

**FINANCE COMMITTEE MEETING**

Tom Lando and Chris Norden

Thursday, September 26, 2024 – 4:00 P.M.

If you need an accommodation to participate in this meeting, please call (530) 895-4711  
Agenda posted prior to 4:00 PM Monday, September 23, 2024

**A G E N D A**

**A. Call to Order**

**B. Public Comments**

*Members of the public may address the Committee at this time on any matter not already listed on the Agenda, with comments being limited to three minutes. The Committee cannot take any action at this meeting on requests made under this section of the agenda.*

**C. Monthly Financial Report for August 2024 (Staff Report FI-24-035)**

The Committee will review and recommend to the Board of Directors approval of the Monthly Financial Reports.

**D. Asphalt Repair at Community Park Project Award (Staff Report FI-24-036)**

The Committee will review and recommend to the Board of Directors approval of the award of the Asphalt Repair of the courts at Community Park.

**E. Lease of Field Painting Equipment (Staff Report FI-24-037)**

District staff are requesting the Committee review and recommend to the Board of Directors the lease of field painting equipment.

**F. Capital Campaign Project Award (Staff Report FI-24-038)**

The Committee will review and recommend to the Board of Directors approval of the award of the Capital Campaign Project Award, which is aimed at raising funds for the upcoming Aquatic Center.

**G. Adjournment**

Adjourn to the next scheduled Finance Committee Meeting.





## BOARD OF DIRECTORS

### Finance Committee

# STAFF REPORT

**DATE:** September 16, 2024  
**TO:** Board of Directors  
**FROM:** Angie Carpenter  
**SUBJECT:** August Monthly Financials

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#### Overview

As we enter the new fiscal year, August's financial reflect a typical beginning period, with no significant events impacting our overall budget. The annual financial audit is currently underway and is expected to be completed by the end of October.

#### Budget Analysis

- **General Fund:** Cash position decreased due to capital outlays in August. It is anticipated that cash levels will stabilize once property tax installments are received.
- **August Accounts for:** 16.67% of the annual budget.

#### Capital Assets

- **Current Status:** High capital assets reflect the acquisition of new equipment, including two trucks, a trailer, and a sweep brush reel.

#### Revenue Analysis

- **Total Revenue:** Currently at **11.95%** of the annual budget.
  - **Program Income:** Increased due to revenue generated from summer activities in Camps, Classes, Aquatics, and The Nature Center.
  - Additionally, income from the Afterschool Program has commenced for the new school year, contributing to a higher-than-usual trend for this period.
  - **Other Income:** Includes revenue from the sale of a trailer and ongoing cell tower rent.

#### Expense Analysis

- **Total Expenses:** Currently at **18.28%** of the annual budget.
  - **Annual Expenses:** Some costs have been paid in full at the beginning of the year, inflating the year-to-date percentage.
  - **Operating Expenses (OE):** Trending high due to the inclusion of services and supplies for District repairs and maintenance, impacting overall OE.

- Additionally, utilities expenses are elevated because of a late June invoice that was received in August, contributing to the increased expense.
- **Employee Benefits:** Expenses are elevated due to a one-time Workers' Compensation Insurance payment of \$135K, covering the entire fiscal year.
- **Program Expenses:** Higher than expected due to timing of invoicing.

**Fund Impact Fees**

- **Community Park Impact Fees:** Expected to be lower than projected, influenced by measurement and disbursement dates (January 1 & June 30 for measurement; February 1 & July 31 for disbursement).



## Monthly Financial Reports

### August 2024

#### KEY TERMS

**Original:** Board adopted budget amount

**Current:** Subsequent Board approved budget changes

**Period Activity:** Financial transactions occurring in the month being reported

**Fiscal Activity:** Year-to-date information

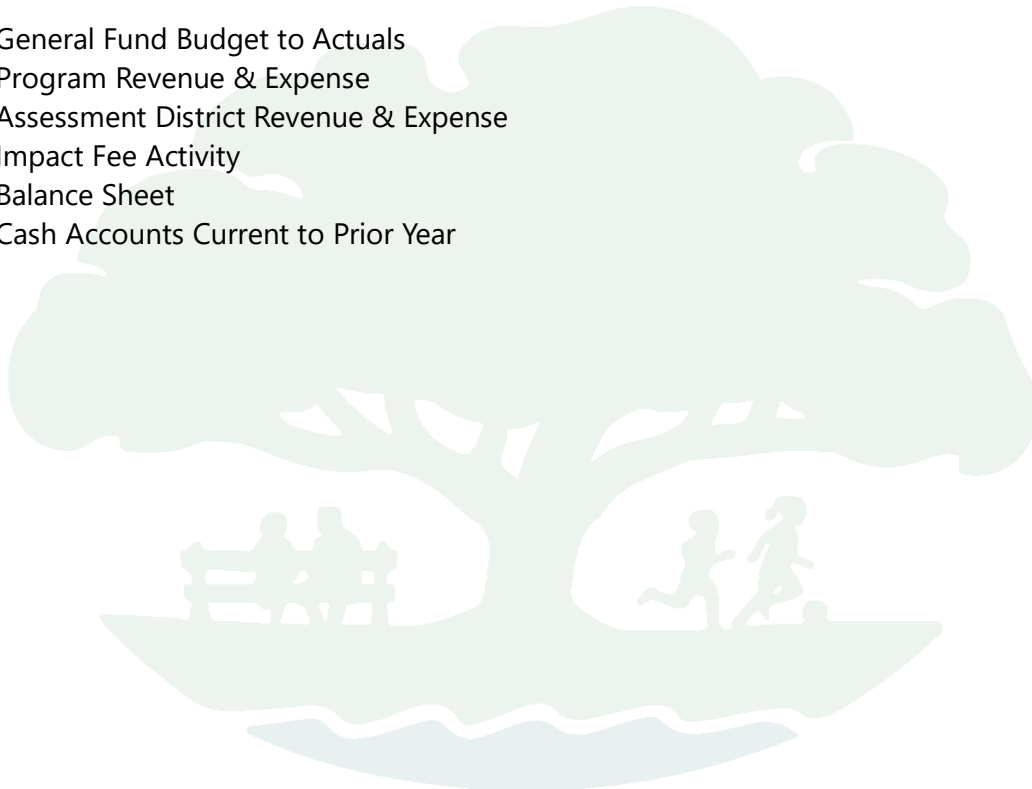
**Variance:** Fiscal Activity less the Current Budget

**Percent Used:** Percentage of Fiscal Activity from the Current Budget.

**Figures:** Surplus is a positive and Deficit is shown as a negative (-) number

#### REPORT SECTIONS

1. General Fund Budget to Actuals
2. Program Revenue & Expense
3. Assessment District Revenue & Expense
4. Impact Fee Activity
5. Balance Sheet
6. Cash Accounts Current to Prior Year







Chico Area Recreation and Park District

# General Fund Budget to Actuals Report

For Fiscal: FY 2025 Period Ending: 08/31/2024

Clas...	Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Used
<b>Fund: 90 - General Fund</b>						
<b>Revenue</b>						
50 - Taxes	6,950,000.00	6,950,000.00	0.00	0.00	-6,950,000.00	0.00%
53 - Operating Income	6,880,095.50	6,880,095.50	997,946.36	1,634,520.40	-5,245,575.10	23.76%
55 - Other Income	16,000.00	16,000.00	9,509.06	20,571.48	4,571.48	128.57%
<b>Revenue Total:</b>	<b>13,846,095.50</b>	<b>13,846,095.50</b>	<b>1,007,455.42</b>	<b>1,655,091.88</b>	<b>-12,191,003.62</b>	<b>11.95%</b>
<b>Expense</b>						
60 - Salaries & Wages	7,537,141.41	7,537,141.41	518,809.61	1,059,875.32	6,477,266.09	14.06%
61 - Employee Benefits	1,860,093.59	1,860,093.59	135,019.52	394,875.76	1,465,217.83	21.23%
62 - Supplies & Services	2,586,831.50	2,586,831.50	141,087.22	722,729.77	1,864,101.73	27.94%
63 - Repairs & Maintenance	427,000.00	427,000.00	22,383.98	75,381.53	351,618.47	17.65%
64 - Utilities	698,379.00	698,379.00	104,996.32	183,860.41	514,518.59	26.33%
65 - Contracts	508,700.00	508,700.00	26,081.55	58,689.95	450,010.05	11.54%
69 - Other Expenses	35,000.00	35,000.00	0.00	0.00	35,000.00	0.00%
<b>Expense Total:</b>	<b>13,653,145.50</b>	<b>13,653,145.50</b>	<b>948,378.20</b>	<b>2,495,412.74</b>	<b>11,157,732.76</b>	<b>18.28%</b>
<b>Fund: 90 - General Fund Surplus (Deficit):</b>	<b>192,950.00</b>	<b>192,950.00</b>	<b>59,077.22</b>	<b>-840,320.86</b>	<b>-1,033,270.86</b>	<b>-435.51%</b>
<b>Report Surplus (Deficit):</b>	<b>192,950.00</b>	<b>192,950.00</b>	<b>59,077.22</b>	<b>-840,320.86</b>	<b>-1,033,270.86</b>	<b>-435.51%</b>

### Fund Summary

<b>Fund</b>	<b>Original Total Budget</b>	<b>Current Total Budget</b>	<b>Period Activity</b>	<b>Fiscal Activity</b>	<b>Variance Favorable (Unfavorable)</b>
90 - General Fund	192,950.00	192,950.00	59,077.22	-840,320.86	-1,033,270.86
<b>Report Surplus (Deficit):</b>	<b>192,950.00</b>	<b>192,950.00</b>	<b>59,077.22</b>	<b>-840,320.86</b>	<b>-1,033,270.86</b>





Chico Area Recreation and Park District

# Program Revenue & Expense Report

For Fiscal: FY 2025 Period Ending: 08/31/2024

Account Typ...	Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Used
<b>Program: 11000 - District Wide</b>						
Revenue	8,313,500.00	8,313,500.00	56,159.33	135,370.42	-8,178,129.58	1.63%
Expense	4,145,672.41	4,145,672.41	214,545.63	1,051,579.52	3,094,092.89	25.37%
<b>Program: 11000 - District Wide Surplus (Deficit):</b>	<b>4,167,827.59</b>	<b>4,167,827.59</b>	<b>-158,386.30</b>	<b>-916,209.10</b>	<b>-5,084,036.69</b>	<b>-21.98%</b>
<b>Program: 11610 - Facility Rentals</b>						
Revenue	360,000.00	360,000.00	25,884.00	44,816.00	-315,184.00	12.45%
Expense	273,467.74	273,467.74	23,352.01	45,482.72	227,985.02	16.63%
<b>Program: 11610 - Facility Rentals Surplus (Deficit):</b>	<b>86,532.26</b>	<b>86,532.26</b>	<b>2,531.99</b>	<b>-666.72</b>	<b>-87,198.98</b>	<b>-0.77%</b>
<b>Program: 11611 - Picnic Rentals</b>						
Revenue	25,000.00	25,000.00	2,759.00	5,231.00	-19,769.00	20.92%
<b>Program: 11611 - Picnic Rentals Total:</b>	<b>25,000.00</b>	<b>25,000.00</b>	<b>2,759.00</b>	<b>5,231.00</b>	<b>-19,769.00</b>	<b>20.92%</b>
<b>Program: 11612 - Field Rentals</b>						
Revenue	85,000.00	85,000.00	23,265.76	23,307.76	-61,692.24	27.42%
Expense	46,510.43	46,510.43	483.39	6,449.57	40,060.86	13.87%
<b>Program: 11612 - Field Rentals Surplus (Deficit):</b>	<b>38,489.57</b>	<b>38,489.57</b>	<b>22,782.37</b>	<b>16,858.19</b>	<b>-21,631.38</b>	<b>43.80%</b>
<b>Program: 11710 - Special Events</b>						
Revenue	140,000.00	140,000.00	11,075.00	11,785.00	-128,215.00	8.42%
Expense	81,112.12	81,112.12	6,429.54	14,496.29	66,615.83	17.87%
<b>Program: 11710 - Special Events Surplus (Deficit):</b>	<b>58,887.88</b>	<b>58,887.88</b>	<b>4,645.46</b>	<b>-2,711.29</b>	<b>-61,599.17</b>	<b>-4.60%</b>
<b>Program: 22200 - Contracted Camp</b>						
Revenue	210,000.00	210,000.00	22,970.15	85,660.10	-124,339.90	40.79%
Expense	151,755.00	151,755.00	3,445.41	3,445.41	148,309.59	2.27%
<b>Program: 22200 - Contracted Camp Surplus (Deficit):</b>	<b>58,245.00</b>	<b>58,245.00</b>	<b>19,524.74</b>	<b>82,214.69</b>	<b>23,969.69</b>	<b>141.15%</b>
<b>Program: 22210 - Camp Chi-Da-CA</b>						
Revenue	290,600.00	290,600.00	35,970.00	114,160.00	-176,440.00	39.28%
Expense	208,508.07	208,508.07	31,982.15	78,353.41	130,154.66	37.58%
<b>Program: 22210 - Camp Chi-Da-CA Surplus (Deficit):</b>	<b>82,091.93</b>	<b>82,091.93</b>	<b>3,987.85</b>	<b>35,806.59</b>	<b>-46,285.34</b>	<b>43.62%</b>
<b>Program: 22220 - Summertime Delight</b>						
Revenue	193,520.00	193,520.00	48,557.60	119,770.00	-73,750.00	61.89%
Expense	164,433.97	164,433.97	31,468.16	61,129.74	103,304.23	37.18%
<b>Program: 22220 - Summertime Delight Surplus (Deficit):</b>	<b>29,086.03</b>	<b>29,086.03</b>	<b>17,089.44</b>	<b>58,640.26</b>	<b>29,554.23</b>	<b>201.61%</b>
<b>Program: 22240 - Camp Chico Creek</b>						
Revenue	230,000.00	230,000.00	50,886.20	144,572.00	-85,428.00	62.86%
Expense	131,702.86	131,702.86	33,601.39	64,057.18	67,645.68	48.64%
<b>Program: 22240 - Camp Chico Creek Surplus (Deficit):</b>	<b>98,297.14</b>	<b>98,297.14</b>	<b>17,284.81</b>	<b>80,514.82</b>	<b>-17,782.32</b>	<b>81.91%</b>
<b>Program: 22310 - Youth Sports</b>						
Revenue	435,000.00	435,000.00	29,463.42	96,254.66	-338,745.34	22.13%
Expense	435,932.51	435,932.51	42,029.25	83,980.41	351,952.10	19.26%
<b>Program: 22310 - Youth Sports Surplus (Deficit):</b>	<b>-932.51</b>	<b>-932.51</b>	<b>-12,565.83</b>	<b>12,274.25</b>	<b>13,206.76</b>	<b>-1,316.26%</b>
<b>Program: 22320 - Adult Sports</b>						
Revenue	425,000.00	425,000.00	25,450.18	58,922.72	-366,077.28	13.86%
Expense	453,564.61	453,564.61	21,123.98	51,607.73	401,956.88	11.38%
<b>Program: 22320 - Adult Sports Surplus (Deficit):</b>	<b>-28,564.61</b>	<b>-28,564.61</b>	<b>4,326.20</b>	<b>7,314.99</b>	<b>35,879.60</b>	<b>-25.61%</b>
<b>Program: 22330 - DFJ Admin</b>						
Revenue	40,000.00	40,000.00	3,925.00	13,585.00	-26,415.00	33.96%
Expense	124,526.00	124,526.00	8,891.73	17,381.98	107,144.02	13.96%
<b>Program: 22330 - DFJ Admin Surplus (Deficit):</b>	<b>-84,526.00</b>	<b>-84,526.00</b>	<b>-4,966.73</b>	<b>-3,796.98</b>	<b>80,729.02</b>	<b>4.49%</b>

**Budget Report**

**For Fiscal: FY 2025 Period Ending: 08/31/2024**

Account Typ...	Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Used
<b>Program: 22400 - Contract Programs</b>						
Revenue	190,000.00	190,000.00	17,960.73	40,855.98	-149,144.02	21.50%
Expense	191,486.49	191,486.49	29,386.21	82,530.16	108,956.33	43.10%
<b>Program: 22400 - Contract Programs Surplus (Deficit):</b>	<b>-1,486.49</b>	<b>-1,486.49</b>	<b>-11,425.48</b>	<b>-41,674.18</b>	<b>-40,187.69</b>	<b>2,803.53%</b>
<b>Program: 22510 - Afterschool Program - CARD</b>						
Revenue	2,662,550.00	2,662,550.00	602,147.98	607,156.40	-2,055,393.60	22.80%
Expense	1,937,973.74	1,937,973.74	35,093.68	62,848.27	1,875,125.47	3.24%
<b>Program: 22510 - Afterschool Program - CARD Surplus (Deficit):</b>	<b>724,576.26</b>	<b>724,576.26</b>	<b>567,054.30</b>	<b>544,308.13</b>	<b>-180,268.13</b>	<b>75.12%</b>
<b>Program: 22600 - NC Admin</b>						
Revenue	166,745.50	166,745.50	2,950.69	18,854.18	-147,891.32	11.31%
Expense	376,330.07	376,330.07	12,568.93	27,200.10	349,129.97	7.23%
<b>Program: 22600 - NC Admin Surplus (Deficit):</b>	<b>-209,584.57</b>	<b>-209,584.57</b>	<b>-9,618.24</b>	<b>-8,345.92</b>	<b>201,238.65</b>	<b>3.98%</b>
<b>Program: 22630 - Nature ABC</b>						
Revenue	6,000.00	6,000.00	2,340.22	2,340.22	-3,659.78	39.00%
Expense	6,280.77	6,280.77	67.51	131.97	6,148.80	2.10%
<b>Program: 22630 - Nature ABC Surplus (Deficit):</b>	<b>-280.77</b>	<b>-280.77</b>	<b>2,272.71</b>	<b>2,208.25</b>	<b>2,489.02</b>	<b>-786.50%</b>
<b>Program: 22800 - Recreation Swim</b>						
Revenue	200,000.00	200,000.00	17,735.50	97,725.05	-102,274.95	48.86%
Expense	351,213.68	351,213.68	66,035.19	145,248.99	205,964.69	41.36%
<b>Program: 22800 - Recreation Swim Surplus (Deficit):</b>	<b>-151,213.68</b>	<b>-151,213.68</b>	<b>-48,299.69</b>	<b>-47,523.94</b>	<b>103,689.74</b>	<b>31.43%</b>
<b>Program: 22810 - Sycamore Pool Rec</b>						
Expense	3,400.00	3,400.00	269.46	278.65	3,121.35	8.20%
<b>Program: 22810 - Sycamore Pool Rec Total:</b>	<b>3,400.00</b>	<b>3,400.00</b>	<b>269.46</b>	<b>278.65</b>	<b>3,121.35</b>	<b>8.20%</b>
<b>Program: 22900 - Youth Leader</b>						
Revenue	0.00	0.00	400.00	400.00	400.00	0.00%
Expense	6,142.21	6,142.21	507.57	839.28	5,302.93	13.66%
<b>Program: 22900 - Youth Leader Surplus (Deficit):</b>	<b>-6,142.21</b>	<b>-6,142.21</b>	<b>-107.57</b>	<b>-439.28</b>	<b>5,702.93</b>	<b>7.15%</b>
<b>Program: 22910 - Inclusion</b>						
Revenue	120,000.00	120,000.00	26,946.06	38,466.79	-81,533.21	32.06%
Expense	132,234.24	132,234.24	15,496.00	51,184.89	81,049.35	38.71%
<b>Program: 22910 - Inclusion Surplus (Deficit):</b>	<b>-12,234.24</b>	<b>-12,234.24</b>	<b>11,450.06</b>	<b>-12,718.10</b>	<b>-483.86</b>	<b>103.95%</b>
<b>Report Surplus (Deficit):</b>	<b>4,870,668.58</b>	<b>4,870,668.58</b>	<b>430,069.63</b>	<b>-188,992.99</b>	<b>-5,059,661.57</b>	<b>-3.88%</b>

### Fund Summary

Fund	Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)
70 - City Impact Fees (Community	1,000,000.00	1,000,000.00	0.00	0.00	-1,000,000.00
80 - County Impact Fees	60,000.00	60,000.00	2,375.00	7,125.00	-52,875.00
90 - General Fund	3,810,668.58	3,810,668.58	427,694.63	-196,117.99	-4,006,786.57
<b>Report Surplus (Deficit):</b>	<b>4,870,668.58</b>	<b>4,870,668.58</b>	<b>430,069.63</b>	<b>-188,992.99</b>	<b>-5,059,661.57</b>





Chico Area Recreation and Park District

# Assessment District Revenue & Expense Report

For Fiscal: FY 2025 Period Ending: 08/31/2024

Account Typ...	Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Used
<b>Fund: 60 - Baroni Park</b>						
Revenue	183,447.00	183,447.00	0.00	0.00	-183,447.00	0.00%
Expense	178,447.00	178,447.00	7,497.96	15,062.21	163,384.79	8.44%
<b>Fund: 60 - Baroni Park Surplus (Deficit):</b>	<b>5,000.00</b>	<b>5,000.00</b>	<b>-7,497.96</b>	<b>-15,062.21</b>	<b>-20,062.21</b>	<b>-301.24%</b>
<b>Fund: 63 - Indigo Park</b>						
Revenue	85,773.00	85,773.00	0.00	0.00	-85,773.00	0.00%
Expense	85,773.00	85,773.00	5,758.46	11,400.43	74,372.57	13.29%
<b>Fund: 63 - Indigo Park Surplus (Deficit):</b>	<b>0.00</b>	<b>0.00</b>	<b>-5,758.46</b>	<b>-11,400.43</b>	<b>-11,400.43</b>	<b>0.00%</b>
<b>Fund: 65 - Oak Way Park</b>						
Revenue	162,258.00	162,258.00	0.00	0.00	-162,258.00	0.00%
Expense	162,258.00	162,258.00	12,413.91	21,669.69	140,588.31	13.36%
<b>Fund: 65 - Oak Way Park Surplus (Deficit):</b>	<b>0.00</b>	<b>0.00</b>	<b>-12,413.91</b>	<b>-21,669.69</b>	<b>-21,669.69</b>	<b>0.00%</b>
<b>Fund: 67 - Peterson Park (Amber Grove)</b>						
Revenue	143,563.00	143,563.00	0.00	0.00	-143,563.00	0.00%
Expense	143,563.00	143,563.00	11,350.44	19,283.02	124,279.98	13.43%
<b>Fund: 67 - Peterson Park (Amber Grove) Surplus (Deficit):</b>	<b>0.00</b>	<b>0.00</b>	<b>-11,350.44</b>	<b>-19,283.02</b>	<b>-19,283.02</b>	<b>0.00%</b>
<b>Report Surplus (Deficit):</b>	<b>5,000.00</b>	<b>5,000.00</b>	<b>-37,020.77</b>	<b>-67,415.35</b>	<b>-72,415.35</b>	<b>-1,348.31%</b>

### Fund Summary

Fund	Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)
60 - Baroni Park	5,000.00	5,000.00	-7,497.96	-15,062.21	-20,062.21
63 - Indigo Park	0.00	0.00	-5,758.46	-11,400.43	-11,400.43
65 - Oak Way Park	0.00	0.00	-12,413.91	-21,669.69	-21,669.69
67 - Peterson Park (Amber Grove)	0.00	0.00	-11,350.44	-19,283.02	-19,283.02
<b>Report Surplus (Deficit):</b>	<b>5,000.00</b>	<b>5,000.00</b>	<b>-37,020.77</b>	<b>-67,415.35</b>	<b>-72,415.35</b>



Chico Area Recreation and Park District

# Impact Fee Activity Report

For Fiscal: FY 2025 Period Ending: 08/31/2024

Account Typ...	Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Used
<b>Fund: 70 - City Impact Fees (Community Park)</b>						
Revenue	1,000,000.00	1,000,000.00	0.00	0.00	-1,000,000.00	0.00%
<b>Fund: 70 - City Impact Fees (Community Park) Total:</b>	<b>1,000,000.00</b>	<b>1,000,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-1,000,000.00</b>	<b>0.00%</b>
<b>Fund: 80 - County Impact Fees</b>						
Revenue	60,000.00	60,000.00	2,375.00	7,125.00	-52,875.00	11.88%
<b>Fund: 80 - County Impact Fees Total:</b>	<b>60,000.00</b>	<b>60,000.00</b>	<b>2,375.00</b>	<b>7,125.00</b>	<b>-52,875.00</b>	<b>11.88%</b>
<b>Report Total:</b>	<b>1,060,000.00</b>	<b>1,060,000.00</b>	<b>2,375.00</b>	<b>7,125.00</b>	<b>-1,052,875.00</b>	<b>0.67%</b>

### Fund Summary

Fund	Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Used
70 - City Impact Fees (Community	1,000,000.00	1,000,000.00	0.00	0.00	-1,000,000.00	0.00%
80 - County Impact Fees	60,000.00	60,000.00	2,375.00	7,125.00	-52,875.00	11.88%
<b>Report Total:</b>	<b>1,060,000.00</b>	<b>1,060,000.00</b>	<b>2,375.00</b>	<b>7,125.00</b>	<b>-1,052,875.00</b>	<b>0.67%</b>





Chico Area Recreation and Park District

**Balance Sheet**  
**Account Summary**  
 As Of 08/31/2024

Account	Name	Balance
<b>Fund: 90 - General Fund</b>		
<b>Assets</b>		
<a href="#">90-1016</a>	Petty Cash	800.00
<a href="#">90-1021</a>	Claim On Cash - General	11,275,793.53
<a href="#">90-1210</a>	Land	11,634,790.52
<a href="#">90-1212</a>	Land Improvements	30,517,777.66
<a href="#">90-1215</a>	Leasehold Improvements	2,011,183.52
<a href="#">90-1220</a>	Buildings and Components	123,423.67
<a href="#">90-1225</a>	Building Improvements & Renovations	39,671.05
<a href="#">90-1230</a>	Construction in Progress	5,352,468.34
<a href="#">90-1235</a>	Equipment	1,217,528.13
<a href="#">90-1240</a>	Vehicles	739,069.64
<a href="#">90-1250</a>	Technology Hardware	296,192.00
<a href="#">90-1270</a>	Accumulated Depreciation	-18,255,018.75
<a href="#">90-1310</a>	Accounts Receivable	1,524,856.82
<a href="#">90-1320</a>	Due From Other Funds	4,858,396.91
<a href="#">90-1340</a>	Suspense	53,144.45
<a href="#">90-1350</a>	Allocation to Other Funds	-448,993.65
<a href="#">90-1360</a>	Deferred Outflows of Resources	2,446,222.00
	<b>Total Assets:</b>	<b>53,387,305.84</b>
		<b><u>53,387,305.84</u></b>

**Liability**

<a href="#">90-2004</a>	Deferred Inflows of Resources	82,007.00
<a href="#">90-2006</a>	Accounts Payable	8,970.00
<a href="#">90-2008</a>	Accrued Expenses	-3,913.00
<a href="#">90-2010</a>	Vouchers Payable	138,646.93
<a href="#">90-2014</a>	Accrued Wages and Salaries Payable	115,789.38
<a href="#">90-2016</a>	Compensated Absences Payable	263,428.20
<a href="#">90-2018</a>	457 Employee Contribution	4,168.60
<a href="#">90-2020</a>	457 ROTH Employee Contribution	2,325.00
<a href="#">90-2022</a>	CALPERS - Employee	45,336.48
<a href="#">90-2024</a>	CALPERS - Employer	23,435.00
<a href="#">90-2026</a>	Federal Withholding	96,493.68
<a href="#">90-2030</a>	Garnishments	2,797.35
<a href="#">90-2031</a>	HSA	-13,191.49
<a href="#">90-2032</a>	Medical Insurance - Employee	7,134.02
<a href="#">90-2036</a>	Medicare and Social Security - Employee	111,877.15
<a href="#">90-2038</a>	Medicare and Social Security - Employer	27,924.09
<a href="#">90-2040</a>	State Withholding	73,048.92
<a href="#">90-2042</a>	SDI	9,507.64
<a href="#">90-2044</a>	Union Dues - Parks Staff	-537.56
<a href="#">90-2046</a>	Union Dues - Supervisor	494.81
<a href="#">90-2048</a>	Voluntary Life/AD&D - Employee	2,643.59
<a href="#">90-2052</a>	Deferred Revenue	301,594.68
<a href="#">90-2054</a>	Due To Other Funds	4,858,396.01
<a href="#">90-2056</a>	Other Liability - Class Clearing Acct	-19,302.95
<a href="#">90-2058</a>	Net Pension Liability	3,016,897.00
<a href="#">90-2060</a>	Time Expired Holding Acct	8,298.11
<a href="#">90-2062</a>	Prepaid Facilities Transfer	-1,091.00
<a href="#">90-2066</a>	Security Deposits	69,953.97
<a href="#">90-2070</a>	Sales Tax	107.96
<a href="#">90-2099</a>	Due To- General	223,559.41
	<b>Total Liability:</b>	<b>9,456,798.98</b>

**Equity**

**Balance Sheet**

**As Of 08/31/2024**

<b>Account</b>	<b>Name</b>	<b>Balance</b>
<a href="#">90-3010</a>	Fund Balance - NonSpendable	21,454,241.07
<a href="#">90-3050</a>	Fund Balance - Unassigned	23,413,076.87
	<b>Total Beginning Equity:</b>	<b>44,867,317.94</b>
Total Revenue		1,655,091.88
Total Expense		2,591,902.96
<b>Revenues Over/Under Expenses</b>		<b>-936,811.08</b>
	<b>Total Equity and Current Surplus (Deficit):</b>	<b>43,930,506.86</b>
	<b>Total Liabilities, Equity and Current Surplus (Deficit):</b>	<b><u>53,387,305.84</u></b>



Chico Area Recreation and Park District

**Balance Sheet**  
**Account Summary**  
 As Of 08/31/2024

Account	Name	Balance
<b>Fund: 99 - POOLED CASH</b>		
<b>Assets</b>		
<a href="#">99-1010</a>	Cash In Bank-US Bank Treasurer	3,355,212.27
<a href="#">99-1011</a>	Cash In Bank-Golden Valley Bank	5,233,664.15
<a href="#">99-1012</a>	Cash In Bank-California Class	2,663,909.95
<a href="#">99-1014</a>	Cash In Bank - GVB Money Market	7,358,645.04
<a href="#">99-1018</a>	Cash In Bank - Tri Counties Bank - MM	914,760.27
<a href="#">99-1384</a>	Due From Other Funds-General	223,559.41
<a href="#">99-1387</a>	Due From Other Funds-Baroni Park	318.26
	<b>Total Assets:</b>	<b>19,750,069.35</b>
		<b><u>19,750,069.35</u></b>
<b>Liability</b>		
<a href="#">99-2006</a>	Accounts Payable (Pooled Cash)	223,877.67
<a href="#">99-2054</a>	Due To Other Funds (Pooled Cash)	19,526,191.68
	<b>Total Liability:</b>	<b>19,750,069.35</b>
	<b>Total Equity and Current Surplus (Deficit):</b>	<b>0.00</b>
	<b>Total Liabilities, Equity and Current Surplus (Deficit):</b>	<b><u>19,750,069.35</u></b>



## Cash Accounts Current to Prior Year

<b>Current Year</b>	<b>Balance</b>	<b>Prior Year</b>	<b>Balance</b>
As of 08/31/2024		As of 08/31/2023	
Petty Cash	800.00	Petty Cash	800.00
US Bank - County Treasurer	3,355,212.27	US Bank - County Treasurer	2,756,751.00
Golden Valley Bank - Operations	5,233,664.15	Golden Valley Bank - Operations	5,500,153.00
California CLASS - MM	2,663,909.95	California CLASS - MM	2,534,052.00
Golden Valley Bank - MM	7,358,645.04	Golden Valley Bank - MM	-
Tri Counties Bank - MM	914,760.27	Tri Counties Bank - MM	-
<b>TOTAL</b>	<b>19,526,991.68</b>	<b>TOTAL</b>	<b>10,791,756.00</b>



## BOARD OF DIRECTORS

### Finance Committee

# STAFF REPORT

**DATE:** September 16, 2024  
**TO:** Board of Directors  
**FROM:** Scott Schumann  
**SUBJECT:** Asphalt Repair at Community Park Project Award

---

### BACKGROUND

The Community Park Court capital improvement project to repair and resurface the pickleball and tennis courts was awarded for \$139,888. The 2024 budget allocation for the project is \$200,000. At the July meeting, staff were directed by the Board to pursue repairs to the asphalt surrounding the exterior of the courts with the remaining project funds.

A bid process was conducted to procure estimates for repairing sections of the lifted and cracked asphalt, as well as entire paths on both the North and East sides of the courts showing damage and need for repair.

#### Lowest asphalt bid for repairs RR Horn Contractors Inc.

Sectional Replacement: \$49,604, full replacement of both North and East Paths \$67,708

#### Lowest concrete bid for repairs Rock Creek Construction Inc.

Sectional Replacement: \$47,449, full replacement of both North and East Paths \$71,484

### ANALYSIS

Asphalt has a maintenance cycle of three to five years whereas concrete can last longer than 30 years. Moreover, concrete achieves the most ADA accessibility.

### FISCAL IMPACT

The remaining project allocation is approximately \$60,000. The cost for full replacement is \$71,484. A small contingency of \$3,000 is requested, however, it is unlikely to be used. The total project cost is \$74,500. There are sufficient general fund reserves to cover the additional \$14,500 project allocation. Although, with other capital project savings, it is unlikely reserve funds will be required.

### RECOMMENDATION

Approval to award Rock Creek Construction Inc. the project to replace damaged asphalt with concrete on the exterior of Pickleball and Tennis Courts.





Rock Creek Construction, Inc.  
PO Box 3666 Chico, CA 95927  
530.514.4868  
CA 883815 Class A, B, C-8  
DIR Registration # 1000038332

September 18, 2024

Page 1 of 2

VIA EMAIL

Re: **CARD Community Park Asphalt Replacement**

Rock Creek Construction, Inc. is pleased to provide this scope letter for performance of the site concrete work you have requested. With the limited accompanying qualifications this proposal is intended to be otherwise complete and in conformance with the design documents you provided. We look forward to meeting with you to review and discuss our proposal.

Specifications/Drawings:

- Luke Pyle Email Dated 9/12/24

General Inclusions:

- All labor, materials, equipment and supervision to construct the work
- All necessary submittals and shop drawings pertaining to our work as per General Requirements
- Field quality control, pre-placement and continuous inspection
- All layout, formwork, shoring and bracing necessary for complete concrete package
- Concrete supply, convey and placement
- Concrete washout
- Pre installation meetings and coordination
- Concrete placement records to be available on site
- All concrete curing as per specs and protection of our work
- All structural construction joints roughened to a ¼ inch amplitude
- Supply and install all reinforcement and dowels in our work

General Exclusions:

- Color Concrete.
- Special Stains, Coatings, Finishes.
- Construction fencing. We plan to cone/caution tape the area as work is completed.
- Permits
- Special Inspection

Proposed pricing is based upon:

1. Our specific project inclusions:

**Option 1: Replace 1493SF of Asphalt with Concrete**

- a) Demo and Remove Existing Asphalt
- b) Excavate/Prep Subgrade
- c) Import and Place Aggregate Base
- d) Install Rebar #4's at 18"OC
- e) 4" Concrete Sidewalk (Broom Finished)
- f) Caulking at New Concrete Expansion Joints

**OPTION 1 PRICE: \$47,449.00**

**Option 2: Replace 2798SF of Asphalt with Concrete**

- a) Demo and Remove Existing Asphalt
- b) Excavate/Prep Subgrade
- c) Import and Place Aggregate Base
- d) Install Rebar #4's at 18"OC
- e) 4" Concrete Sidewalk (Broom Finished)
- f) Caulking at New Concrete Expansion Joints

**OPTION 2 PRICE: \$71,484.00**

Thank you for the opportunity to quote this project with you. Please call with any questions or concerns.

References Available





## BOARD OF DIRECTORS

### Finance Committee

# STAFF REPORT

**DATE:** September 16, 2024  
**TO:** Board of Directors  
**FROM:** Scott Schumann  
**SUBJECT:** Lease of Field Painting Equipment

---

### BACKGROUND

Staff have investigated methods to strategically improve the quality and efficiency of field painting across the Chico Area recreation and Park District through utilization of modern technology in sports field management.

The Turf Tank Painter is an intelligent GPS paint robot for field marking without the need for a manual operator. The Facilities Committee reviewed and discussed the equipment at the September 10, 2024 meeting.

### ANALYSIS

Initial Layout & Painting	Hours
DeGarmo: 3 staff over 2 days	48
Community Park: 2 staff over 3 - 4 days	60
Each park requires repaint throughout the season	
DeGarmo repaints 6 -8 fields 24x per year	168
Community Park repaints 14 fields 2x per year	30
<b>Total Hours</b>	<b>300+</b>

Additional benefits:

- 50% savings on paint usage and purchase price
- Accuracy of lines, professional appearance
- Reduced maintenance time

Chico Youth Soccer Leagues paint and repaint 14 fields 16 times per year. There is a possibility they would be interested in

The Facility Committee's recommendation was to enter into a 3-year contract with Turf Tank for \$11,000 per year. The initial set up fee is \$1700 and may be reduced based on paint volume.

### RECCOMENDATION

The Board approve the 3-year lease agreement and set up fee for the Turf Tank Painter.



<b>TURF TANK TWO</b> Plus & Pro plan 3 YEARS		<b>Plus</b>	<b>Pro</b>
	Annual Subscription	\$11,000	\$16,000
	Year One Implementation Cost	\$1,700	\$1,700
	# of Sport Type Field Layouts	Unlimited	Unlimited
	Turf Tank Two Robot + GPS Package	✓	✓
	5.5 Gallon Paint Jugs Included	✓	✓
	Continuous Software Improvements	✓	✓
	Free Form Text Creation	✓	✓
	Customized Logo Creation	✗	✓
	Geometry Package	✓	✓
	Training & Online Resources	✓	✓
	Support Hours	Normal business hours	24/7
	Warranty Type	Limited	Extended
	Annual Paint Allotment included	\$2,000	\$3,000
	Battery Supply	2x battery	2x battery
	Courtesy Robot	✗	✓
	On-Site Maintenance Visits	Additional cost	2x visits / year
	Custom Turf Tank Wrapping	✗	✓
	Turf Tank Service Kit Incl. Pump, Solenoid & Suction Rod w/ hoses	✗	1x / year
	Upgrade Kit 1x Suction Rod, 3x Ground Spikes	✓	✓
	Premium Upgrade Kit 4x LP-E6 Base Station batteries, 1x Solenoid, 1x Pump Incl. Fittings, 1x Spray Kit - Flat Nozzles, 1x Spray Kit - Cone Nozzles, 7x Ground Spikes	✗	✓





## BOARD OF DIRECTORS

### Finance Committee

# STAFF REPORT

**DATE:** September 16, 2024  
**TO:** Board of Directors  
**FROM:** Annabel Grimm  
**SUBJECT:** Capital Campaign Project Award

---

#### **BACKGROUND**

At the December 2023 meeting the results of the Feasibility Study for a Capital Campaign for the Aquatic Recreation Facility conducted by Baker Street Consulting were presented to the Board. The direction to staff was to release a Request for Proposals (RFP) for an organization to implement a Capital Campaign.

At the July Board meeting, the Board reviewed the draft proposal and approved its release. Six proposals were submitted, and an RFP Committee reviewed and scored each proposal.

Two proposal were shortlisted and interviews were conducted with Creative Fundraising Advisors and Baker Street Consulting Group. References are in process and staff will provide updated information at the meeting.

#### **RECCOMENDATION**

The Board review the attached proposals and select a firm to conduct the District's capital campaign for the aquatics facility.





*Proposal to Conduct a Capital Campaign*



Rev. September 3, 2024



August 30, 2024

Ms. Annabel Grimm  
General Manager  
Chico Area Recreation and Park District  
545 Vallombrosa Avenue  
Chico, CA 95926

*RE: Capital Campaign Program Proposal*

Dear Annabel,

Thank you for considering Baker Street Consulting Group's proposal to conduct a Capital Campaign Program for the Chico Area Recreation and Park District (CARD). We are excited to build upon our successful collaboration during the 2023 Planning and Feasibility Study, and we look forward to partnering with CARD to bring the vision of a state-of-the-art Aquatic Recreation Facility to life.

Our proposal outlines a comprehensive strategy to raise \$6 million, or more, for this transformative project. Baker Street Consulting Group (BSCG) will serve as Campaign Director and consultants, providing expert staffing support and seasoned counsel to meet CARD's ambitious fundraising goals. Our team's extensive experience with major gift campaigns, particularly in the parks and recreation sector, ensures a productive and positive campaign experience that aligns with CARD's high standards and values while adhering to nationally recognized fundraising best practices.

With over 30 years of experience in campaign fundraising, including numerous successful projects for community parks, recreation facilities, and nature-based organizations, Baker Street deeply understands the unique needs and challenges of this sector. Our insight into the region's philanthropic landscape, gained from our recent study process, positions us to maximize fundraising opportunities and reach the established campaign goals.

In collaboration with CARD, Baker Street will play a crucial role in creating a well-thought-out campaign strategy, implementing proven fundraising initiatives, and using our expertise to achieve the financial and project-related goals for this exciting project. Our track record of success in executing capital campaigns within the parks and recreation sector uniquely positions us to drive this endeavor forward.

As President of Baker Street Consulting Group, I am authorized to negotiate a contract with the District. We appreciate your thoughtful consideration of our proposal and look forward to the opportunity to contribute to this impactful project for the Chico community.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Jim Radford", is located at the bottom of the letter.



## I. Team Experience

Baker Street will assign a team of highly experienced consultants with qualifications and a track record of successfully completing numerous campaigns, including aquatic and park-related projects. Our firm will provide CARD with a satisfying campaign experience that will meet or exceed expectations and goals for the new Aquatic Recreation Facility.

The team assigned to this campaign has previously collaborated on numerous studies and campaigns, and they have all received multiple accolades for their expertise, professionalism, and creative problem-solving abilities when it comes to helping partner organizations achieve their goals. They have a proven ability to create a positive atmosphere around a campaign, instilling confidence in everyone involved to achieve the desired results. This campaign will be a philanthropic effort that enhances the well-being of all the people involved, leaving a long-lasting sense of pride within the community of Chico.

The campaign team for this project includes:

- **Jim Radford**, President: Jim's leadership has steered multiple successful campaigns, drawing on his extensive background in strategic planning and major gifts cultivation.
- **Dan Reynolds**, Senior Consultant: With keen insights into donor engagement strategies, Dan has been instrumental in successfully conducting numerous campaigns.
- **Zach Radford**, Senior Consultant: Zach brings a wealth of experience in campaign organization, communications, and donor analytics, ensuring our strategies are data-driven and impactful.
- **Dennis Chaptman**, Writer and Storyteller: Dennis's compelling narratives have consistently elevated campaign profiles and enhanced donor outreach efforts.

Additional support from the Baker Street team will be available as required, ensuring comprehensive administrative and strategic backing for CARD, all at no extra cost. By integrating closely with CARD's staff and leadership, our team will provide direct guidance and hands-on support throughout the Capital Campaign Program.

Baker Street has been a pioneer in developing the Campaign Action Team Model (*Exhibit A*), which emphasizes collaborative strategy and precise execution. Each member of our team brings unique expertise and experience to the project, and we collectively focus on creating and implementing a detailed Capital Campaign Program with clear activities, milestones, measures of effectiveness, and accomplishments to secure the campaign's objectives. Specific responsibilities for the BSCG staff and CARD's campaigners will be detailed in the written Campaign Plan that Baker Street will prepare. Comprehensive bios of our Consulting Team Members are included in *Appendix A*.

**Exhibit A**



## II. References

In late 2023, Baker Street completed a comprehensive Planning and Feasibility Study for CARD’s vision and plans for a state-of-the-art Aquatic Recreation Facility. All of the Baker Street Consulting Team Members were involved in conducting the study. This study initiative involved personal interviews with 37 individuals representing a wide sector of the community.

The study resulted in very positive findings and conclusions, confirming strong community support for CARD and its plans, while also providing a solid foundation for the proposed capital campaign for the Aquatic Recreation Facility.

### Baker Street’s Track Record is Solid

For nearly three decades, BSCG has been at the forefront of capital campaign fundraising and major gift development, consistently committed to advancing the missions of large and small nonprofit organizations. Our team's expertise encompasses the full spectrum of campaign management, from initial planning through to execution and post-campaign evaluation.

Our Client References and Baker Street’s Track Record of select projects are included in *Appendix B*.

### Highlighted Projects

**Oregon Public Library, Oregon, WI:** Baker Street spearheaded a \$12 million campaign for a new public library. More details on this project can be found [here](#). Additionally, all the library’s campaigners participated in BSCG’s volunteer training sessions and individual coaching during the campaign. To aid them, we designed a campaign volunteer toolkit, allowing campaigners to access the tools they needed to be successful easily. This can be viewed [here](#).

In addition, *Exhibit B* below lists several other examples of successful campaigns we’ve conducted for organizations with visions and goals similar to CARD’s.

### *Exhibit B*

Project	Town	Dollar Goal
Shelbyville Community Pool	Shelbyville, IL	\$2 m
Team Sports for Special Kids	St. Louis, MO	\$10 m
Renovation of Two Parks and Aquatic Center	Evansville, WI	\$17 m
National Outdoor Leadership School (NOLS)	Lander, WY	\$6 m
Pritchard Park Sports Complex	Racine, WI	\$5 m
Emerson Park Renovations	Stevens Point	\$1.5 m
Oshkosh YMCA*	Oshkosh, WI	\$13 m

\* This campaign resulted in the largest YMCA facility built in the country at the time and the only one with a large natatorium and indoor facilities for both hockey and soccer.

### III. Project Approach and Schedule

#### Services Provided: During the Capital Campaign

Baker Street Consulting Group is uniquely positioned to provide leadership, hands-on support, and expert counsel throughout the capital campaign. We are committed to developing a comprehensive strategy that includes the creation of timelines, campaign materials, fundraising goals, and key milestones, all aligned with the objectives of the Aquatic Recreation Facility project goals.

#### Comprehensive Strategy and Initial Setup

Baker Street Consulting Group is committed to providing a robust and comprehensive approach to the capital campaign, starting with the development of a detailed Campaign Plan that encompasses all aspects of the campaign:

- **Comprehensive Strategy Development:** Includes timelines, campaign materials, and fundraising goals aligned with the Aquatics project objectives.
- **Solicitation Management:** Design and implementation of a thorough prospect research and robust solicitation strategy targeting potential donors, major gift prospects, and institutional funders.
- **Grant Writing:** Identification, research, and composition of compelling grant proposals to secure funding from various grant-making organizations.
- **Innovative Fundraising Techniques:** Implementation of innovative fundraising techniques and events to engage a diverse range of stakeholders and community members.

What follows are the preliminary details associated with BSCG serving as fundraising counsel for designing and implementing a Capital Campaign Program. Appropriate refinements would occur after further discussion to implement the program in the most effective manner.

#### Highlights of Campaign Organization

The scope of this campaign project will encompass the following activities to be completed by Baker Street Consulting Group in cooperation with CARD:

- Provide a senior-level team to fulfill the role of Campaign Director and serve as consultants.
- Develop a detailed, written Campaign Plan, including:
  - Recommendations for program direction and implementation
  - Timetable with revenue milestones
  - Specific activity schedules
  - Fundraising strategies
  - Campaign staffing and structure recommendations

- Staff and volunteer training materials
- Roles and Responsibilities Guide, including that of Baker Street
- Communications Plan
- Campaign Policies and Procedures
- Cost structure, recommended budget, and income milestones
- Direct and assist in the implementation of the plan and make refinements from time to time to meet emerging circumstances and opportunities.
- Provide direct support to organize the campaign and to ensure that all key ingredients for campaign operations are properly created and put into motion.
- Create an Awareness Building Plan during the initial phase of the campaign and assist with its implementation as necessary and appropriate.
- Assist in identifying and recruiting campaign leadership.
- Provide support to the Steering Committee and Campaign Committee.
- Work with CARD to develop and submit proposals to select foundations and provide appropriate assistance for follow-up purposes.
- Provide necessary staff and volunteer training, including creating fundraising instructional materials.
- Work with the campaign volunteers to guide the prospect identification and assignment process for donors.
- Assist in creating Approach Strategies and Ask Amounts for solicitation calls and presentations.
- Organize Solicitation Action Teams to secure gift and pledge commitments.
- Provide guidance and support to Solicitation Action Teams and assist with all follow-up activity.
- Assist in the creation and overall implementation of an appropriate Donor Recognition Program.
- Work with CARD leaders and staff to engage a professional graphics firm to develop the campaign materials (theme, brochures, stationary, etc.).
- Provide creative ideas and written draft copy for campaign materials.
- Help create presentation materials supporting all fundraising calls, presentations, and Awareness Building activities.
- Assist in completing select solicitation calls and presentations as needed.
- Provide guidance for creating strategies, techniques, and methods of fundraising relating to specific solicitation calls and presentations where it will be helpful to do so.

- Establish a regular schedule of review meetings with CARD regarding the campaign and attend key meetings as appropriate.
- Provide timely reports to campaign leadership.
- Direct the campaign to its most successful conclusion.
- Conduct the campaign in ways that reflect the highest standards of CARD and the Chico community.

### **Timeline and Phases**

Baker Street Consulting Group recommends structuring and implementing the campaign using a three-phase organizational approach to be completed over an eighteen (18) month period. *Exhibit C* contains a chart depicting the campaign phases and a short description of each. *Exhibit D* provides a Preliminary Campaign Overview and Activities Schedule by phase.

### **Operational Execution and Milestone Development**

The scope of this campaign project will encompass a series of strategic and operational tasks:

- Assigning a senior-level team to serve as Campaign Director and consultants, providing hands-on support and experienced counsel throughout the campaign.
- Developing a written Campaign Plan detailing program direction, implementation strategies, revenue milestones, specific activity schedules, and fundraising strategies.
- Establishing a Roles and Responsibilities Guide, a Communications Plan, and Campaign Policies and Procedures.
- Directing and assisting in the plan's implementation, with timely refinements to meet emerging circumstances and opportunities.

### **Community Engagement and Donor Interaction**

- Creation and execution of an Awareness Building Plan during the campaign's initial phase.
- Identification and recruitment of campaign leadership.
- Organization of Solicitation Teams to secure gift and pledge commitments.
- Development and maintenance of campaign materials in collaboration with professional graphics firms to ensure all fundraising calls, presentations, and awareness activities are supported with high-quality materials.

### **Timeline and Phases**

This agreement encompasses all the aforementioned services over an eighteen-month period, structured into three phases:

- **Phase I - Organization Readiness and Advance Gifts:** Establishing a solid campaign foundation and securing advance gifts.
- **Phase II - Leadership Gifts:** Engaging with leadership and major gift donors through personalized presentations and strategic meetings.

- **Phase III - Community Gifts/Public Phase:** Broadening campaign visibility through public and social media promotions to secure the necessary community support.

The Campaign Plan will contain a detailed budget, activity schedule, strategic task assignments, fundraising milestones, and deliverable products, serving as the comprehensive guide for the campaign's administration and successful conclusion.

### *Exhibit C*

#### **Phase I - Organization Readiness and Advance Gifts**

**(5 months: October 2024 through February 2025)**

This initial phase is critical, but the most labor-intensive as it lays the groundwork for the entire campaign. We will establish a robust framework and protocols necessary for a successful campaign. During this period, we will also focus on securing Advance Gifts from key benefactors, setting a strong financial foundation. Simultaneously, detailed plans for the Aquatic Recreation Facility will be fine-tuned, ensuring readiness for the next phase of targeted fundraising.

#### **Phase II - Leadership Gifts**

**(13 months: March 2025 through March 2026 (w/ 5 months overlapping Phase III))**

In this phase, the fully assembled Campaign Committee will engage directly with major donors, using personalized presentations to secure significant gifts. The phase kicks off with a well-organized Inaugural Event that leverages early gift and pledge opportunities. Both individual and small group interactions will be the mainstay of our fundraising efforts during this time, ensuring we build strong relationships with major stakeholders before transitioning into the public phase.

#### **Phase III – Community Gifts/Public Phase**

**(5 months: November 2025 through March 2026)**

The final phase is where our campaign becomes most visible to the public. We will implement a broad range of promotional activities, including social media campaigns, direct mailings (optional), and public presentations aimed at engaging civic groups, businesses, and other community organizations. Media promotions will start early in this phase and continue through to the campaign's conclusion, maximizing exposure and support as we strive to meet our fundraising targets.

**Chico Area Recreation & Park District  
18-Month Capital Campaign Program with Overlapping Phases**



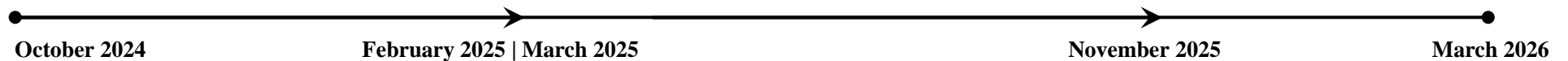
***Phase I: Organization Readiness & Advance Gifts***



***Phase II: Leadership Gifts (13 months overlapping)***



***Phase III: Community Gifts***





## Chico Area Recreation & Park District Campaign Overview: Activities by Campaign Overlapping Phases

This chart reflects some of the key Capital Campaign Program activities corresponding with each of its phases over a recommended eighteen (18) month timetable. Ideally, approximately 80-90% of the dollar goal should be secured by the time Phase III begins. The Community Gifts/Public Phase is also intended to be a prime time for promoting the resources and benefits associated with the CARD project.

Phase I: Organization Readiness and Advance Gifts	Phase II: Leadership Gifts	Phase III: Community Gifts/Public Phase
<ul style="list-style-type: none"> <li>• Coordinate planning with Chico City Council/CARD Board</li> <li>• Launch Phase I</li> <li>• Refine Case for Support</li> <li>• Strategy and positioning refinement</li> <li>• Awareness Building activities</li> <li>• Create Campaign Plan/Support Systems</li> <li>• Organize Campaign Steering Committee</li> <li>• Mobilize Campaign Steering Committee</li> <li>• Recruit Chair(s) and Honorary Chair(s)</li> <li>• Create Campaign Administration Guide</li> <li>• Develop Case Statement and graphics</li> <li>• Naming opportunities, recognition, and toolbox/program</li> <li>• Create Campaigner’s Resource Website</li> <li>• Organize training materials/reference tools</li> <li>• Conduct training in campaign techniques</li> <li>• Build prospective donor list(s)</li> <li>• Start prospect research: foundations and individuals</li> <li>• Secure Advance Gifts</li> <li>• Begin Grantsmanship</li> </ul>	<ul style="list-style-type: none"> <li>• Inaugural Meeting of Campaign Committee</li> <li>• Launch and conduct the Quiet Campaign II</li> <li>• Prospect list(s) refinement</li> <li>• Prepare Campaigner materials and graphics</li> <li>• Conduct training/coaching sessions</li> <li>• Assignments and team building</li> <li>• Develop thoughtful donor approach strategies</li> <li>• Create call schedules/Campaigner assignments</li> <li>• Prepare presentation materials/proposals</li> <li>• Conduct personal calls and presentations</li> <li>• Secure Leadership Gifts and Major Gifts</li> <li>• Continue grantsmanship (regional/local)</li> <li>• Conduct selective marketing and promotions</li> <li>• Create comprehensive campaign communications materials and targeted activities</li> <li>• Prepare to launch the general Community Gifts Phase of the campaign</li> <li>• Opportunity scan and actions</li> </ul>	<ul style="list-style-type: none"> <li>• Launch the general Phase III: Community Gifts/Public Phase</li> <li>• Public kick-off (highly visible)</li> <li>• Create Media Plan and Materials</li> <li>• Continue relationship-building activities</li> <li>• Continue to secure Leadership/Major Gifts</li> <li>• Secure General Gifts from community</li> <li>• Website promotions / updates</li> <li>• Special events (optional)</li> <li>• Public activities and media coverage</li> <li>• Direct mail (optional)</li> <li>• Continue grantsmanship activities</li> <li>• Opportunity scan and actions</li> <li>• Refine details re: donor recognition</li> <li>• Create Post-Campaign Plan</li> <li>• Launch over-the-top promotions and activities</li> <li>• Wrap up campaign – secure dollar goal</li> <li>• Comprehensive acknowledgements of all donors and campaign success</li> <li>• Celebrate!</li> </ul>

#### IV. Cost Proposal

Baker Street Consulting Group will perform the activities described above, and any other appropriate consulting services as necessary, in order to effectively direct this campaign to a successful conclusion. Ideally, our services will commence in October 2024 and will extend through March 2026. The total cost for professional services is proposed at \$270,000. A Preliminary Campaign Budget with anticipated costs for an 18-month Capital Campaign Program is presented in *Appendix C*.

#### Projected Expenses and Billing Structure:

- **Project-Related Expenses:** Estimated to total \$54,000 for the duration, averaging approximately \$3,000 per month. These expenses, primarily covering travel, will be billed monthly along with our service fees. Project-related expenses, along with any other items that CARD may wish to include in the overall campaign budget, will need further refinement. However no costs will be incurred without prior approval of CARD.
- **Invoicing:** Invoices will be issued on the first of each month, with payment due by the 15<sup>th</sup> of the same month.

Payment for professional fees is requested to be paid according to the following manner and schedule:

#### *Exhibit E*

#### *Professional Fees Payment Schedule*

Upon Signing Agreement	\$ 15,000	July 15, 2025	\$ 15,000
November 15, 2024	\$ 15,000	August 15, 2025	\$ 15,000
December 15, 2024	\$ 15,000	September 15, 2025	\$ 15,000
January 15, 2025	\$ 15,000	October 15, 2025	\$ 15,000
February 15, 2025	\$ 15,000	November 15, 2025	\$ 15,000
March 15, 2025	\$ 15,000	December 15, 2025	\$ 15,000
April 15, 2025	\$ 15,000	January 15, 2026	\$ 15,000
May 15, 2025	\$ 15,000	February 15, 2026	\$ 15,000
June 15, 2025	\$ 15,000	March 15, 2026	\$ 15,000
		<b>TOTAL</b>	<b>\$270,000</b>

#### V. A Collaborative Approach: Understanding Roles and Expectations

A successful consultant-client relationship thrives on mutual understanding and realistic expectations. As consultants, we *partner* with your organization and team, offering our expertise, experience, and guidance to help you reach your fundraising goals.

While we provide comprehensive support, guidance, strategies, and advice, it's important to note that we do not maintain a pre-existing list of major gift donors, nor do we independently conduct all aspects of your campaign or act as the primary gift solicitors.

Our collaborative model thrives on a team-oriented mindset from all parties involved. This includes active participation and commitment from your team, including campaign volunteers, when it comes to topics such as providing necessary background information on donor prospects, supporting solicitation efforts, and participating in the development of donor lists and fundraising strategies, for examples.

Our objective is to nurture a partnership that not only adheres to industry best practices and bolsters the long-term sustainability of your fundraising efforts but also leaves your organization stronger and more capable as a direct outcome of our engagement.

**Cancellation or Suspension**

Either party identified in this proposal may cancel or suspend the Agreement, with or without cause, with thirty (30) days’ written notice. In this event, CARD will continue to be responsible for all fees and expenses incurred under the Agreement until the last day of the following month after receipt by either party of such notice. Please see our Standard Terms and Conditions attached as *Appendix D*.

Again, Annabel, thank you for the confidence that you and the CARD Board of Directors are placing in Baker Street Consulting Group. Assuming this proposal is acceptable to you, please sign and return one copy along with the initial installment of \$15,000. We look forward to being of further service to the Chico Area Recreation and Park District and we will begin our work immediately upon your approval of this agreement. Please let me know if you have any questions or would like to discuss any additions, changes, or revisions to this agreement.

Respectfully submitted,



Jim Radford  
President  
Baker Street Consulting Group

***Agreement Accepted for the Chico Area Recreation and Park District:***

**Signature** \_\_\_\_\_

**Printed Name** \_\_\_\_\_

**Title** \_\_\_\_\_

**Date** \_\_\_\_\_

# *Appendix*

***BSCG's Campaign Team for the Aquatic Recreation Facility***

Jim Radford, Founder and President of Baker Street Consulting Group, will be this project's Lead Consultant and key contact. Mr. Radford will be assisted by Mr. Dan Reynolds, Senior Consultant and President of Holmes, Radford & Reynolds, Inc., Mr. Zach Radford, Senior Consultant at Baker Street Consulting, and Mr. Dennis Chaptman, Writer and Storyteller at Baker Street Consulting. Our consultants have extensive experience in conducting Feasibility Studies and Campaign Programs.



**Jim Radford, Founder and President – Baker Street Consulting Group**

Jim has steadily honed his fundraising and management skills for nonprofit organizations in a career that began in the 1970s.

Following an extended tour of combat duty in Vietnam as a member of the 5th Special Forces Group, the *Green Berets* (Airborne), Jim created an Outward Bound-style program in which returning Vietnam combat veterans worked with juvenile delinquents. He successfully led the Providence Program (working with juvenile delinquents) which ultimately became a U.S. Department of Justice National Exemplary Program.

Jim began his professional career teaching Anthropology and Sociology on the university level. He consulted frequently on issues regarding fundraising organizational development and strategic planning.

He formerly served as Executive Director of the Juvenile Diabetes Research Foundation (JDRF) in New York as well as the Southern Illinois University School of Medicine Foundation. For more than 35 years he has provided fundraising direction for educational institutions, religious organizations, theaters, hospitals, libraries, social service organizations and many other nonprofit groups. In addition to fundraising, he consults frequently on issues regarding organizational development and strategic planning.

Jim earned his bachelor's and master's degrees in Anthropology and Sociology from Southern Illinois University at Edwardsville. He and his wife Sharon, who have been married for many years, have five children and eight grandchildren. In his free time Jim coached youth soccer for over 20 years and enjoys sailing.



**Dan Reynolds, Senior Consultant and President – Holmes, Radford & Reynolds, Inc.**

Dan has been with the Holmes, Radford for nearly 20 years. He has conducted numerous planning and feasibility studies, created many fund development plans, directed annual fund programs and capacity building initiatives, and led highly successful capital campaigns raising millions of dollars with his clients in St. Louis.

Dan earned bachelor's degrees in Latin American Studies and International Relations from the University of Wisconsin and a master's degree in Public Policy Administration with a certificate in nonprofit management and leadership from the University of Missouri-St. Louis, where he graduated with honors. He worked for six

## Appendix A, cont'd

years in the nonprofit field before consulting with a low-income housing organization in Chicago. Prior to joining HRR in 1999 he was a director an interfaith residence in St. Louis serving people with HIV/AIDS.

Dan has served on the board of the St. Louis Regional Chapter of the Association of Fundraising Professionals and is an adjunct instructor at Washington University for Nonprofits and Philanthropy. He lives in St. Louis with his wife, Sarah, and four children.

### **Zach Radford, Senior Consultant – Baker Street Consulting Group**



Zach has been working with Baker Street Consulting Group for over seven years as a consultant, writer and researcher. He has designed numerous Cases for Support and written private and public proposals for our nonprofit clients. He has also supported work on Planning and Feasibility Studies and assisted on strategic planning initiatives and fund development plans. Additionally, Zach specializes in conducting research on companies and foundations, as well as working with analytical tools, interpreting wealth screening results for individuals and assisting organizations with predictive modeling and planning.

Zach holds bachelor's degrees in Literature, Anthropology, and Liberal Studies and has recently earned a master's degree in English Literature from the University of Montana in Missoula. His evenings and weekends are spent reading, running, canoeing, and fly-fishing.

### **Dennis Chaptman, Writer and Storyteller**



Dennis Chaptman, the principal of ChaptmanConnect, LLC, is a skilled communicator with extensive experience in daily journalism and strategic public relations. With decades of experience, Dennis creates memorable messages that resonate with stakeholders and tell stories effectively.

An award-winning reporter and editor during a 27-year newspaper career, Dennis spent 11 years at the University of Wisconsin-Madison – one of the world's pre-eminent public research institutions – telling the stories of the university as a university relations specialist and later as director of news and media relations. He went on to found ChaptmanConnect, LLC to bring that expertise to clients in the public and private sectors to convey their stories in compelling ways.

He and his wife, Margaret Collins, enjoy outdoor activities, travel and have three grown children and eight grandchildren.

***Our Client References***

<b>Reference</b>	<b>Project &amp; Budget Range</b>	<b>Lead Consultant</b>
<p>Ms. Lucinda Perry                      Director of Strategic Initiatives                      Operation Food Search                      1644 Lotsie Blvd                      St. Louis, MO 63132                      Phone: (314) 726-5355 X 28                      Mobile: (314) 471-6805                      Email: lucinda.perry@operationfoodsearch.org</p>	<p>Conducted Study – Directed Campaign to end childhood hunger as we know it in St. Louis. Exceeded \$5 million goal to reach nearly \$7 million.</p>	<p>Jim Radford and Dan Reynolds</p>
<p>Ms. Amy Johnson                      Retired Director of Philanthropy                      Cedar Community                      113 Cedar Ridge Drive                      West Bend, WI 53095                      Phone: (920) 918-6605                      Email: ajohnson@cedarcommunity.com</p>	<p>Study and campaign for new state-of-the-world Alzheimer’s facilities. Raised \$5 million on a \$3.5 million goal. Subsequently retained to create Donor Loyalty and Retention Program.</p>	<p>Jim Radford, Dan Reynolds, and Zach Radford</p>
<p>Mayor Dianne Duggan                      City of Evansville                      31 S. Madison St.                      P. O. Box 529                      Evansville, WI 53536                      Phone: (608) 436-9419                      Email: dianne.duggan@ci.evansville.wi.gov</p>	<p>Study and campaign for a \$17 million project to revitalize two major city parks. The campaign fundraising goal is \$1.7 million for the community share of the project. Recently received a \$300,000 matching gift from the Courtier Foundation and a \$500,000 gift from a local donor.</p>	<p>Jim Radford, Zach Radford, and Dennis Chaptman</p>
<p>Ms. Jennifer Endres Way                      Library Director                      Oregon Public Library                      256 Brook Street                      Oregon, WI 53575                      Phone: (608) 835-2322                      E-mail: jway@oregonlibrary.org</p>	<p>Completed feasibility study to determine if \$3-5 million can be raised for a new library. Total project costs estimated at \$10-12 million. Village of Oregon has committed \$6 million and has already purchased the site for \$850,000</p>	<p>Jim Radford and Zach Radford</p>
<p>Ms. Elizabeth Miniatt                      Library Director                      D.R. Moon Memorial Library                      154 E. 4<sup>th</sup> Ave                      Stanley, WI 54768                      Phone: (715) 644-2004                      Email: eminiatt@stanleylibrary.org</p>	<p>Study and campaign to renovate a 123-year-old library and build an additional, expanded library facility. The campaign to raise \$4.5 million for the renovation and addition is currently underway.</p>	<p>Jim Radford, Zach Radford, and Dennis Chaptman</p>

**Our Track Record Highlights: Among Our Studies & Capital Campaigns**

<b>Client</b>	<b>Community Details</b>	<b>Results</b>
<b>Oshkosh Community YMCA</b>	Oshkosh, WI	Goal: \$12 million Raised: \$13 million Renovation Downtown & New YMCA
<b>St. Mary's Hospital</b>	Green Bay, WI	Goal: \$2 million Raised: \$2.5 million Founder's Society – Women's Cancer Center
<b>Evergreen Foundation #1</b>	Oshkosh, WI	Goal: \$2 million Raised: \$2+ million goal New Wellness Center and Renovation
<b>Evergreen Foundation #2</b>	Oshkosh, WI	Goal: \$3 million Raised: \$3+ million Extensive Care Campus Improvements
<b>Fort Memorial Hospital Foundation</b>	Ft. Atkinson, WI	Goal: \$3 million Raised: \$3.2 million New \$40 million Replacement Hospital
<b>Great Circle</b>	Statewide in many small towns & metro St. Louis	Goal: \$15 million Raised: \$21.5 million Many Facilities Improvements
<b>Winneshiek County Memorial Hospital</b>	Fond du Lac, WI Decorah, IA	Goal: \$2 million Raised: \$2.7 million Hospital Renovation - ER
<b>Operation Food Search</b>	St. Louis, MO	Goal: \$5 million Raised: \$7 million New Major Facility to End Childhood Hunger
<b>Cedar Community</b>	West Bend, WI	Goal: \$3.5 million Raised: \$4.5 million New World Class Alzheimer's Facilities
<b>St. Louis Public Library</b>	St. Louis, MO	Goal: \$15 million Raised: \$20 million Major \$70 million Renovation
<b>St. Monica's Senior Living</b>	Racine, WI	Goal: \$1.5 million Raised: \$1.4 million New Alzheimer's Unit
<b>St. Patrick Center</b>	St. Louis, MO	Goal: \$8 million Raised: \$13 million Became a Model National Homeless Center



## Preliminary Campaign Budget

### Chico Area Recreation and Park District Preliminary Budget: 18-Month Capital Campaign Program

Below are some approximate costs that can be anticipated with a campaign of this scope and magnitude. For example, the range in promotion and materials can vary significantly, depending on the quantity and quality of graphics materials and the level of design preferred. Some of these costs may be included within existing budgets or can be further reduced by using carefully selected resources. Baker Street recommends that project-related costs are refined as part of creating the Campaign Plan early in Phase I of the campaign.

#### Promotion and Fundraising

Campaign Case for Support graphics, design, and printing / website	\$10,000
Solicitation mailings, presentations, and public relations	\$ 4,500
<b>Sub-Total</b>	<b>\$14,500</b>

#### Consulting Expenses

Fundraising Counsel Professional Fees: 18 Months at \$15,000 /month	\$270,000
Consultant's Project Related Travel Expenses (average of \$3,000 /month)	\$ 54,000
<b>Sub-Total</b>	<b>\$324,000</b>

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<b>Total Preliminary Budget</b>	<b>\$338,500</b>
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#### Budget Notes

- The American Association of Fundraising Professionals recommends a cost to conduct a capital campaign should not exceed 12% of the campaign goal, BSCG's proposed costs are well below this amount.
- Baker Street's preliminary cost estimates are far below the national cost estimates for capital campaigns.
- Baker Street is not a graphic design nor web development firm. However, we do have allied associates who we have a history of working with and highly recommend. Where necessary, Baker Street will assist with providing draft written copy on an as needed for campaign purposes basis.

**Standard Terms and Conditions**

The following terms are incorporated into any Agreement between Baker Street Consulting Group (the “Firm”) and the Chico Area Recreation and Park District (CARD) as (the “Client”) identified in the Agreement.

1. **Execution and Delivery.** If the Agreement is executed by the Client and returned to the Firm more than thirty-days (30) after its execution by the Firm, the Firm reserves the right to reconsider the Agreement.
2. **Time-based Fees.** The fees specified in the Agreement are based on the time projected to complete the specified contracted services. It is anticipated that the projected time will be adequate. If additional time should be required to complete the services, the Firm reserves the right to propose revising the attached Agreement, provided, however, that no such revision shall become effective without the prior approval of the Client. Any changes requested by the Client from the services specified in the Agreement shall be subject to additional fees to be negotiated between the Client and the Firm.
3. **Personnel Assigned.** While it is anticipated that there will be no change in the Firm members involved, the Firm reserves the right to change the consultant(s) servicing the Client under the Agreement. The Client reserves the right to request a change in consulting personnel assigned to the project by the Firm.
4. **Non-employment.** Neither the Client nor the Firm will recruit, hire, contract or consult for a fee with any member of the other organization during the term of this Agreement nor for six (6) months following its termination, without the prior written agreement of the other party.
5. **Expenses/Support Services.** Unless specifically provided otherwise in the Agreement, the Client will reimburse the Firm for all reasonable expenses (such as travel, meals and lodging) actually incurred by the Firm’s staff members in connection with providing services under the Agreement and for all reasonable, and pre-approved, costs incurred by the Firm for support services, such as word processing, copying and graphic design.
6. **Terms of Payment.** Unless specifically provided otherwise in the Agreement, invoices will be issued monthly in advance during the term of the Agreement. Fees for each month shall be billed and invoiced as of the last day of the month to which such fees relate. Invoice amounts not paid within thirty (30) will accrue a late charge of 2% per Billing Period on the past due amount.
7. **Termination or Suspension.** The Agreement is subject to cancellation or suspension by either party upon thirty (30) days’ written notice. In the event of cancellation, the Client will continue to be responsible for all fees and actual expenses incurred under the Agreement until the last day of the following month after receipt by either party of such notice.
8. **Services of Client Personnel.** The Client will make available at its expense the project-related services of any employees or representatives of the Client provided for in the Agreement.
9. **Ownership of Personal Notes and Study Questionnaires.** The Firm reserves the right of ownership of all confidential personal notes and study questionnaires created during study projects. They will not be shared with the Client in their original form.
10. **Liability.** The Firm will perform its services under the Agreement in accordance with prevailing standards of quality and professionalism in the fund-raising consulting field. The Firm does not guarantee the success of fund-raising efforts. The Firm has no authority to act on behalf of Client or otherwise bind client. The Firm and its employees are not eligible for any of the personnel benefits of the Client and are responsible for their own taxes and benefits.
11. **Firm as Independent Contractor.** The Firm is rendering services under the Agreement as an independent contractor and not as an agent or employee of the Client.
12. **Force Majeure.** The Firm’s performance under the Agreement will be excused without liability when prevented by strike, act of God, governmental action, accident or any other condition beyond its reasonable control.
13. **Indemnity.** Firm will indemnify, defend and hold harmless the Client, Client’s officers, directors, employees, representatives, volunteers and clients for claims, losses, damages, costs and expenses including attorney and expert fees and court costs arising out of, or in connection with, the negligent acts or omissions or willful misconduct of the Firm, the Firm’s employees or representatives or any other party for whom the Firm is responsible.

# PROPOSAL: CAMPAIGN PLANNING & COUNSEL

## CHICO AREA RECREATION AND PARK DISTRICT

**Submitted by:**

Kristin Love  
Principal, West Coast  
303.517.2333  
[kristin@creativefundraisingadvisors.com](mailto:kristin@creativefundraisingadvisors.com)

**Date:**

September 2024

[creativefundraisingadvisors.com](http://creativefundraisingadvisors.com)



**CREATIVE**  
FUNDRAISING ADVISORS



# INTRODUCTORY LETTER



## ABOUT CFA

Creative Fundraising Advisors (CFA) provides strategic fundraising counsel and comprehensive philanthropic services to a wide range of nonprofit organizations throughout the United States. CFA prides itself on being a boutique, nimble, full-service consulting firm. We believe every client has its own set of strengths and challenges and deserves its own set of unique solutions. We see little value in offering generic, temporary, cookie-cutter solutions. Our goal is to be your partner throughout the process long-term and to serve as an invaluable member of your advancement team.

We also believe that campaigns are about a big vision and a big idea. And we believe that donors don't give to what you do, they give to why you are doing it. Throughout our process, we will work with you to articulate that vision for your campaign – your “why” – so that you can achieve maximum fundraising success.

CFA's consulting practice focuses on four principal areas within the nonprofit sector: arts & culture, human services, education, and the environment. The core of our work is supporting mission-driven organizations to design, test, plan for, and ultimately execute major fundraising campaigns (including annual giving, capital, endowment, program expansion, and comprehensive campaigns) that fuel transformative change and allow those organizations we work with to have an even greater impact on the communities they serve. As a company, we value collaboration, transparency, integrity, creativity, and change.

CFA has engaged in several exciting and transformative projects at dynamic institutions throughout the country. These include:

A planning and implementation study for a proposed \$650 million comprehensive campaign for **The Music Center of Los Angeles County** (Los Angeles); campaign counsel to support **The Nature Center-Global** campaign; campaign feasibility, planning and counsel for **The Armory Center for the Arts'** (Pasadena, CA) capital campaign; campaign planning and counsel for **Field Arts & Events Hall's** (Port Angeles, WA) capital campaign; campaign planning for **Reflection Riding Arboretum & Nature Center** (Chattanooga, TN); a strategic plan, a campaign planning and feasibility study, and campaign counsel for **The Entertainment Community Fund's** (formerly the Actor's Fund) \$160 million Essential campaign (New York City and Los Angeles); a campaign readiness and feasibility study and campaign counsel for a capital campaign and program expansion for the **Science Museum of Minnesota** (St. Paul); a campaign readiness and feasibility study for **Space Center Houston** (Houston, TX); campaign feasibility and planning for **One Arroyo** (Pasadena, CA); and many others.

A full list of clients may be viewed at: [creativefundraisingadvisors.com](http://creativefundraisingadvisors.com).

Sincerely,

Paul Johnson  
Founder & President



# TEAM EXPERIENCE



## PROJECT TEAM

This project will be led by Principal-West Coast Kristin Love, and supported by Campaign Manager Nico Gervasoni, Senior Manager of Data Solutions Dan Alberti, and CFA's Project Management team (see bios below). Head of Consulting & Principal-Midwest Jake Muszynski will serve as Strategic Advisor.

Should the project require creative design, writing support, or videography, CARD can choose to engage CFA Director of Creative Services Cheryl Molnar, CFA's Project Writer, and/or CFA's contract videographer for an additional fee.

### Kristin Love

*Principal, West Coast*

Kristin Love comes to CFA as a proven capacity-builder, collaborator, and change-maker in the philanthropic space, with over 20 years of experience in higher education, program development, and nonprofit advancement. Prior to joining CFA, Kristin served as Vice President for Development at Loyola Marymount University in Los Angeles, California. At LMU, she oversaw efforts to evolve development structures and processes to motivate an accountability-driven environment, partnering with academic and administrative leadership to align goals and priorities in pursuit of increased philanthropy.

Before LMU, Kristin held leadership roles in the advancement offices at Colorado College and University of Denver, championing creation of new initiatives at both institutions that integrated engagement and philanthropy. Her career experience includes development roles at large national and small local nonprofits, as well as global organizations such as JDRF International. Her passion for mission-centric fundraising work and the positive impact it can have on institutions and organizations began as a work-study student in the grants office at her alma mater, Baylor University, where she earned a BBA in public administration and Spanish.

A native of Dallas, Texas, Kristin spent over two decades in Colorado before relocating with her family to the Los Angeles area in 2020. The mother of 15-year-old twins, Kristin enjoys watching her daughter's athletic pursuits, and son's music and acting endeavors. In her free time, she can be found traveling or at a potter's wheel.

### Jake Muszynski

*Head of Consulting & Principal, Midwest*

Jake is a highly experienced fundraising and consulting professional with over 15 years of combined experience in the industry. He began his successful career in major gifts at higher education institutions and has since provided counsel to over 30 clients at CFA, where he currently serves as Head of Consulting and Principal – Midwest.

In his role, Jake manages CFA's consulting team and leads major projects across the United States, including campaign readiness and feasibility studies, campaign planning and counsel, and development assessments. He takes a holistic approach to fundraising, considering



organizational health from all perspectives and applying a mix of soft skills and data-driven decision-making to each unique situation.

Jake's approach is rooted in one of CFA's core tenets: providing client-informed feedback and creative, case-by-case solutions. He challenges assumptions and leverages data-driven decisions to provide system-level solutions that drive sustainable change. For Jake, learning from the past is essential to creating a better future, and he encourages nonprofits to take a practical inventory of their history to forecast potential opportunities.

Jake's success in donor relations stems from recognizing that donors are inspired by big ideas and tangible impact, not desperation. He has a track record of helping organizations achieve their goals and has managed a collective \$100 million goal in active campaigns.

Prior to joining CFA, Jake served as a Major Gift Officer at the University of Minnesota, where he led successful fundraising efforts for the Arts Quarter and helped the School of Music achieve two of their largest fundraising years on record. He also launched the first-ever comprehensive campaign for the Marching Band, which included a crowdfunding campaign that enabled the band to make their first regular season road trip in 22 years.

Jake began his major gift experience at the University of Northern Iowa's College of Business Administration and worked with RuffaloCODY (now Ruffalo Noel Levitz) as a telemarketing consultant and manager. He is a board member for the Association of Fundraising Professionals MN Chapter and is a former President of AFP – Northeast Iowa Chapter.

Outside of work, Jake enjoys spending time outdoors and especially loves being on the lake. He holds a Bachelor of Communication from Concordia College, where he met his wife. They have two sons who keep them on their toes daily.

## Nico Gervasoni

*Campaign Manager*

As a Campaign Manager with CFA, Nico focuses on facilitating major fundraising campaigns from inception to completion. Nico's multifaceted experience in fundraising, especially in higher education, makes him an asset to the CFA team and its partners.

Nico brings more than eight years of comprehensive fundraising experience to CFA. Most recently, Nico served as Project Manager for Communications and Fundraising at VISIONALITY Partners, a nonprofit consulting firm based in Ventura County, California. At VISIONALITY, Nico enhanced the annual giving strategies of clients across Santa Barbara and Ventura counties through multi-channel donor engagement, stewardship, strategy, and grant writing. He is particularly proud of overseeing three year-end campaigns that were the largest in his clients' respective histories.

Nico started his career as a fundraising account executive at Quimby Group Consulting in Irvine, California, where he worked with nonprofits and local government candidates across Orange County. He then joined the UCLA Luskin School of Public Affairs as its External Relations Coordinator, where he managed donor stewardship efforts, facilitated its year-end campaigns, and planned high-level events for donors, board members, and alumni.





Nico is a lifelong native Southern Californian. He is a proud graduate of UCLA, where he majored in political science. He holds an MA in Theological Studies from Loyola Marymount University and a certificate in Grant Writing from the San Diego State University College of Extended Studies.

Nico and his wife live in the Conejo Valley with their dog, Dorothy, and their cat, TT. He enjoys coffee, running and being bad at golf. He is a “hopeful, yet tortured” lifelong fan of the UCLA Bruins, the Los Angeles Dodgers, and the Los Angeles Chargers.

## Dan Alberti

*Senior Manager, Data Solutions*

Dan comes to CFA with over 15 years of experience in nonprofit management, community engagement, and corporate social responsibility.

As Senior Manager of Data Solutions, Dan leads all data analysis components of CFA projects and collaborates with Stephanie Brouwer, Senior Manager of Prospect Development, on assessing the specific data needs of each CFA client. Dan enjoys taking the complicated and making it simple, and showing how anyone can use data in their work.

Most recently, Dan served as Director of Impact Analytics at City Year Chicago, where he developed data strategies, analyzed student performance data, and trained young adults in how to read and utilize data.

Dan began his nonprofit career after serving in AmeriCorps\*NCCC during Hurricane Katrina recovery efforts. After moving to Chicago, he started working for Chicago Cares as Director of the Corporate Volunteer Program, where he consulted with corporate partners on community engagement and employee engagement programs while overseeing Serve-a-thon, Chicago's largest day of service. Since then, Dan's career has given him the ability to work in a wide variety of areas such as education, environment, food security, veteran services, economic development, arts, and community services.

Dan earned his MPA from University of Illinois at Chicago with a focus in public policy and data analysis. His graduate research included statistical methodology to analyze property assessment data and measuring effective urban policies.

Dan pulls a diverse skill set and takes a multidisciplinary approach to any challenge. Dan has been an axe-throwing coach, private investigator, high school counselor, karaoke DJ, plumbing apprentice, community affairs in professional baseball, and amateur woodworker. He lives in Chicago with his wife, son and dog, Bones.



# REFERENCES



## REFERENCES

### Jason Sanders

*Executive Director*

Dodge Nature Center & Preschool

jsanders@dodgenaturecenter.org

952.200.0566

### Jamie Ziemann

*Director of Philanthropy*

The Nature Conservancy MN-ND-SD

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# **PROJECT APPROACH AND SCHEDULE**



## PROJECT UNDERSTANDING

Founded in 1948, the Chico Area Recreation & Park District (CARD) is a California Special District focused on creating recreational opportunities that bring friends and families together to have fun and build lasting memories. CARD manages and cares for more than 15 community and neighborhood parks, four community centers, one swimming pool, the Chico Creek Nature Center, and more.

Located in the northern portion of the Sacramento River Valley near the foothills of the Sierra Nevada mountains, CARD encompasses an area of approximately 225 square miles, and provides quality recreational programs to people of all ages in the greater Chico area. From Tiny Tot programs for small children to Evening Dances for mature adults, CARD has an active recreation program for diverse audiences. CARD also maintains several public parks, which are beautifully maintained and include features like playgrounds, softball, baseball and soccer fields, basketball and tennis courts, and gentle walking trails.

Initially introduced as a concept in 2013, in 2016 CARD conducted a programmatic feasibility study to begin planning for an Aquatic Recreation Facility. In May of 2023, a parcel of land located on Garner Avenue was donated to the District by local philanthropists, with the stipulation that the land be used for aquatic recreational activities.

Additionally, in December of that year, CARD was the recipient of a \$6 million grant from the Land and Water Conservation Fund (LWCF) to propel the development of the future Aquatics & Recreation Center. The LWCF, a cornerstone grant program since 1965, champions the creation of outdoor recreation. This substantial grant marks a significant milestone in the realization of CARD's vision for a cutting-edge facility that will serve as a cornerstone for community wellness, recreation, and aquatic activities in the Chico area. The center is poised to become a hub for residents of all ages, fostering a sense of community and promoting an active lifestyle. The facility will boast a new competition pool, a wading pool featuring water slides and play equipment, expansive pool decks, luxurious cabanas, shade sails, ample parking, secure fencing, landscaping, and park lighting. Anticipation is building for the grand opening of the CARD Aquatics & Recreation Center in the fall of 2025, promising a new era of recreational excellence.

In 2023, CARD conducted a Planning and Feasibility Study for a Capital Campaign, which concluded that a \$6M campaign was feasible. CARD is now seeking a partner to engage in Campaign planning and counsel to help realize the dream of an Aquatics and Recreation Facility.

## SCOPE OF WORK

### Campaign Planning

The following Scope of Work is intended to lead CARD through a period of campaign planning which will prepare the organization and the Board to launch the Quiet Phase of a campaign.

- Provide strategic campaign counsel to CARD including its General Manager and Administrative Director;



- Potential retesting previously completed Case for Support to ensure relevancy;
- Develop a dynamic, effective, and goal-oriented capital campaign plan that includes, but is not limited to:
  - A campaign structure outline, including campaign pillars and campaign goal;
  - A timeline of campaign activities (such as cultivation and stewardship events and meetings of campaign staff/volunteer leadership) and campaign messaging;
  - Benchmarks for prospect identification, cultivation, and solicitation activities; and,
  - Milestones for progress toward the campaign goal.
- Collaborate with the CARD team to create and finalize campaign case messaging that includes, but is not limited to:
  - A campaign positioning statement and key messaging;
  - A one-page summary of the campaign;
  - A final Case for Support for the Campaign; and,
  - Supplemental sheets (e.g. naming opportunities, leadership lists, FAQ).
- Assist with strategy for designing the Case for Support and additional materials, or for an additional fee, utilize CFA's Creative Services Director to design the materials;
- Finalize the campaign's Range of Gifts table and update as necessary;
- Assist with developing a campaign operations expense budget;
- Develop a campaign tracking tool to manage the campaign prospect pipeline and track overall campaign progress and prospect-specific metrics;
- Collaborate with CARD to Identify the top 100-150 campaign prospects;
- Work with CARD leadership to assign prospect portfolios to CARD staff;
- Guide prospect strategy development for campaign prospects at all levels, including identification, cultivation, solicitation, and stewardship;
- Provide training, guidance, and support for CARD staff and volunteers;
- When appropriate or necessary, support the cultivation, solicitation, and stewardship of campaign and institutional funding prospects;
- Work with CARD leadership and volunteers to determine the most appropriate strategy and structure for volunteer leadership;
  - Work with CARD to identify potential campaign chairs and committee members;
  - Attend meetings of the Campaign Committee and advise on volunteer strategy.
- Attend meetings of the Board of Directors as is deemed necessary by CARD leadership.

## Campaign Counsel

The following Scope of Work is intended to provide CARD with campaign counsel during the Quiet and/or Public Phases of a campaign.

- Provide ongoing strategic campaign counsel to CARD General Manager and Volunteer Leadership;
- Continue prospect strategy development including identification, cultivation, solicitation, and stewardship strategies;



- Assist with research and support for potential grant opportunities to fund project;
- Complete prospect briefs to support solicitation activities, as requested by CARD;
- Track progress against campaign plan; review campaign quarterly and make updates to the plan as necessary;
- Assist with the strategy of volunteer leadership, such as a Campaign Committee;
- Assist with the strategy for campaign events leading up to the public launch;
- When appropriate, lead CARD through the transition of the campaign from the Quiet Phase into the Public Phase of the campaign, including working with CARD's communications team on a campaign communications strategy; and,
- Attend meetings of the Board of Directors and/or the Development Committee as is deemed necessary by CARD leadership.
- Provide strategic guidance for building an annual giving program to support ongoing operations of the facility.

## TIMELINE

CFA anticipates the proposed scope of work will take approximately eighteen (18) months to complete. The anticipated timeline is dependent on CARD's timely response to and delivery of data and information as requested by CFA.



# **COST PROPOSAL**





## FEES & EXPENSES

The fee for executing the scope of work as proposed above is \$10,000 per month for the first six (6) months and \$7,500 per month for the last twelve (12) months, paid in monthly installments, for a project total of \$150,000.

Should CARD choose to engage with CFA's Director of Creative Services or Project Writer, CARD will be billed at a rate of \$150 per hour. CFA's contract videographer's services range between \$7,500 and \$11,500 per project.

CFA will also bill CARD for all reasonable and necessary expenses related to CFA's delivery of the Services, including airfare, hotel, transportation, parking, mileage, and related meals.

It is CFA's experience that the flat fee model (as opposed to the billable hours model) is more suitable for the client institution. Under the billable hours pay structure, it can be stressful for organizations to locate additional budgetary resources if unforeseen circumstances require more hours beyond the time originally anticipated to reach goals and objectives.