2,270,290.25
1320 · WRT-Construction	6,158,658.05
1330 · WRT-Engineering	208,403.43
1340 · WRT-Land	308,258.54
1360 · Quigley Land	75,000.00
1410 · Galena Lodge	1,812,438.84
1420 · Galena Equipment	291,627.97
1510 · Community Campus Construction	666,747.00
1553 · Construction in Progress	2,649,887.00
1610 · HUB-Construction	183,089.00
1620 · HUB-Equipment	3,373.00
1700 · Accumulated Depreciation	-7,249,856.63

Blaine County Recreation District

Balance Sheet

As of January 31, 2021

	Jan 31, 21
Total Fixed Assets	9,444,166.04
TOTAL ASSETS	14,184,657.96
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
2010 · Accounts Payable	
2011 · Rent Payable	48,907.65
Total 2010 · Accounts Payable	48,907.65
Total Accounts Payable	48,907.65
Other Current Liabilities	
2120 · State Withholding Tax Payable	3,083.00
2125 · SUTA Payable	201.10
2160 · Health Insurance Payable	12.83
2161 · AFLAC Pre-tax Payable	332.80
2162 · AFLAC (After-tax) Payable	129.98
2165 · Life Flight Network	826.00
2185 · S. V. Co. Combo Pass Payable	
2185.01 · Combo Season Pass	432.24
Total 2185 · S. V. Co. Combo Pass Payable	432.24
2200 · Sales Tax Payable	4,100.56
2323 · Advanced Revenue-NVT/ Harriman	6,146.16
2329 · Advanced Revenue-Other Programs	
2329.03 · Advanced Rev Quigley Developmnt	201,043.01
Total 2329 · Advanced Revenue-Other Programs	201,043.01
2350 · Galena Adventure Camp Scholarsh	3,342.40
Total Other Current Liabilities	219,650.08
Total Current Liabilities	268,557.73
Total Liabilities	268,557.73
Equity	
3000 · Investment in Fixed Asset	9,444,166.04
3010 · Fund Balance	3,108,094.65
Net Income	1,363,839.54
Total Equity	13,916,100.23
TOTAL LIABILITIES & EQUITY	14,184,657.96

BCRD Financial Dashboard Summary
Financial Review Period - February 2021

Legend

	Behind plan or trend
	Close to plan or trend
	Ahead of plan or trend

Total BCRD Income Statement	MTD to Budget		YTD to Budget		Year on Year	
	Variance	Status	Variance	Status	Variance	Status
Feb-21						
Total Revenue	-6,257		566,151		-250,648	
COGS	4		-7,946		-35,926	
Operating Expenses	-36,872		-127,650		-50,564	
Capital Expenditures	0		-76,492		-623,345	
Net income	30,611		778,239		459,187	

Total BCRD Income Statement Categories	MTD to Budget		YTD to Budget		Year on Year	
	Variance	Status	Variance	Status	Variance	Status
Feb-21						
Property Tax	-496		40,092		70,486	
Program Fees + Passes	1,605		-9,197		-11,640	
Fundraising	3,081		287,484		221,225	
Other Revenue	-1,700		260,366		-504,691	
Total Revenue	-8,747		-12,594		-26,027	
Total Revenue	-6,257		566,151		-250,648	
Cost of Goods Sold	4		-7,946		-35,926	
Wages & Benefits	-16,937		-80,133		-38,311	
Marketing	-2,095		-12,473		9,272	
Repair & Maintenance	-271		-3,447		-16,345	
Consulting/Legal	27		-3,040		-5,314	
Rent	300		-8,434		1,608	
Supplies	-1,706		-4,758		-978	
Utilities	-840		3,684		1,595	
Other	-15,350		-19,049		-2,092	
Capex	0		-76,492		-623,345	
Total Expenses	-36,868		-212,088		-709,835	

Key Metrics	MTD to Budget		YTD to Budget		Year on Year	
	Variance	Status	Variance	Status	Variance	Status
Feb-21						
League fees	0		-4,165		-3,822	
Aquatics fees	0		0		0	
Aquatics passes	0		0		0	
Fitworks passes	-3,593		-18,732		-35,920	
Fitworks classes	-642		-2,824		-4,957	
NVT Season passes	1,207		293,731		257,403	
NVT day passes	5,025		10,202		666	
Rental Revenue	100		964		-781	
Operational Fundraising	-1,700		282,358		110,504	
Earmarked Fundraising	0		-21,992		-615,195	
Gas	-5,746		-6,895		-5,927	

Net Income by Major Department	MTD to Budget		YTD to Budget		Year on Year	
	Variance	Status	Variance	Status	Variance	Status
Feb-21						
Tax Related Recreation	35,081		217,510		310,284	
G&A	28,792		171,352		166,967	
BCRD@CC (Programs)	-998		33,049		-804	
Aquatics	4,520		1,531		5,339	
Tax Trails (WRT)	2,767		11,578		138,782	
GNVT	-4,470		560,729		148,903	

Total BCRD Income Statement	MTD to Budget		YTD to Budget		Year on Year	
	Variance	Status	Variance	Status	Variance	Status
Mar-21 Preliminary and Normalized						
Total Revenue	78,823		644,975		-144,376	
COGS	397		-7,549		-35,542	
Operating Expenses	-11,905		-139,555		-30,994	
Capital Expenditures	19,336		-57,156		-623,019	
Net income	70,995		849,234		545,180	
Net Income Normalized						

Blaine County Recreation District
All BCRD Income Statement vs. Budget
October 2020 through February 2021

	MTD				TOTAL			
	Feb 21	Budget	\$ Over Budget	% of Budget	Oct '20 - Feb 21	Budget	\$ Over Budget	% of Budget
	Ordinary Income/Expense							
Income								
Property Tax								
4000 · Property Tax	46,054	46,550	-496	99%	1,017,082	976,990	40,092	104%
Total Property Tax	46,054	46,550	-496	99%	1,017,082	976,990	40,092	104%
Program Fees, Lessons								
4100 · Program Fees	344	2,340	-1,996	15%	2,729	14,536	-11,807	19%
4101 · Program Fees (non-taxable)	8,343	4,000	4,343	209%	39,954	33,920	6,034	118%
4350 · Lessons	0	100	-100	0%	0	600	-600	0%
4360 · Class Fees	200	842	-642	24%	1,184	4,008	-2,824	30%
Total Program Fees, Lessons	8,887	7,281	1,605	122%	43,867	53,064	-9,197	83%
Passes								
4305 · Combo Annual Pass	2,319	2,000	319	116%	121,826	50,000	71,826	244%
4310 · Annual Passes								
4310.01 · Adult Season Pass (083)	4,232				590,134			
4310.02 · Dog Season Pass (083)	245				42,336			
4310.03 · Snowshoe Season Pass (083)	650				12,675			
4310 · Annual Passes - Other	-1,791	2,975	-4,766	-60%	3,596	430,875	-427,279	1%
Total 4310 · Annual Passes	3,335	2,975	360	112%	648,740	430,875	217,865	151%
4315 · Combo Day Pass	0				0	0	0	0%
4320 · Day Passes								
4320.01 · Adult Day Pass (083)	23,351				76,247			
4320.02 · Dog Day Pass (083)	882				2,585			
4320.03 · Quigley Day Pass (086)	430				1,836			
4320.04 · Snowshoe Day Pass (083)	1,241				3,916			
4320 · Day Passes - Other	2,275	23,406	-21,131	10%	9,392	84,878	-75,486	11%
Total 4320 · Day Passes	28,178	23,406	4,772	120%	93,975	84,878	9,097	111%
4330 · Weekly Passes	8,442	8,000	442	106%	26,783	24,500	2,283	109%
4335 · Month Pass	1,854	4,667	-2,813	40%	10,746	24,333	-13,587	44%
Total Passes	44,128	41,047	3,081	108%	902,071	614,587	287,484	147%
Fundraising								
4700 · Fundraising - Nordic Pins	3,000	0	3,000	100%	63,505	15,652	47,853	406%
4710 · Fundraising-Donations	26,932	14,475	12,457	186%	359,340	68,025	291,315	528%
4711 · Fundraising-Earmarked Donations	0	0	0	0%	3,008	25,000	-21,992	12%
4720 · Fundraising-Sponsorships	0	0	0	0%	0	700	-700	0%
4730 · Fundraising-Special Events	5,700	22,857	-17,157	25%	33,175	114,286	-81,111	29%
4740 · Fundraising-Grants	0	0	0	0%	25,000	0	25,000	100%
4750 · Fundraising-Taxable	0	0	0	0%	0	0	0	0%
Total Fundraising	35,632	37,332	-1,700	95%	484,028	223,663	260,366	216%
Other Revenue								
4200 · Facility Rental	295	195	100	151%	1,487	1,445	42	103%
4201 · Facility Rental (non-taxable)	0	0	0	0%	4,522	3,600	922	126%
4210 · Equipment Rental	0	10	-10	0%	0	10	-10	0%
4400 · Merchandise Sales	0	0	0	0%	50	0	50	100%
4410 · Food Sales	14	10	4	141%	61	50	11	122%
4500 · Miscellaneous	66	6,500	-6,434	1%	2,560	6,500	-3,940	39%
4900 · Interest Income	1,385	3,792	-2,407	37%	9,291	18,960	-9,669	49%
Total Other Revenue	1,760	10,507	-8,747	17%	17,971	30,565	-12,594	59%
Total Income	136,461	142,718	-6,257	96%	2,465,020	1,898,869	566,151	130%
Cost of Goods Sold								
5010 · COS-Merchandise	0	0	0	0%	4,570	7,500	-2,930	61%
5020 · COS-Food	14	10	4	142%	14	5,030	-5,016	0%
Total COGS	14	10	4	142%	4,584	12,530	-7,946	37%
Gross Profit	136,446	142,708	-6,261	96%	2,460,436	1,886,339	574,097	130%
Expense								
Payroll & Payroll Related								
Salaries								
6010 · Salaries	30,609	36,908	-6,299	83%	144,016	184,539	-40,524	78%
6011 · Salary Sick Leave	0	0	0	0%	296	0	296	100%
6012 · Salary Vacation Leave	1,594	0	1,594	100%	9,604	0	9,604	100%
6013 · Salary FFCRA Sick Leave	0	0	0	0%	1,111	0	1,111	100%
Total Salaries	32,203	36,908	-4,705	87%	155,026	184,539	-29,513	84%
Hourly								
6020 · Hourly Wages	45,206	46,735	-1,528	97%	219,146	233,672	-14,526	94%
6021 · Hourly Sick Leave	582	0	582	100%	4,569	0	4,569	100%

Blaine County Recreation District
All BCRD Income Statement vs. Budget
October 2020 through February 2021

	MTD				TOTAL			
	Feb 21	Budget	\$ Over Budget	% of Budget	Oct '20 - Feb 21	Budget	\$ Over Budget	% of Budget
6022 · Hourly Vacation Leave	104	0	104	100%	5,049	0	5,049	100%
6023 · Hourly FFCRA Sick Leave	0	0	0	0%	726	0	726	100%
6030 · Overtime	56	1,500	-1,444	4%	494	6,000	-5,506	8%
Total Hourly	45,948	48,235	-2,287	95%	229,985	239,672	-9,687	96%
Seasonal								
6040 · Seasonal Payroll	24,893	22,585	2,309	110%	81,927	90,823	-8,896	90%
6041 · Seasonal FFCRA Sick Leave	210	0	210	100%	2,491	0	2,491	100%
6045 · Seasonal Overtime	0	0	0	0%	0	0	0	0%
Total Seasonal	25,103	22,585	2,519	111%	84,418	90,823	-6,405	93%
Payroll Expenses								
6080 · Worker's Compensation	13,623	22,334	-8,711	61%	13,623	22,334	-8,711	61%
6110 · FICA	7,565	8,241	-676	92%	34,287	39,400	-5,113	87%
6120 · SUTA	193	1,077	-884	18%	779	5,150	-4,371	15%
6130 · PERSI	9,331	10,681	-1,350	87%	45,970	53,251	-7,281	86%
6140 · Health Insurance	8,513	10,596	-2,083	80%	40,805	52,979	-12,174	77%
6141 · HSA Company Contribution	1,265	0	1,265	100%	6,009	0	6,009	100%
6145 · Employee Benefits	256	272	-16	94%	1,280	1,359	-79	94%
Total Payroll Expenses	40,747	53,201	-12,454	77%	142,754	174,474	-31,720	82%
6050 · Bonuses	0	0	0	0%	0	0	0	0%
6070 · Employee Relations	89	100	-11	89%	537	3,345	-2,808	16%
Total Payroll & Payroll Related	144,090	161,028	-16,937	89%	612,720	692,854	-80,133	88%
Marketing								
7015 · Advertising-Design	90	0	90	100%	630	4,660	-4,030	14%
7020 · Advertising-Production	285	0	285	100%	1,122	8,740	-7,618	13%
7025 · Advertising-Distribution	0	0	0	0%	0	2,225	-2,225	0%
7030 · Advertising-Placement	2,003	2,100	-97	95%	4,916	9,690	-4,774	51%
7035 · Advertising-Other	0	50	-50	0%	0	1,200	-1,200	0%
7222 · Fundraising Expense	0	4,000	-4,000	0%	8,615	13,400	-4,785	64%
7500 · Marketing	3,020	0	3,020	100%	10,775	1,000	9,775	1078%
7520 · Postage	188	215	-27	88%	10,341	5,425	4,916	191%
7535 · Promotion	754	2,070	-1,317	36%	2,048	4,580	-2,532	45%
Total Marketing	6,340	8,435	-2,095	75%	38,447	50,920	-12,473	76%
Repair & Maintenance								
7410 · Repair/Maintenance - other	0	220	-220	0%	708	1,130	-422	63%
7420 · Automobiles R/M								
7421.09 · F350 - 1997	34				157	0	157	100%
7421.10 · Silverado - 2005	157				1,243	0	1,243	100%
7421.11 · F250 - 1997 - RETIRED	0				0	0	0	0%
7421.13 · F550 - 2008	100				643	0	643	100%
7421.14 · Outback - 2002 - RETIRED	0				0	0	0	0%
7421.15 · Dodge Ram - 2008	0				0	0	0	0%
7421.16 · Ford F250 - 2008	16				426			
7421.17 · Ford F150 - 2016	47				207			
7421.18 · Dodge Ram 2500 - 2016	0				300			
7421.19 · Dodge Journey - 2018	3				65			
7420 · Automobiles R/M - Other	0	220	-220	0%	195	3,100	-2,905	6%
Total 7420 · Automobiles R/M	359	220	139	163%	3,235	3,100	135	104%
7430 · Buildings Repair/Maint	826	678	148	122%	3,568	4,915	-1,347	73%
7440 · Equipment R/M								
7441.07 · Sun Valley Tractor-07	0				0	0	0	0%
7441.08 · WRT Tractor-08	0				0	0	0	0%
7441.11 · John Deer Compact Excavator	-36				-36	0	-36	100%
7441.12 · Sutter 300 Mini Trail Dozer	0				132	0	132	100%
7441.14 · Tool Cat-2015	0				1,474	0	1,474	100%
7441.16 · 2019 Polaris Sportsman 850SP	0				75			
7440 · Equipment R/M - Other	88	740	-652	12%	1,656	3,680	-2,024	45%
Total 7440 · Equipment R/M	52	740	-688	7%	3,301	3,680	-379	90%
7450 · Grooming Equipment R/M								
7451.01 · 2007 PB200-Edge-(Rotarun)-SOLD	0				0	0	0	0%
7451.03 · 2006 PB100-Croy-RETIRED	0				0	0	0	0%
7451.07 · 2009 PB100-Vamps-(082)	925				928	0	928	100%
7451.08 · 2011 PB400-Cow-(086)-RETIRED	0				0	0	0	0%
7451.09 · 2011 PB100-(083)	1,084				5,098	0	5,098	100%
7451.10 · 2012 PB100 WRT-Lake Creek-(083)	0				7	0	7	100%
7451.11 · 2017 PB100-NVT-(083)	300				5,974	0	5,974	100%

Blaine County Recreation District
All BCRD Income Statement vs. Budget
October 2020 through February 2021

	MTD				TOTAL			
	Feb 21	Budget	\$ Over Budget	% of Budget	Oct '20 - Feb 21	Budget	\$ Over Budget	% of Budget
7451.12 · 2018 PB100-NVT-(083)	649				2,540			
7451.13 · 2020 PB100-Quigley-(086)	1,166				1,172			
7450 · Grooming Equipment R/M - Other	13	4,500	-4,487	0%	-1,231	15,500	-16,731	-8%
Total 7450 · Grooming Equipment R/M	4,136	4,500	-364	92%	14,488	15,500	-1,012	93%
7460 · Path Field Grounds Repair/Maint	1,225	0	1,225	100%	4,880	4,120	760	118%
7470 · Snowmobiles Repair/Maint	0	510	-510	0%	519	1,700	-1,181	31%
Total Repair & Maintenance	6,597	6,868	-271	96%	30,698	34,145	-3,447	90%
Consulting / Legal								
7400 · Legal Fees	252	350	-98	72%	512	1,700	-1,188	30%
7530 · Professional & Consulting Fees	185	60	125	308%	1,528	3,380	-1,853	45%
Total Consulting / Legal	437	410	27	107%	2,040	5,080	-3,040	40%
Rent								
7620 · Property Rent	17,217	16,917	300	102%	76,149	84,583	-8,434	90%
Total Rent	17,217	16,917	300	102%	76,149	84,583	-8,434	90%
Supplies								
7097 · Computer Supplies	-30	50	-80	-60%	116	425	-309	27%
7510 · Office Supplies	99	662	-563	15%	1,880	2,451	-571	77%
7511 · Operating Supplies	221	365	-144	60%	1,711	2,200	-489	78%
7845 · Supplies - other	354	1,273	-919	28%	2,694	6,082	-3,388	44%
Supplies - Other	0	0	0	0%	0	0	0	0%
Total Supplies	644	2,350	-1,706	27%	6,400	11,158	-4,758	57%
Utilities								
7810 · Sanitation	2,051	2,310	-259	89%	6,188	6,265	-77	99%
7910 · Electric	799	1,355	-556	59%	4,051	4,735	-684	86%
7915 · Natural Gas	114	220	-106	52%	261	705	-444	37%
7920 · Water	449	365	84	123%	5,963	1,191	4,772	501%
7925 · Cable TV	94	94	0	100%	472	470	2	100%
7930 · Internet Connection	158	161	-3	98%	790	674	116	117%
Total Utilities	3,665	4,505	-840	81%	17,724	14,040	3,684	126%
Other Miscellaneous								
7005 · Accounting & Auditing Fees	1,850	0	1,850	100%	11,850	12,000	-150	99%
7050 · Allocated Expenses	0	1	-1	0%	0	3	-3	0%
7055 · Amenities	0	0	0	0%	0	0	0	0%
7060 · Automobile	0	10	-10	0%	0	100	-100	0%
7065 · Bad Debt	0	0	0	0%	0	0	0	0%
7070 · Bank Charges/Financing	0	0	0	0%	232	0	232	100%
7085 · Cellular & Satellite Phones	767	773	-6	99%	3,711	3,092	619	120%
7090 · Chemicals	310	0	310	100%	310	0	310	100%
7095 · Computer Services	1,024	2,768	-1,744	37%	23,259	25,634	-2,375	91%
7096 · Computer Software	265	150	115	177%	4,412	3,925	487	112%
7099 · Computer Hardware	0	0	0	0%	3,936	2,100	1,836	187%
7105 · Credit Card Fees	1,742	2,955	-1,213	59%	34,708	29,595	5,113	117%
7200 · Dues	0	0	0	0%	400	1,010	-610	40%
7205 · Entertainment & Meals	0	75	-75	0%	12	880	-868	1%
7209 · Equipment Purchase	2,248	0	2,248	100%	4,952	750	4,202	660%
7215 · Fertilizer	0	0	0	0%	0	0	0	0%
7220 · Freight	0	0	0	0%	260	0	260	100%
7223 · Furniture & Fixtures	0	0	0	0%	0	250	-250	0%
7225 · Gasoline, Diesel & Motor Oil	7,394	13,140	-5,746	56%	24,017	30,912	-6,895	78%
7230 · Insurance	0	0	0	0%	17,071	17,073	-2	100%
7250 · Janitorial Services	0	0	0	0%	480	0	480	100%
7255 · Laundry	0	45	-45	0%	0	225	-225	0%
7310 · Automobile Lease	0	0	0	0%	0	0	0	0%
7330 · Equipment Lease	60	64	-4	94%	304	256	48	119%
7360 · Office Equipment	0	0	0	0%	0	0	0	0%
7405 · Licenses & Permits	0	6,625	-6,625	0%	225	19,975	-19,750	1%
7505 · Miscellaneous Exp	0	0	0	0%	14,458	6,000	8,458	241%
7515 · Penalties & Late Fees	0	0	0	0%	0	0	0	0%
7525 · Printing	50	0	50	100%	50	100	-50	50%
7610 · Equipment Rent	0	260	-260	0%	378	1,540	-1,162	25%
7630 · Other Rent	90	195	-105	46%	447	885	-438	50%
7815 · Security	0	281	-281	0%	162	405	-243	40%
7820 · Seeds & Plants	0	0	0	0%	0	0	0	0%
7823 · Signs	1,061	500	561	212%	4,511	1,200	3,311	376%
7825 · Small Tools and Parts	95	200	-105	48%	240	1,000	-760	24%

Blaine County Recreation District
All BCRD Income Statement vs. Budget
 October 2020 through February 2021

	MTD				TOTAL			
	Feb 21	Budget	\$ Over Budget	% of Budget	Oct '20 - Feb 21	Budget	\$ Over Budget	% of Budget
7840 · Subscriptions	383	860	-477	45%	3,020	4,311	-1,291	70%
7850 · Telephone	215	306	-91	70%	1,387	1,264	123	110%
7855 · Training	0	2,600	-2,600	0%	295	5,000	-4,705	6%
7860 · Travel	0	1,075	-1,075	0%	0	1,950	-1,950	0%
7865 · Uniforms	2,779	2,800	-21	99%	4,200	6,900	-2,700	61%
Total Other Miscellaneous	20,333	35,683	-15,350	57%	159,286	178,335	-19,049	89%
Total Expense	199,323	236,195	-36,872	84%	943,464	1,071,115	-127,650	88%
Net Ordinary Income	-62,876	-93,487	30,611	67%	1,516,971	815,224	701,748	186%
Other Income/Expense								
Other Expense								
9010 · Capital Expenditures	0	0	0	0%	216,008	292,500	-76,492	74%
Total Other Expense	0	0	0	0%	216,008	292,500	-76,492	74%
Net Other Income	0	0	0	0%	-216,008	-292,500	76,492	74%
Net Income	-62,876	-93,487	30,611	67%	1,300,963	522,724	778,239	249%

Blaine County Recreation District

Balance Sheet

As of February 28, 2021

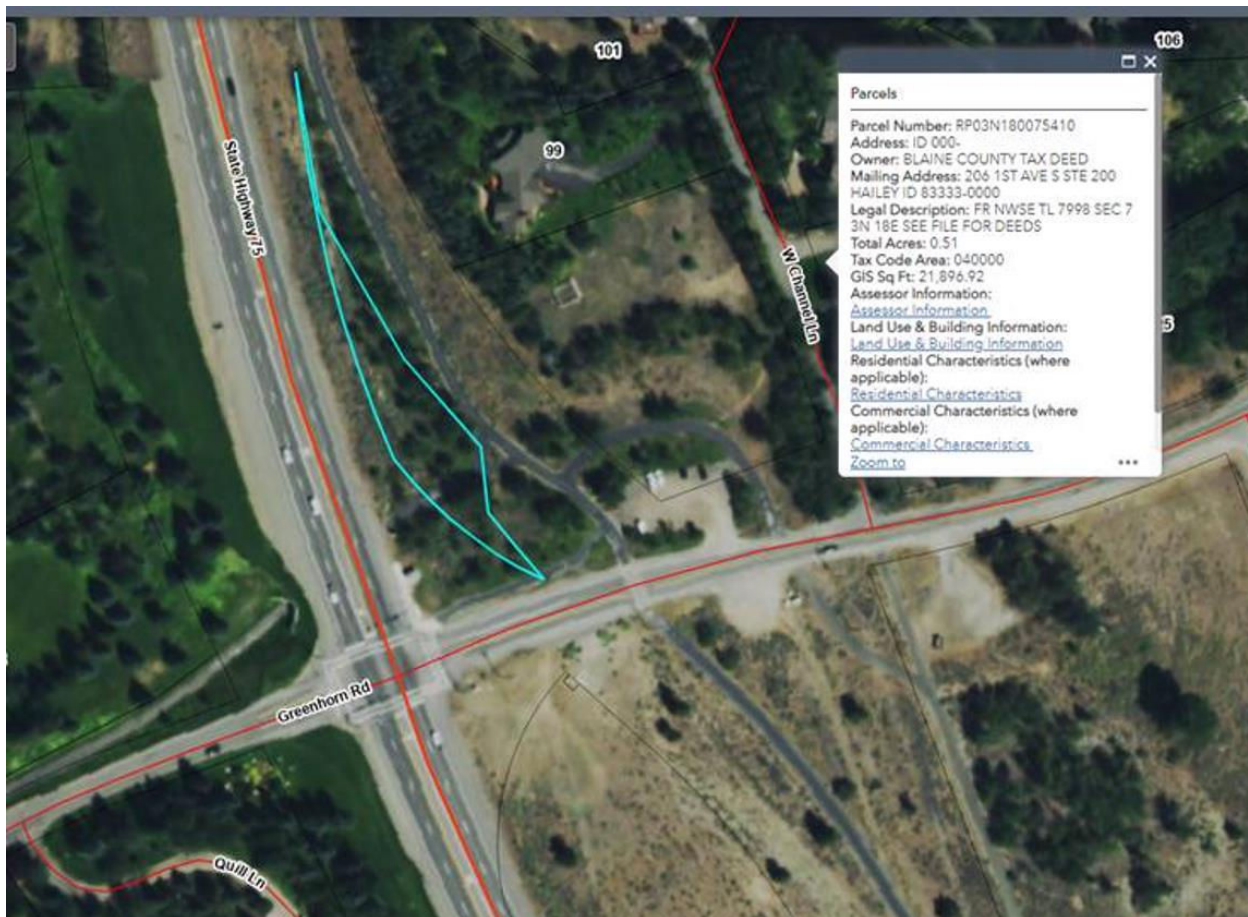
	Feb 28, 21
ASSETS	
Current Assets	
Checking/Savings	
0105 · Mountain West Bank-Checking	34,243.86
0110 · Mountain West-Imprest	1,172.87
0115 · Petty Cash	100.00
0120 · Cash On Hand	200.00
0140 · Savings-General Fund #980	1,392,433.73
0142 · Savings-Fox Park Acct #3468	3.48
0145 · Savings - WRT Fund #3178	481,182.89
0150 · Savings-Galena #1396	2,053,391.38
0160 · Savings-Harriman Trail #2273	204,057.07
0170 · Diversified Fund	393,142.87
0180 · Mtn West Bank-FLEX Acct	25,643.79
Total Checking/Savings	4,585,571.94
Accounts Receivable	
0205 · Accounts Receivable	66,594.83
0207 · Activenet CreditCard Receivable	4,186.79
Total Accounts Receivable	70,781.62
Other Current Assets	
1499 · Undeposited Funds	1,927.95
Total Other Current Assets	1,927.95
Total Current Assets	4,658,281.51
Fixed Assets	
1110 · Property/Equip-Rec Dist	151,944.39
1120 · Property/Fixtures-Rec Dist	118,133.10
1130 · Aquatic-Property/Equipment	741,040.24
1140 · Aquatic-Furn/Fixtures	83,508.32
1150 · Aquatic-Design	54,951.06
1160 · Aquatic-Engineering	15,137.17
1170 · Aquatic-Construction	715,647.65
1180 · Aquatic-Landscape	36,703.72
1190 · Aquatic-Phase I	18,073.00
1220 · Storage Shed	2,485.00
1230 · Parks	128,625.94
1310 · WRT-Maintenance Equipment	2,270,290.25
1320 · WRT-Construction	6,158,658.05
1330 · WRT-Engineering	208,403.43
1340 · WRT-Land	308,258.54
1360 · Quigley Land	75,000.00
1410 · Galena Lodge	1,812,438.84
1420 · Galena Equipment	291,627.97
1510 · Community Campus Construction	666,747.00
1553 · Construction in Progress	2,649,887.00
1610 · HUB-Construction	183,089.00
1620 · HUB-Equipment	3,373.00
1700 · Accumulated Depreciation	-7,249,856.63
Total Fixed Assets	9,444,166.04
TOTAL ASSETS	14,102,447.55
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
2010 · Accounts Payable	
2011 · Rent Payable	30,023.34

Blaine County Recreation District
Balance Sheet
As of February 28, 2021

	Feb 28, 21
Total 2010 · Accounts Payable	<u>30,023.34</u>
Total Accounts Payable	30,023.34
Other Current Liabilities	
2120 · State Withholding Tax Payable	2,944.00
2125 · SUTA Payable	394.24
2161 · AFLAC Pre-tax Payable	332.80
2162 · AFLAC (After-tax) Payable	129.98
2165 · Life Flight Network	826.00
2185 · S. V. Co. Combo Pass Payable	
2185.01 · Combo Season Pass	<u>623.24</u>
Total 2185 · S. V. Co. Combo Pass Payable	623.24
2200 · Sales Tax Payable	3,418.58
2323 · Advanced Revenue-NVT/ Harriman	6,146.16
2329 · Advanced Revenue-Other Programs	
2329.03 · Advanced Rev Quigley Developmnt	<u>201,043.01</u>
Total 2329 · Advanced Revenue-Other Programs	201,043.01
2350 · Galena Adventure Camp Scholarsh	<u>3,342.40</u>
Total Other Current Liabilities	219,200.41
Total Current Liabilities	249,223.75
Total Liabilities	249,223.75
Equity	
3000 · Investment in Fixed Asset	9,444,166.04
3010 · Fund Balance	3,108,094.65
Net Income	<u>1,300,963.11</u>
Total Equity	13,853,223.80
TOTAL LIABILITIES & EQUITY	<u>14,102,447.55</u>

TO: BCRD Board of Directors
FROM: Mark Davidson, Executive Director
SUBJECT: Blaine County Land Ownership Transfer
DATE: April 19, 2021

Background: BCRD staff were contacted by Allison Kennedy, County Planner, regarding the County's interest to transfer a ~.5-acre parcel of land to BCRD. The parcel is located between Hwy. 75 and the BCRD bike path at the junction of Hwy. 75 and East Fork Road (see map). The BCRD bike path intersects the parcel in two locations. The parcel is zoned Low Density Residential (R-1) within the Scenic Highway Overlay and Wellhead Protection District. The parcel was acquired by Blaine County as a tax deed. The parcel does not come with water rights. The parcel is valued at \$1,500 and the taxable value of the property in 2020 was \$1,500 according to the Blaine County Assessor. Taxes for the property have averaged between \$6.00 - \$15.00 over the past 5 years. The County is interested in quit claiming the lot to either the BCRD or the Idaho Transportation Department. If we choose to not accept the parcel it is likely to go to IDT which would require BCRD to secure access easements with IDT. Pending the BCRD Board's decision, County staff would present our interest in the parcel to the County Commissioners at their April 27th meeting.



ACTION ITEM: BCRD staff are seeking board approval to accept .51 acres of land from Blaine County located at the intersection of Hwy. 75 and East Fork Road.



TO: BCRD Board of Directors
FROM: Mark Davidson, Executive Director
SUBJECT: Strategic Planning
DATE: April 19, 2021

Background: For decades BCRD has delivered quality recreational opportunities and services for all in our community and those who visit our area. This past year has been a year of transition not only due to impacts from COVID-19 but also the addition of a new Executive Director. Moreover, BCRD has recently completed a number of large projects including a renovated Aquatic Center, new bike trails and pump park at Quigley, and new trails at Galena in addition to all of the core aspects of our work. The BCRD is among the most respected organizations in Blaine County which is a reflection of the commitment of the staff and board to deliver on our mission. As we look to the future now is the time to develop and implement a strategic plan which will provide direction and clarity for the years ahead.

Over the past 2-months Mark Davidson has worked to identify consultants with the experience and background to guide our organization through a planning process. The process would include an evaluation BCRD's mission, vision, and core values. How they would engage internal staff and board as well as external stakeholder input to shape a comprehensive plan. Two consultants were identified – What-if-Concepts, Will Northrup and Clear Direction, Diann Kraven. Mark talked to each consultant to provide an overview of BCRD organization and general expectations. Each were asked to provide proposals outlining their philosophy, framework, timeline, deliverables and cost for leading a strategic planning process. The time frame of the plan is to be determined; the proposed duration of a plan would be 3-5 years. The proposals submitted are included in this board packet (see detailed proposals below). The proposed timelines in each proposal would need to be updated and each consultant expressed an interest and willingness to adjust elements of their proposal to meet the needs of BCRD.

ACTION ITEM: BCRD staff are seeking board approval to contract with What-If-Concepts to facilitate a strategic planning process.



Proposed Professional Services

March 15, 2021

In a response to Blaine County Recreation District's (client) request for professional consulting services, What-if-Concepts (consultant) recommends the following engagement.

Outcome: Consultant will guide and facilitate a strategic planning process. The purpose of the engagement is to frame the client's strategic priorities and create a written strategic plan. The process will confirm organizational purpose, vision, values, mission, strategies, and areas of focus. Consultant will provide a framework for the strategic plan and an annual operational plan.

Inputs: Consultant will guide the client in structuring the strategic planning process and coordinating planning efforts. A core team will support the strategic planning process throughout the engagement. The consultant intends to communicate directly with a designated representative of the organization. Consultant will assist the organization in prioritizing actions and resources for each session. The consultant will administer online surveys and/or focus groups to collect insights from key strategic partners.

Assessment: Consultant will review client's existing planning documents, program information, and data to establish a baseline comprehension of the organization.

Schedule/Phases: Activity related to the engagement is scheduled to commence April 2021. The consultant will facilitate all sessions in-person or virtually, as agreed upon by both parties. The *Timeline Exhibit* outlines the proposed activities and duration.

Deliverables: Consultant will provide a copy of materials developed during the engagement, including group memories from facilitated sessions. Consultant will provide relevant strategic planning resources and recommendations. Consultant will assist the client in drafting the strategic plan but will not write the plan.

Conclusion & Continuation: The adoption of the strategic plan by the Board will serve as the conclusion of the proposed engagement. A proposal for consulting services beyond those identified within this engagement will be offered to the client upon request. The client may engage the consultant for any or all of the proposed phases.

Compensation: The consultant proposes a fee structure outlined in the *Time and Expense* exhibit. The consultant will provide resources to facilitate all sessions. Travel between Boise and Hailey, Idaho are included in the proposed fee structure. The client will be responsible for any site rentals, catering, set-up costs, and expenses not identified in the proposal.

Contract for Services: A contract for services is attached.

Proposal reflects consulting services offered by What-if-Concepts for a specified engagement with the client. The proposal does not constitute a legal contract or formal agreement.

Blaine County Recreation District: Proposed Strategic Plan Phases & Expenses			
KEY ACTIVITY	KEY PARTICIPANTS	EST COST	DETAILS
Phase One: Generative			
Align Planning Process. Engage Core Team.	Core Team		Align board and staff, with strategic process. Activate Core Team. Clarify purpose/vision/values/mission. Confirm strategic orientation and identify big questions.
Confirm Purpose, Vision, Mission, and Values	Core Team/Staff/Board		
Identify Big Questions & Strategic Orientation	Core Team		
Purpose & Big Questions Retreat	Board/Staff		
	2-3 Sessions*	\$1,500-\$2,500	
Phase Two: Grappling			
Big Question Research and Reflections	Core Team		Develop a framework to answer big questions employing design thinking process. Present recommendations to the board and staff for reflection and guidance.
Survey Stakeholders/Focus Groups (Design Thinking)	Stakeholders		
Review Answers & Input from Stakeholders	Core Team		
Big Questions & Strategy Framing Retreat	Board/Staff		
	2-4 Sessions*	\$1,500-\$3,000	
Phase Three: Framing			
Frame Strategic Plan and Test Assumptions	Core Team		Articulate and test strategies. Develop a written plan and secure board approval. Select Areas of Focus to guide near terms actions. Present plan to community.
Draft Written Strategic Plan	Leadership		
Area of Focus Framework (Operational Plan)	Core Team		
Board Review & Approval	Board/Leadership Team		
	2-4 Sessions*	\$500-\$1,500	
Estimated Consulting Fee		\$3,500-\$7,000	

* Number of sessions estimated based on projected scope of engagement



Proposed Strategic Wayfinding Phases

Phase One: Generative

Purpose: Embrace a culture of inquiry.

Role of Steering Committee: Measure the impact of the current strategic plan and set the conditions for a generative mindset.

Estimated Duration: Two Months

Stakeholders: The community at-large

Prospective Activities:

- Celebration: Highlight the achievements of the current plan.
- Fail Forward: Review the attempted but unsuccessful initiatives.
- Crash-up: Highly interactive design thinking inspired activities to generate new ideas, expand upon existing initiatives.
- Calibrate Magnetic North: Confirm community alignment of purpose, mission, vision, values.
- Circle of Safety: Substantiate the culture.
- Mindset: Embrace empathy to support generative deliberations.
- Online Survey: Employ assessment instruments to gain feedback from broader community.
- Retreat: Facilitated session.
- Reading Materials: Packet of readings from thought leaders and highlighting innovative concepts.

Deliverables: Group memory of facilitated sessions, resources to promote generative thinking, reading materials.

Phase Two: Grappling

Purpose: Frame and deliberate on the questions that matter.

Role of Steering Committee: Frame output from the Generative phase and facilitate “big question” working groups.

Estimated Duration: Three Months

Stakeholders: Selected representatives from diverse groups to staff working groups. Employ greater stakeholder groups for feedback and reflection.

Prospective Activities:

- Peeps on the Street: Interview stakeholder, seeking feedback on prototype ideas.
- Embrace Ambiguity: Adopt a growth mindset.
- Iteration: Build upon organization’s best work.
- Focus Group: Assemble key stakeholder groups for reflection and input.
- Online Survey: Query larger community with targeted surveys.

What-if-Concepts
whatifconcepts@gmail.com
208-761-7595

- Radical Empathy Revelations: Platform for content experts to express radical ideas.
- Site Visits: Field trip!
- Reunion: Capture feedback and insights from customers.

Deliverables: Feedback from interactive sessions, survey data, Big Question framework, Generative question resources.

Phase Three: Framing

Purpose: Articulate human-centered strategies

Role of Steering Committee: Assemble the best ideas and form human-centered “how might we” strategies. Lead the transformation of “big questions” into strategies. Support the creation of a written strategic plan.

Estimated Duration: Two Months

Stakeholders: Primarily Board and Staff. Expanded community engaged for focused feedback and advocacy.

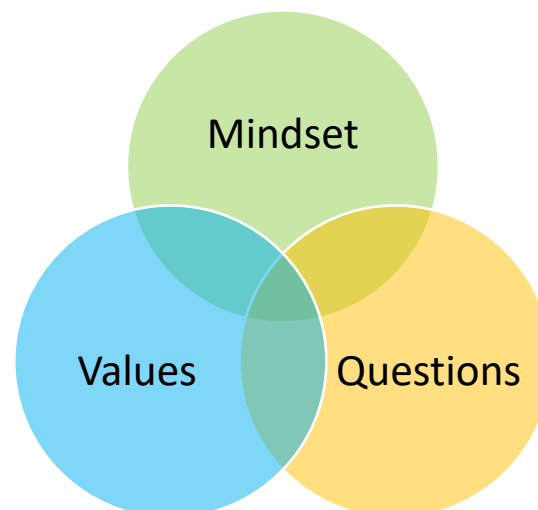
Prospective Activities:

- Prototype: Identify initiatives that are can be readily launched but not fully formed.
- Sustainability Retreat: Build in data and fiscal resources to inform and support strategies.
- Test Case: Test potential strategies with current customers.
- Board Meeting: Deliberate strategic framework.
- Writing Lab: Small working group to support the writing of the strategic plan.
- Approval Board Meeting: Fundamental governance responsibility of the board.

Deliverables: Strategic framework to facilitate the creation of a written plan.

Supporting Philosophy

The strategic planning process will be supported by the interplay of mindset, core values, and transformative questions.





Consulting Engagements

[Advocates for the West](#) (Boise, ID)

Comprehensive reframing of new strategies and goals. Advocates for the West fights to protect the West's most treasured natural landscapes and native wildlife.

[Holderness School](#) (Plymouth, NH)

Strategic plan update for New England boarding school with Episcopal roots that is known for innovative student job program, student leadership, winter sports, outdoor programs, and a remarkable community.

[The Cabin](#) (Boise, ID)

Strategic planning engagement for literary society that reinvigorates the connection between the writing and reading communities.

[Idaho Nonprofit Center](#) (Boise, ID)

Guided design thinking process for statewide leader of nonprofits. Guided the board and staff in a generative conversation focused on sense-making during the 2020 pandemic and disruption to the social sector.

[Dublin School](#) (Dublin, NH)

Strategic plan engagement for transformational boarding school that nurtures a culture that emphasizes trying new things while embracing the joys of being a teenager.

[One Stone](#) (Boise, ID)

Strategic plan and school accreditation process lead by One Stone's governing board comprised of high school Juniors and Seniors. The strategic planning committee is run by students who specialize in design thinking.

[Idaho Heritage Trust](#) (Boise, ID)

Developed a strategic framework to support the Trust's work safeguarding the fabric of Idaho's history. Redefined the work that matters for the trust's operations.

[Idaho Business for Education](#) (Boise, ID)

Facilitated planning session to align the Idaho business community's support of education and critical workforce goals supported by the Governor's Task Force.

[JA & Kathryn Albertson Foundation](#) (Boise, ID)

Guided early childhood education in Idaho to develop a statewide preschool legislative initiative.

[Mountain Humane](#) (Hailey, ID)

Multiple engagements prior to capital campaign to assist the shelter in developing a comprehensive governance model and strategic plan. Shelter completed construction of a world-class facility.

Consulting Agreement

This Agreement is made between Blaine County Recreation District ("Client") of Hailey, Idaho and Talent Focused Consulting LLC, dba: What-if-Concepts ("Consultant") of Boise, Idaho.

1. Services to be Performed

Consultant agrees to facilitate the development of a written strategic plan. Consultant will provide professional services outline in the attached **Proposal** for the preparation, facilitation, and conclusion of the engagement.

2. Payment

Consultant's compensation is outlined in the attached **Time & Expense Exhibit** and will not exceed \$2,000 for the Magnetic North proposal and \$7,000 for the Strategic Plan proposal without the client's written authorization. Direct travel costs between Boise and Hailey, ID are included in the proposed fee.

3. Terms of Payment

Consultant shall provide the Client with invoice detailing services rendered at the conclusion of each phase. Client shall pay Consultant within 30 days from the date of Consultant's invoice. Late payments by Client shall be subject to late penalty fees of 10% per month from the due date until the amount is paid.

4. Expenses & Materials

The client shall be responsible for all expenses and materials required, including site rental, catering, and set-up. The consultant will provide basic resources to facilitate the retreat. The consultant's travel expenses are included in the proposed fee.

5. Term of Agreement

This agreement will become effective when signed by both parties and will terminate on the date Consultant completes the services required by this Agreement.

6. Terminating the Agreement

With reasonable cause, either party may terminate this Agreement effective immediately by giving written notice of cause for termination. Consultant shall be entitled to full payment for services rendered prior to the effective date of termination.

7. Independent Contractor Status

Consultant is an independent contractor, not Client's employee. Consultant's employees and subcontractors are not Client's employees. Consultant and Client agree to the following rights consistent with an independent contractor relationship.

8. Modifying the Agreement

If any intended changes or any other events beyond the parties' control require adjustments to this Agreement, the parties shall make a good faith effort to agree on all necessary particulars. Such agreements shall be put in writing, signed by the parties, and added to this Agreement.

9. Confidentiality

Consultant acknowledges that it will be necessary for Client to disclose certain confidential and proprietary information to Consultant in order for Consultant to perform duties under this Agreement. Consultant acknowledges that any disclosure to any third party or any misuse of this proprietary or confidential information would irreparably harm Client. Accordingly, Consultant will not disclose or use, either during or after the term of this Agreement, any proprietary or confidential information of Client without Client's prior written permission except to the extent necessary to perform services on Client's behalf.

10. Limited Liability

Consultant's total liability to Client under this Agreement for damages, costs, and expenses shall not exceed the compensation received by Consultant under this Agreement.

NEITHER PARTY TO THIS AGREEMENT SHALL BE LIABLE FOR THE OTHER'S LOST PROFITS OR SPECIAL, INCIDENTAL, OR CONSEQUENTIAL DAMAGES, WHETHER IN AN ACTION IN CONTRACT OR TORT, EVEN IF THE PARTY HAS BEEN ADVISED BY THE OTHER PARTY OF THE POSSIBILITY OF SUCH DAMAGES.

11. Notices

All notices and other communications in connection with this Agreement shall be in writing, fax or electronic mail and shall be considered given upon acknowledgement of receipt by the receiving party.

12. No Partnership

This Agreement does not create a partnership relationship. Neither party has authority to enter into contracts on the other's behalf.

13. Applicable Law

The laws of the State of Idaho will govern this Agreement.

Signatures

Client: *Blaine County Recreation District*

By: _____
Signature

Printed Name: _____

Title: _____

Date: _____

Consultant: *Talent Focused Consulting LLC*

By: _____
Signature

Name: Wilhelm Northrop, TFC

Title: President

Taxpayer ID Number: 20-0682603

Date: March 15, 2021

BLAINE COUNTY RECREATIONAL DISTRICT ~

*Proposal for Services
March 29, 2021*



UNDERSTANDING OF PROJECT SCOPE

Blaine County Recreational District is looking to develop a 3 – 5 year strategic goal plan. In talking with Mark Davidson, Executive Director, it is clear that creating this plan will have many other factors that will need to be evaluated if the implementation of this strategic plan is to be successful.

With the rapidly changing environment due to circumstances outside of anyone's control, such as the economic effects of COVID 19, the influx of a different behavior from visitors, and a rapidly changing permanent and permanent second homeowner, many issues will need to be considered in this strategic plan.

I am recommending the following steps as outlined in this proposal as a way and process to make sure we have stakeholder input and buy-in, have an opportunity for the management team to have a voice in planning the future, and most importantly, have a forum for presentation and acceptance of the strategic plan and action steps to ensure successful adoption and implementation.

In preparation for this strategic development process, I am recommending a perception study as a foundational way to help gain clarity and understanding of the current awareness of BCRD in the marketplace, quality and value received, brand awareness, and what might need to change in order to address the future needs of the end-user.

To further support the success of a strategic plan, it will be important to review things like the current Mission Statement and development of a Vision Statement, product offerings, stakeholder support, and what steps we will put in place to measure success.

SCOPE ~ PROPOSED SERVICES

PHASE 1 |

Information gathering -

- ◆ To include market research
- ◆ Meeting with the management team
- ◆ Necessary meetings with Mark

Deliverables and budget cost | Phase 1:

1. Immersion in all things related to BCRD and any market analysis that might be helpful.
2. Facilitate info gathering with the management team.
3. Meet with Mark as necessary.

Phase 1 | Budget TOTAL = \$1950

PHASE 2 |

Perception Study -

- ◆ Interview stakeholders (those individuals whose opinions you highly value).
- ◆ Interviews will likely be conducted by phone and be 20 - 30 minutes in length.
- ◆ The goal will be to better understand current perceptions of the BCRD in general, what product offerings are highly valued, and what products, if any, may be unnecessary as you look ahead to the future. It will also be essential to understand what changes might be most important to consider in light of the last year (COVID-19) and how our community might be changing.
- ◆ Looking ahead to the next 12 months and 3 – 5 years, what will success look like?
- ◆ Get a sense of how readily change will be accepted and where the blind spots might be.

Deliverables and budget cost | Phase 2

1. Work with Mark to determine who will be the best candidates to participate in the perception study.
2. Design and conduct 20 – 30 interviews.

Phase 2 | Budget TOTAL = \$4000 - \$6000 (dependent on quantity of interviews. 20 interviews minimum.)

PHASE 3 |

Report development -

- ◆ Consolidate feedback from interviews, prepare a report to include Significant Findings and Recommendations, Areas of Concern, and Recommendations for Improvement, realignment, and change.
- ◆ Review current Mission Statement. Make recommendations for an updated Mission Statement and Vision Statment as informed by the perception study. Meet with the management team to draft a list of core values.

Deliverables and budget cost | Phase 3:

1. Review all feedback from interviews and prepare the report.
2. Revisit the current Mission Statement and validate effectiveness in light of findings from the perception study. Draft appropriate Vision Statement also based on findings.
3. Facilitate discussion with the management team to create a list of Core Values.
4. Debrief management team and board with findings from interviews and create an action plan from recommendations.

Phase 3 | Budget TOTAL = \$4875

PHASE 4 |

Goals, mission & vision statement development -

- ◆ Draft 12 month and 3 – 5 year goals.
- ◆ Get preliminary approval from management and the board.
- ◆ Present revised Mission Statement, Vision Statement, and Core Values to appropriate audiences for feedback and buy-in.

Deliverables and budget cost | Phase 4:

1. Present draft goals. Facilitate feedback and revise.
2. Facilitate discussions for feedback and approval.

Phase 4 | Budget TOTAL = \$2600

PHASE 5 |

Final Sign off and action steps

- ◆ Finalize 12 months, 3 & 5 year goals.
- ◆ Determine 12-month goals / action steps.

Deliverables and budget cost | Phase 5:

1. Present for final approval.
2. Facilitate planning meetings to create action steps.

Phase 5 | Budget TOTAL = \$2600

PHASE 6 |

Final Presentations

- ◆ Present final results to
 - Board and advisory committee
 - Staff

Deliverables and budget cost | Phase 6:

1. Prep and present to appropriate audiences for adoption and implementation.

Phase 6 | Budget TOTAL = \$2600

BUDGET GRAND TOTAL - \$18,625 - \$20,625



TO: BCRD Board of Directors
FROM: Mark Davidson, Executive Director
SUBJECT: Personnel Policy Update
DATE: April 19, 2021

Since November of 2019 the Board began a discussion to update the existing BCRD personnel policy which was last approved in February 1998. At the November 11, 2019 board meeting the board supported staff to begin working on updating the existing policy. At that time Jim Keating and Joan Kino began working on a process to update the policy. In researching changes staff learned that ICRMP had updated their personnel policy template for special districts. At the Nov. 11, 2019 meeting it was agreed that staff would work toward integrating our existing policy with the updated template from ICRMP.

At the January 3, 2020 board meeting the board unanimously passed the motion to revise the BCRD personnel policy to adopt the “at-will” policy recommended by ICRMP and also recommended the addition of employee discipline and principles, with the revision to include “with or without pay” regarding the statement about suspension, pending feedback from ICRMP that may conflict with at-will.

Due to a number of factors including the resignation of Jim Keating and the onslaught of COVID-19 the process to finalize an updated personnel policy was delayed. In an effort to complete the process of updating the existing personnel policy BCRD staff used the updated personnel policy template for special districts and integrated the relevant components of our existing policy. Drafts of the current personnel policy and updated personnel policy were provided to board members on April 16, 2021 for review.

ACTION ITEM: BCRD staff recommend the board review and discuss the updated personnel policy and make recommendations for finalizing at the May board meeting.