



Highlands Recreation District

1851 Lexington Avenue • San Mateo, CA 94402

(650) 341-4251 • Fax (650) 349-9627

www.highlandsrec.ca.gov

"A Community Place to Learn, Grow & Play"

Board Meeting Packet

July 9, 2024

7:00 P.M. – Regular Board Meeting

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"A Community Place to Learn, Grow & Play"

Topic: HRD Regular Board Meeting

Time: July 9, 2024, 07:00 PM Pacific Time (US and Canada)

Location: Highlands Recreation Center, 1851 Lexington Ave., San Mateo, CA 94402

Board meetings are held in-person, with a Zoom participation option provided to the public as a courtesy. Public comment is limited to (3) minutes per person per item. The public is encouraged to participate in whatever form they are most comfortable. If participating remotely via Zoom, see details below:

Topic: HRD July Regular Board Meeting

Time: July 9, 2024 07:00 PM Pacific Time (US and Canada)

Join Zoom Meeting

<https://us06web.zoom.us/j/87400240941?pwd=vCQCFXElKwDNDavGYTPy49GapC2T2.1>

Meeting ID: 874 0024 0941

Passcode: 926237

Find your local number: <https://us06web.zoom.us/j/87400240941?pwd=vCQCFXElKwDNDavGYTPy49GapC2T2.1>

1. Call to Order
2. Review and approval of the minutes for the Regular Board Meeting on June 11, 2024.
3. Public Forum: The public forum provides an opportunity for members of the public to speak on any item within the jurisdiction of the Board that is not on the agenda. When an item is not listed on the agenda, State law prohibits Board discussion or action. Board Members may only "briefly respond" to statements made and questions posed. For example, State law allows Board Members to ask questions for clarification and provide a reference to staff or other resources for factual information. Additionally, the Board may also direct staff to report back and/or place a matter on a future agenda for discussion.
4. Manager's Report
 - a. Administration
 - b. Programming
5. Financial Report
 - a. Monthly Statement
6. Old Business:
 - a. Discussion: General Manager Recruitment Ad Hoc Committee Update
Report: General Manager Recruitment Ad Hoc Committee of the Board

Description: This item will be a Board discussion, led by the Ad Hoc Committee, reviewing the status of recruiting for a permanent General Manager.

- b. Discussion/Motion: Personnel Ad Hoc Committee Update
Report: Personnel Ad Hoc Committee of the Board
Description: This item will be a Board discussion, led by the Ad Hoc Committee, consisting of personnel matter updates and recommendations from the Committee.
- c. Discussion/Motion: Budget Ad Hoc Committee Update
Report: Budget Ad Hoc Committee of the Board
Description: This item will be a Board discussion, led by the Ad Hoc Committee, consisting of 24-25 Fiscal Year Budget updates and recommendations from the Committee.
- d. Discussion: Fitness Center Usage
Report: Meg Catmull, Assistant General Manager
Description: This item will be Board discussion of possible usage ideas for the fitness center space.

7. New Business:

- a. Discussion/Motion: Resolution 2024-04 Records Retention Policy
Report: Meg Catmull, Assistant General Manager
Description: This item will be a board discussion and possible action to approve a new Records Retention Policy for the District.
- b. Discussion/Motion: New Registration and Recreation Management Software
Report: Meg Catmull, Assistant General Manager
Description: This item will be a board discussion to review proposed replacement software to modernize the District's registration system.
- c. Discussion: Scope of the General Manager's Authority
Report: Meg Catmull, Assistant General Manager
Description: This item will be a board discussion to clarify the scope of the General Manager's authority regarding authorizing employee raises, altering job descriptions, and amending sections of the employee handbook.

8. Upcoming Meetings: Aug 13 – Sept 10 – Oct 8

9. Review and Payment of Bills

- a. Action: Motion to approve Expenditures
Report: Bea Robertson, Bookkeeper
Description: This is a routine item of the itemized bills for Board review and approval.
Recommendation: Approve the Expenditures for June 2024

10. HRD Board of Directors Announcements

11. Adjournment

Written public comments can be submitted to the District prior to the meeting by emailing generalmanager@highlandsrec.ca.gov. Written comments received by email prior to 3 pm on the day of the meeting will be forwarded to the Board prior to the meeting, made a part of the public record, and be available for public review at this link: <https://highlandsrec.ca.gov/hrd-board-meetings>.

Oral public comments will be taken on each agenda item during the meeting, subject to a limit of three (3) minutes per person per item. To comment orally in real time during the meeting, you may raise your hand if you are participating in person or use the Zoom “raise hand” function on your computer screen or the *9 function on your phone. Please note that the District provides a Zoom participation option to the public as a courtesy in order to facilitate participation. The District cannot, however, guarantee the adequacy of the audio/video quality or that meeting participation will be uninterrupted via Zoom. If technical difficulties arise relating to the Zoom participation option, the Board meeting may continue with public attendance in person only.

Board Meetings are accessible to people with disabilities. Individuals who need special assistance or disability-related modification or accommodation (including auxiliary aids or services) to participate in this meeting; or who have a disability and wish to request an alternative format for the agenda, meeting notice, agenda packet or other writings that may be distributed at the meeting, should contact the Board Secretary at generalmanager@highlandsrec.ca.gov. Notification in advance of the meeting will enable the District to make reasonable arrangements to ensure accessibility to this meeting and the materials related to it. Public records that relate to any item on the open session agenda for a regular board meeting are available for public inspection. Those records that are distributed less than 72 hours prior to the meeting are available for public inspection at the same time they are distributed to all members, or a majority of the members of the Board. The Board has designated the office of the Highlands Recreation District, located at 1851 Lexington Ave, for the purpose of making those public records available for inspection. The agenda, meeting notice, agenda packet and other writings distributed to the Board in connection with this meeting are also available for public review at this link: <https://highlandsrec.ca.gov/hrd-board-meetings>.



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"A Community Place to Learn, Grow & Play"

Topic: HRD Regular Board Meeting

Time: June 11, 2024, 07:00 PM Pacific Time (US and Canada)

Location: Highlands Recreation Center, 1851 Lexington Ave., San Mateo, CA 94402

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Topic: HRD May Regular Board Meeting

Time: June 11, 2024 07:00 PM Pacific Time (US and Canada)

Join Zoom Meeting

<https://us06web.zoom.us/j/87302834494?pwd=Vbswa8aM7v6F2LicbEEirktJREDNuO.1>

Meeting ID: 873 0283 4494

Passcode: 419841

Find your local number: <https://us06web.zoom.us/j/87302834494?pwd=Vbswa8aM7v6F2LicbEEirktJREDNuO.1>

Board Members:

Andrew Aquino (Vice President)

Shirin Bakhshay

Pam Merkadeau (President)

Uy Ut

Staff:

Christopher Gurr (Interim General Manager) - Absent

Meg Catmull (Assistant General Manager)

Julie Fernandez (EEC Director)

Mike Koenig (K-8 Childcare Director)

Julia Fior (Recreation Coordinator)

1. Call to Order

The meeting was called to order at 7:00 pm by President Merkadeau.

2. Review and Approval of Minutes

Board Member Aquino made a motion, Board Member Ut second, to approve the Regular Board Meeting Minutes from 05/14/2024. The motion passed unanimously.

Vote: AA - Y; SB - Y; PM – Y; UU – Y

3. Public Forum:

Public comment was received.

4. Manager's Report

a. Administration

b. Programming

5. Financial Report

a. Monthly Statement

6. Old Business

- a. Discussion: General Manager Recruitment Ad Hoc Committee Update
- b. Discussion: Personnel Ad Hoc Committee Update
- c. Discussion/Motion: Budget Ad Hoc Committee Update

7. New Business

- a. Discussion/Motion: Resolution 2024-02 to Consider Possible Appointment of Board Member to Fill Vacancy or Provide Other Direction
 - i. Board Member Bakhshay made a motion, Board Member Ut second, to adopt Highlands Recreation District Resolution 2024-02 appointing Ranya Francis to the Board of Directors. The motion passed unanimously.
Vote: AA - Y; SB - Y; PM – Y; UU – Y
- b. Discussion/Motion: Discussion/Motion: Resolution 2024-03 calling for a November 2024 election
 - i. Board Member Aquino made a motion, Board Member Bakhshay second, to adopt Highlands Recreation District Resolution 2024-03 calling for an election to be held November 5, 2024 for the election of three members of the Board.
Vote: AA - Y; SB - Y; PM – Y; UU – Y
- c. Discussion/Motion: Discussion/Motion: Destruction of records per the 2014 Records Retention Policy
 - ii. No motion was made, and the matter was tabled.

2. Upcoming Meetings: Jul 9 – Aug 13 – Sept 10

8. Review and Payment of Bills

- a. Action: Motion to approve Expenditures
 - i. Board Member Aquino made a motion, Board Member Ut second, to pay the bills. The motion passed unanimously.
Vote: AA - Y; SB - Y; PM – Y; UU – Y

9. HRD Board of Directors Announcements

10. Adjournment

Board Member Bakhshay made a motion, Board Member Ut second, to adjourn the meeting. The motion passed.

Vote: AA - Y; SB - Absent; PM – Y; UU – Y

The Meeting adjourned at 8:19 pm.

Respectfully Submitted,

Meg Catmull
Board Secretary

Board President or Vice President: _____

Signature: _____



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"A Community Place to Learn, Grow & Play"

Topic: HRD Special Board Meeting

Time: June 11, 2024 6:00 PM Pacific Time (US and Canada)

Location: 1851 Lexington Ave., San Mateo, CA 94402

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Topic: HRD Special Board Meeting

Time: Jun 11, 2024 6:00 PM Pacific Time (US and Canada)

Join Zoom Meeting

<https://us06web.zoom.us/j/87302834494?pwd=Vbswa8aM7v6F2LicbEEirktJREDNuO.1>

Meeting ID: 873 0283 4494

Passcode: 419841

Find your local number: <https://us06web.zoom.us/j/87302834494?pwd=Vbswa8aM7v6F2LicbEEirktJREDNuO.1>

Board Members:

Andrew Aquino (Vice President)

Shirin Bakhshay

Pam Merkadeau (President)

Uy Ut

Staff:

Christopher Gurr (Interim General Manager) - Absent

Meg Catmull (Assistant General Manager)

Julie Fernandez (EEC Director)

Mike Koenig (K-8 Childcare Director)

Julia Fior (Recreation Coordinator)

1. Call to Order

The meeting was called to order at 6:05 pm by President Merkadeau.

2. Public Forum:

No public comment was received.

3. New Business

- a. Discussion: Interview Candidates for Board Vacancy Appointment

4. Adjournment

Board Member Bakhshay made a motion, Board Member Aquino second, to adjourn the meeting. The motion passed unanimously.

Vote: AA - Y; SB - Absent; PM – Y; UU – Y

The Meeting adjourned at 6:57 pm.

Respectfully Submitted,

Meg Catmull
Board Secretary

Board President or Vice President: _____

Signature: _____



MEMORANDUM

Date: July 9, 2024

To: Christopher Gurr, Interim General Manager

From: Meg Catmull, Assistant General Manager

Re: Assistant General Manager's Staff Report

Human Resources & Staff Engagement:

- **Employee Handbook:**
 - The project is pending a recommendation from the personnel committee.
 - Data from CAPRI and HREdge/Paylocity has been received along with estimates from two labor/employment law firms.
- **Recruiting:**
 - The Administrative Coordinator and AGM collaborated to update the job description for the Administrative Assistant position, which has been reposted. Phone screenings have been completed for promising candidates and in-person interviews are being scheduled.
 - Applications and resumes are being screened for the Aquatics Supervisor position.
 - Recruiting strategies for year-round ASP Recreation Leaders have been discussed and a plan has been developed to recruit the necessary staff by Fall.
 - Onboarding is underway for the new EEC Assistant Director.
- **Staff Appreciation:**
 - Management prepared breakfast burritos on-site for staff using the new Blackstone grill in May. Approximately 25 staff members attended and appreciated the gesture.
 - AGM hosted a successful wellness week supporting staff health goals. Activities included neighborhood hikes, a "healthy recipes" potluck, yoga, and a swim in the Rec pool. Staff feedback highlighted the desire for more frequent events, with options for hourly employees to participate on-the-clock.
 - Planning has begun for end of summer employee parties.
- **Job Descriptions:**

- A centralized repository of current job descriptions has been established in the District's Human Resources drive and the physical binder in the admin office which was last updated in 2019. This is anticipated to improve District operations.
- **DOJ Custodian of Records Access:**
 - AGM is in the process of becoming an authorized Custodian of Records with the DOJ to oversee background checks and employee statuses.

Operations:

- **Interim General Manager Coverage:**
 - AGM covered all responsibilities of the interim General Manager during their absence in June.
- **Recreation Programming Software:**
 - Details provided in a separate memorandum.
- **Records Retention Policy & Project:**
 - **New Policy:** Details contained in a separate memorandum.
 - **On-Site Records:** Over 80 boxes of records from various District facilities have been relocated to the fitness center which will be reviewed for digitization, destruction, or physical retention pending approval of the new records retention policy.
 - **Corodata Records:** 20 boxes of records were requested from Corodata and were delivered to the Rec in June. Staff are reviewing the contents of these boxes to assess the accuracy of the records inventory sheet that was found this Spring. Historical boxes were also retrieved which may contain information regarding the annexation of land to the Rec.
- **Fitness Center:**
 - AGM reached out to board members for feedback and ideas on different uses for the fitness center. A proposal was then compiled and brought to the IGM with five different usage options along with digitally rendered prototype images. Options could be brought to the community where community members could offer feedback and vote on the different options, pending board discussion.
 - The fitness center is currently being used to store boxes of records. The space may also be needed as a temporary workspace if/when renovation to the administrative offices is approved and begin.
- **Improvements to the Administrative Offices:**
 - New high-quality desk chairs and desks are being secured for free through a staff contact. These will be used to replace and standardize the desks and chairs in the registration and administrative offices.
 - Additional improvements are needed for the administrative offices including upgrading electrical, replacing the old and worn carpet, patching holes in the walls, new paint, etc.
- **Administrative and EEC Staff Break Room:**
 - Conversion of the storage closet near the fitness center into a break room for staff is underway, with boxes already relocated.

- **City Mechanical Contract Dispute:**
 - The District has been disputing a contract and subsequent invoices with City Mechanical, the former aquatics maintenance provider for the District, since March 2024. This dispute with City Mechanical has been resolved, resulting in invoices totaling \$5,995.00 being voided by City Mechanical.
- **2024 Election:**
 - All necessary notices and forms for the 2024 November election were completed and submitted to the county, confirmed received on June 18, 2024.
- **CAPRI District Visit:**
 - The upcoming CAPRI visit is scheduled for October 21, 2024, at 11:00am. AGM is preparing required documentation including Participant Waivers, Facility Agreements, IIPP, job descriptions, Anti-Harassment training records, Employee Handbook, facility & playground Inspection Reports, EAP, evacuation plans, Lifeguard Certifications, etc.
- **Retaining Wall:**
 - The maintenance manager is repairing the compromised retaining wall next to the gym walkway.
- **2022-2023 Fiscal Year Audit:**
 - The Bookkeeper has completed all necessary initial tasks for the 2022-2023 fiscal year audit and has been completing additional tasks as directed by the auditors. Auditors have produced preliminary audit reports.
- **Networking & Maintaining Connections:**
 - AGM had the pleasure of networking over lunch again with two former Highlands Recreation District GM's, who now serve as recreation directors in Burlingame and Belmont.
- **4th of July Event:**
 - In support of the Highlands community, the Rec continued the tradition of hosting the 4th of July festivities in conjunction with the Highlands Community Association. The AGM hosted an HRD table at the event for the purpose of fostering community connections and collecting community feedback, approximately 60 people offered feedback by turning in suggestion slips or voting on class/camp types.
- **Landslide Project:**
 - GM has sent extension request letters to FEMA and CalOES to extend the project completion deadline.
- **Stairs/Deck Project:**
 - Retention has been released. GM is filing notice of completion with the County.



MEMORANDAUM

Date: July 9, 2024
To: Chris Gurr, Interim General Manager
From: Mike Koenig, K-8th Child Care Director
Re: ASP/IC Program Update

CURRENT PROGRAM UPDATES

- For June, the program has been watching the budget closely to ensure budget numbers are in line. The program has ongoing purchases of summer supplies as well as supply preparation for the fall. Month end numbers were not available at the time of this report.
- This month the program will begin the onboarding process for all new and returning ASP/In-Crowd families. This includes Fall confirmation of attendance, emergency paperwork, auto deductions and the filling of any remaining program spaces. The program is currently at capacity (86 children ASP)(14 kids IC) but families typically add/drop days during this confirmation period.
- Summer Camp is off to a good start. At the time of this report, camp is in its second week and the kids are having a blast with all the new activities.
- The program will be looking to hire for Fall. The program Director estimates needing 3-4 additional staff for the 2024-2025 school year. For July, the program began promoting its recruitment on Paylocity to help attract more staff. Staff will also advertise on local college job boards. A few of the seasonal staff will be available through August to help us transition to the new school year.

RISKS/OPPORTUNITIES

- This is the second summer the program has begun offering individual days for Summer Camp. In the past, Summer Camp has only been sold by the week. This is an opportunity to get extra attendance from families in need of partial week care.

UPCOMING EVENTS

- Summer camp scheduling
- New school year staffing/recruiting
- New school year onboarding



MEMORANDUM

Date: July 9, 2024
To: Christopher Gurr, Interim General Manager
From: Meg Catmull, Assistant General Manager
Re: Aquatics Program Staff Report

PROGRAM UPDATES

Lap Swim and Recreational Swimming

Expanded rec swim hours on weekdays have proven highly popular. For Fall, modified rec swim hours from 3:00-6:00pm will be offered until mid-October.

Swim Lessons

Staff have executed a training plan for lifeguards who are interested in becoming swim instructors, dual training these staff members will help meet swim lesson demand for the summer and beyond.

Swim Team

The swim team coach organized a well-attended family ice cream social, fostering community spirit. Fall swim team prices have been reviewed and adjusted as necessary. The Highlands Dolphins team is actively participating in the Bay Area Summer Competition League, with our pool hosting two scheduled swim meets. The first meet brought approximately 200 people to the Rec including spectators, participants, and coaches.

Other Programs

The precompetitive swim program continues to attract strong interest, with slight price adjustments planned for Fall. Adult program pricing, including aqua-track, water exercise, and master's swim, has been standardized. Junior Lifeguard camps are fully booked with 23 participants across three weeks this summer.

OPERATIONS UPDATES

Maintenance & Facility

The AGM evaluated the maintenance contract with Knorr Systems for the 2024-2025 fiscal year, now under review by the interim General Manager. In June, staff replaced the sump pump in the diatomaceous earth filter pit and refreshed the paint on "No Diving" floor decals.

Staff Operations Improvements

Management is actively clarifying expectations for the head lifeguard position and providing retraining as necessary to align with these expectations. A comprehensive staff development and succession plan for the aquatics department is in progress.

To enhance staff comfort, a table and chairs have been added to the lifeguard break room, creating a more usable break space.

The first summer inservice for lifeguards was conducted on June 28. This session covered the Emergency Action Plan, audits, employee policies, first aid training, the Red Cross lifeguard swim test, and in-water skills practice.

Upcoming Events

- July 4 – HCA Event
- July 13 – Summer Splash Event



MEMORANDUM

Date: July 9, 2024

To: HRD Board of Directors

From: Julie Fernandez, Early Education Center Director

Re: EEC Program Update

Current Program Updates

- We extended an offer to a new assistant director. She has accepted the position but is contracted to stay at her current position until August, however she has already been to visit a couple of times and is planning further visits before her start to acclimate to the children, staff, and center.
- The EEC had a successful preschool graduation on June 14th

Fiscal Impacts

- EEC needs to enroll 8 students for July 2024
- We are actively advertising in various parent groups, social media sites as well as making calls from the waitlist to families who may still want entry.

Upcoming Important Dates

- July 4th EEC closed
- July 5th Early Closure for staff meeting



MEMORANDAUM

Date: July 1, 2024

To: Christopher Gurr, Interim General Manager

From: Julia Fior, Recreation Coordinator

Re: Seasonal Programs and Rentals Update – July 2024

EVENTS

- The Highlands Senior Network had a potluck at CSUMC on June 20 for their monthly Senior Social. They also had a Mahjong/Board Game afternoon at the conclusion of the potluck.
 - HSN has also moved down to CSUMC for the Summer in order to create space in the MPR for Summer Camps. They are scheduled to return to the Rec in mid-August. They will continue to do their weekly Mahjong group and lunch events during the Summer.
- The HRD annual Summer Splash will be July 13, 11:00am-5:00pm.
 - Event entry will be free for all Highlands Residents and \$5 entry for any non-residents.
 - Food will be for sale along with other events spread out around the campus.
 - A 17-foot water slide and bounce house has been booked for the event; both inflatables will be placed on the tennis courts along with lawn games.

CLASSES

- Enrichment Summer Camps are being offered through August 9. Camps are centered around activities such as: tech/coding, baking, art, magic, etc.
 - Summer Classes will still be offered for Youth, Tots, and Adults.
 - 1 Summer Camp is almost at capacity with 19 students enrolled
 - 3 Summer Camps are over 50% minimum registration requirements
 - Most other Camps have 1-3 students registered.
- The Fall Activity Guide creation has concluded, and the Guide has been sent to the printing company. The Guide is scheduled to be distributed by mid-July, both digitally and hard-copies. The Guide will cover August-December 2024.
 - Planning/creation will continue as normal as staff continue to evaluate how to lower the overall cost of printing/mailing. Changes for future guides are planned for Winter 2025; the purpose of the changes is to lower printing costs and become more eco-friendly.

RENTALS

- June had 47 total Rentals, including:
 - 16 Pool Parties
 - 9 Diving Well Rentals (private & artistic swimming)
 - 6 Pool Rentals
 - 4 Scuba Rentals
 - 1 Scout Pool Rental

- 4 MPR Rentals
- 4 Free Scout/NLYM Rentals
- 2 Gym Rentals
- 1 Gym Dance Rental
- June currently has 17 rentals scheduled, with 2-3 inquiries coming in daily for pool party availability. Rental numbers are expected to be lower in July due to families travelling, the holidays, and Summer Rec events.
- 3 Camps outside of the in-house Rec Camp are hosting Swim time at the Rec Pool. Footsteps Child Care, Euro School of Tennis, and the San Francisco Merionettes are on-site most weeks during Rec Swim. All camps have signed new contracts along with providing insurance information. This should ensure renewing contracts will be easier yearly.
- Indoor facility rentals are expected to lower as recurring rentals pause for the Summer. To promote overall facility usage, patrons are encouraged to rent a facility alongside a pool rental.

MISC.

- HRD Social Media Advertising has shifted over to focus on Summer Program. All Summer Camps and classes are being advertised, along with advertisements for hiring and summer events.
- The Rec Coordinator is continuing to work on updating the HRD website. Work is being done to remove outdated webpages, unifying media designs, etc.
- The Tennis Court Rental Agreement for HRD Tennis Professionals has been renewed for the 2024-2025 FY. Overall verbiage in the contract has been updated so it accurately reflects court usage, pricing, and frequency of Tennis Schedules being evaluated.

Highlands Recreation District		3:50 PM
Profit & Loss		07/05/2024
June 2024		Accrual Basis
		Jun 24
	Income	
	102100 · Property Taxes	2,176.06
	152100 · Interest Earned	245.55
	1992 · All Other Local Govt Rev	2,275.00
	232100 · Park & Recreation Fees	
	232101 · Refunds - Fees	-10,229.00
	232100 · Park & Recreation Fees - Other	264,059.89
	Total 232100 · Park & Recreation Fees	253,830.89
	265800 · Miscellaneous Revenue	335.66
	Total Income	258,863.16
	Gross Profit	258,863.16
	Expense	
	411100 · Permanent Salaries	22,782.56
	411101 · Temporary Out of Class	2,700.00
	416101 · Office Wages	10,278.56
	416102 · Pool Wages	28,163.24
	416103 · Maintenance Wages	6,255.26
	416104 · Supervision Wages	4,849.82
	416105 · Program Specialist	7,380.90
	416107 · ASP/Camp Wages	23,564.92
	416108 · EEC Wages	41,693.22
	416110 · Vacation Expense	62.77
	431100 · Social Security	8,577.72
	431200 · Medicare Contribution	2,006.08
	463100 · District Employee Benefits	13,762.57
	512100 · Clothing & Uniforms	4,828.83
	515600 · Household Expense	
	515601 · Recology	1,152.50
	515602 · Janitorial Supplies	1,342.61
	515605 · Cleaning Company	4,035.00
	Total 515600 · Household Expense	6,530.11
	519300 · Office Expense	
	519301 · Outside Printing & Copy Serv	20.00
	519303 · General Office Supplies	459.55
	519304 · Advertising/Recruiting	9,285.67
	519307 · Other Office Expense	915.89
	519308 · Credit card/ACH fee	2,233.33
	519309 · Payroll service fees	2,198.51
	Total 519300 · Office Expense	15,112.95
	533100 · Memberships & Licensing Fees	285.96
	542300 · Maintenance-Equipment	5,199.19
	545900 · Maintenance-Facilities & Imprv	
	545902 · Plumbing & Piping	622.40
	545903 · Paint, Solvents & Chemicals	3,510.11
	545904 · Pool Supplies	257.24
	545905 · Locks & Security System	445.00
	545906 · Signage Expense	62.16

					Jun 24
				545909 · Other General Maintenance	440.18
				545911 · Landscape/Garden Expense	709.34
				545912 · Vehicle Expense	1,628.50
				545913 · Ground/Facility Improvements	1,018.34
				Total 545900 · Maintenance-Facilities & Imprv	8,693.27
				563800 · Utility Expense	
				563801 · P G & E	9,635.79
				563802 · Water	1,582.05
				Total 563800 · Utility Expense	11,217.84
				585600 · Contract Expenses	
				585601 · Audit Fees	3,438.75
				585603 · Legal fees	981.00
				585604 · Consultants	14,878.90
				Total 585600 · Contract Expenses	19,298.65
				596600 · Program Specific Expenses	
				596601 · Buses-ASP	1,181.00
				596602 · Spec Act-ASP	2,592.91
				596603 · Snacks-ASP	1,896.74
				596604 · Supplies-ASP	1,139.36
				596607 · Misc Exp-POOL	398.70
				596608 · Misc Exp-ASP	357.79
				596610 · Misc Exp-OFFICE	312.93
				596611 · Misc Exp-OTHER	299.79
				596612 · Special Events	750.77
				596613 · Conferences/Seminars	1,677.00
				596614 · Pool Supplies	1,862.84
				596616 · Incrowd Rent	1,125.79
				596617 · Seasonal Programs	88.33
				596621 · EEC supplies	1,839.14
				596622 · EEC Snacks	876.88
				596623 · EEC Special Activities	765.31
				596624 · EEC Misc	196.48
				596626 · MISC EXP-SWIM TEAM	199.90
				Total 596600 · Program Specific Expenses	17,561.66
				671200 · Telephone Service Charges	467.24
				673100 · Insurance	
				673101 · CAPRI-WORKERS COMP	2,864.33
				673102 · CAPRI-GEN INS	9,316.25
				Total 673100 · Insurance	12,180.58
				7211 · Fixed Assets-Structures/Improve	
				721101 · Construction in Progress	27,107.76
				Total 7211 · Fixed Assets-Structures/Improve	27,107.76
				7311 · Fixed Assets-Equipment	
				731101 · Equip-Not Capitalized	470.18
				Total 7311 · Fixed Assets-Equipment	470.18
				Total Expense	301,031.84
				Net Income	-42,168.68
<p>This report reflects data from SMC Treasury (as of 7/5/24.) If any additional revenue/expenses are received on the final SMC Trial Balance issued in mid-July, this data will be adjusted accordingly.</p>					

Highlands Recreation District		3:52 PM
Profit & Loss		07/05/2024
July 2023 through June 2024		Accrual Basis
FISCAL YEAR TO DATE		Jul '23 - Jun 24
Income		
102100 · Property Taxes		640,899.00
102101 · ERAF		188,802.68
152100 · Interest Earned		132,985.07
1992 · All Other Local Govt Rev		2,275.00
1997 · Capital Grants & Contrib		65,333.00
232100 · Park & Recreation Fees		
232101 · Refunds - Fees		-49,663.14
232102 · Bounced Checks-Fees		-3,066.00
232100 · Park & Recreation Fees - Other		3,081,065.81
Total 232100 · Park & Recreation Fees		3,028,336.67
265800 · Miscellaneous Revenue		11,381.60
Total Income		4,070,013.02
Gross Profit		4,070,013.02
Expense		
411100 · Permanent Salaries		420,648.06
411101 · Temporary Out of Class		17,250.00
416101 · Office Wages		144,414.60
416102 · Pool Wages		303,177.48
416103 · Maintenance Wages		71,816.64
416104 · Supervision Wages		60,707.34
416105 · Program Specialist		60,055.00
416107 · ASP/Camp Wages		264,050.05
416108 · EEC Wages		524,181.48
416110 · Vacation Expense		3,038.49
431100 · Social Security		110,768.59
431200 · Medicare Contribution		25,904.06
445100 · Unemployment Insurance		32.00
463100 · District Employee Benefits		179,730.70
512100 · Clothing & Uniforms		10,027.21
515600 · Household Expense		
515601 · Recology		11,849.68
515602 · Janitorial Supplies		10,578.76
515605 · Cleaning Company		45,330.00
Total 515600 · Household Expense		67,758.44
519300 · Office Expense		
519301 · Outside Printing & Copy Serv		13,689.80
519303 · General Office Supplies		3,715.44
519304 · Advertising/Recruiting		14,010.06
519305 · Postage & Mailing Expense		6,482.38
519307 · Other Office Expense		23,794.59
519308 · Credit card/ACH fee		29,939.40

Highlands Recreation District		3:52 PM
Profit & Loss		07/05/2024
July 2023 through June 2024		Accrual Basis
FISCAL YEAR TO DATE		Jul '23 - Jun 24
519309	Payroll service fees	26,114.41
	Total 519300 · Office Expense	117,746.08
533100	Memberships & Licensing Fees	14,383.27
542300	Maintenance-Equipment	17,030.74
545900	Maintenance-Facilities & Imprv	
545902	Plumbing & Piping	21,571.43
545903	Paint, Solvents & Chemicals	27,958.86
545904	Pool Supplies	1,606.92
545905	Locks & Security System	4,263.61
545906	Signage Expense	1,322.33
545907	General Electrical Expense	1,553.75
545909	Other General Maintenance	5,688.37
545911	Landscape/Garden Expense	1,937.74
545912	Vehicle Expense	4,704.10
545913	Ground/Facility Improvements	2,981.12
	Total 545900 · Maintenance-Facilities & Imprv	73,588.23
563800	Utility Expense	
563801	P G & E	126,758.35
563802	Water	16,321.20
563803	Sewer Fees	10,070.30
	Total 563800 · Utility Expense	153,149.85
585600	Contract Expenses	
585601	Audit Fees	15,146.25
585603	Legal fees	24,207.90
585604	Consultants	97,800.00
	Total 585600 · Contract Expenses	137,154.15
596600	Program Specific Expenses	
596601	Buses-ASP	7,362.00
596602	Spec Act-ASP	18,144.18
596603	Snacks-ASP	9,405.90
596604	Supplies-ASP	9,636.56
596607	Misc Exp-POOL	1,434.51
596608	Misc Exp-ASP	3,501.56
596610	Misc Exp-OFFICE	1,458.25
596611	Misc Exp-OTHER	4,985.45
596612	Special Events	5,951.49
596613	Conferences/Seminars	6,600.32
596614	Pool Supplies	7,446.00
596616	Incrowd Rent	14,377.02
596617	Seasonal Programs	506.77
596621	EEC supplies	9,549.97
596622	EEC Snacks	5,987.14

Highlands Recreation District		3:52 PM
Profit & Loss		07/05/2024
July 2023 through June 2024		Accrual Basis
FISCAL YEAR TO DATE		Jul '23 - Jun 24
596623 · EEC Special Activities		1,376.48
596624 · EEC Misc		1,608.81
596626 · MISC EXP-SWIM TEAM		7,555.79
Total 596600 · Program Specific Expenses		116,888.20
6331 · Bond Interest Expense		60,481.00
6332 · Bond Principal exp		144,000.00
671200 · Telephone Service Charges		4,346.37
673100 · Insurance		
673101 · CAPRI-WORKERS COMP		22,269.00
673102 · CAPRI-GEN INS		111,705.00
Total 673100 · Insurance		133,974.00
7211 · Fixed Assets-Structures/Improve		
721101 · Construction in Progress		179,428.73
721102 · Fixed Assets-Not Capitalized		1,157.20
Total 7211 · Fixed Assets-Structures/Improve		180,585.93
7311 · Fixed Assets-Equipment		
731101 · Equip-Not Capitalized		8,237.34
Total 7311 · Fixed Assets-Equipment		8,237.34
Total Expense		3,425,125.30
Net Income		644,887.72
<p>This report reflects data from SMC Treasury (as of 7/5/24.) If any additional revenue/expenses are received on the final SMC Trial Balance issued in mid-July, this data will be adjusted accordingly.</p>		

Highlands Recreation District				3:49PM					
Balance Sheet				07/05/24					
As of June 30, 2024				Accrual Basis					
		JUNE - PREVIOUS YEAR COMPARISON		FISCAL YEAR END - PREVIOUS 4-YEAR COMPARISON					
		Jun 30, 2024	Jun 30, 2023	Jun 30, 23	Jun 30, 22	Jun 30, 21	Jun 30, 20		
ASSETS				PRELIMINARY	FINAL	FINAL	FINAL		
Current Assets									
Checking/Savings									
	004000 · Petty Cash	100.00	100.00	100.00	300.00	100.00	100.00		
	005000 · Silicon Valley Bank *FY24 Incl. Sweep Acct Balance	181,489.38	245,828.68	246,427.73	416,252.35	333,725.63	467,140.64		
	006000 · Pettycash-pool	80.00	80.00	80.00	80.00	80.00	80.00		
	007000 - Bank of New York Mellon						0.01		
	011100 · Cash in Treasury	4,534,452.85	3,883,842.03	3,883,842.03	3,292,125.90	2,384,003.73	2,521,689.13		
	Total Checking/Savings	4,716,122.23	4,129,850.71	4,130,449.76	3,708,758.25	2,717,909.36	2,989,009.78		
Accounts Receivable									
	1200 - Accounts Receivable					301.55	861.48		
	Total Accounts Receivable					301.55	861.48		
Other Current Assets									
	027000- Interest Receivable			0.00	8,632.46	5,692.11	10,935.10		
	040000 · Prepaid Expenses	5,776.75	9,633.29	9,633.29	18,966.53	18,717.08	15,786.65		
	Total Other Current Assets	5,776.75	9,633.29	9,633.29	27,598.99	24,409.19	26,721.75		
	Total Current Assets	4,721,898.98	4,139,484.00	4,140,083.05	3,736,357.24	2,742,620.10	3,016,593.01		
Fixed Assets									
90001 · Building									
	0571 · Accum depr-Building	-1,910,686.24	-1,716,621.84	-1,716,621.84	-1,531,768.78	-1,344,492.80	-1,156,952.48		
	90001 · Building - Other	5,815,567.00	5,815,567.00	5,815,567.00	5,815,567.00	5,815,567.00	4,190,819.00		
	Total 90001 · Building	3,904,880.76	4,098,945.16	4,098,945.16	4,283,798.22	4,471,074.20	3,033,866.52		
90002 · Improvements									
	0572 · Accum depr-Improv	-348,468.73	-274,487.70	-274,487.70	-261,356.01	-250,388.82	-241,494.74		
	90002 · Improvements - Other	677,510.93	685,984.50	685,984.50	380,222.00	355,288.00	355,288.00		
	Total 90002 · Improvements	329,042.20	411,496.80	411,496.80	118,865.99	104,899.18	113,793.26		
90003 · Equipment									
	0570 · Accum depr-Equip	-216,442.54	-165,899.99	-165,899.99	-148,178.63	-159,365.85	-196,140.47		
	90003 · Equipment - Other	266,505.00	266,505.00	266,505.00	266,505.00	267,534.00	327,100.00		
	Total 90003 · Equipment	50,062.46	100,605.01	100,605.01	118,326.37	108,168.15	130,959.53		
90004 · Land		19,532.00	19,532.00	19,532.00	19,532.00	19,532.00	19,532.00		
90005 · Construction in Progress		202,125.73	22,697.00	22,697.00	27,461.50	2,516.50	1,479,259.42		
	Total Fixed Assets	4,505,643.15	4,653,275.97	4,653,275.97	4,567,984.08	4,706,190.03	4,777,410.73		
TOTAL ASSETS		9,227,542.13	8,792,759.97	8,793,359.02	8,304,341.32	7,448,810.13	7,794,003.74		

		JUNE - PREVIOUS YEAR COMPARISON		FISCAL YEAR END - PREVIOUS 4-YEAR COMPARISON			
		Jun 30, 2024	Jun 30, 2023	Jun 30, 23	Jun 30, 22	Jun 30, 21	Jun 30, 20
LIABILITIES & EQUITY							
Liabilities							
Current Liabilities							
Accounts Payable				12,180.60	51,659.88	44,680.32	490,532.37
064000 - Accounts Payable		12,193.28	12,180.60	12,180.60	51,659.88	44,680.32	490,532.37
Total Accounts Payable		12,193.28	12,180.60				
Other Current Liabilities							
065000 · Payroll liability		0.00	0.00	0.00	1,881.70	2,408.01	4,731.16
065010 · Payroll liability-FSA		1,722.82	5,021.73	5,021.73	3,744.87	3,387.19	5,922.75
066400 - Accrued Sales Tax				0.00	29.00	125.00	673.00
Other Accrued Expenses			62,225.00	62,225.00	124,781.02	118,702.83	71,499.41
80002 · accr interest pay -bond		19,416.34	20,904.32	20,904.32	22,330.32	23,704.66	25,027.34
80003 · Bond Principal accrual		123,333.34	120,000.00	120,000.00	115,000.00	110,833.34	10,666.68
Total Other Current Liabilities		144,472.50	208,151.05	208,151.05	267,766.91	259,161.03	214,520.34
Total Current Liabilities		156,665.78	220,331.65	220,331.65	319,426.79	303,841.35	705,052.71
Long Term Liabilities							
265900 · COP-bond		1,755,666.66	1,903,000.00	1,903,000.00	2,046,000.00	2,183,166.66	2,315,333.32
266000 · Compensated absences		46,397.73	43,359.24	43,359.24	55,325.47	56,775.12	38,616.00
Total Long Term Liabilities		1,802,064.39	1,946,359.24	1,946,359.24	2,101,325.47	2,239,941.78	2,353,949.32
Total Liabilities		1,958,730.17	2,166,690.89	2,166,690.89	2,420,752.26	2,543,783.13	3,059,002.03
Equity							
081300 · Fund Balance		349,181.59	349,181.59	349,181.59	349,181.59	349,181.59	349,181.59
081400 · Retained Earnings		3,667,515.84	3,149,753.71	3,149,753.71	2,167,360.04	2,055,436.73	3,252,994.41
9998 · Amount to be provided		-1,898,416.34	-2,043,904.32	-2,043,904.32	-2,183,330.32	-2,317,704.66	-2,447,027.34
9999 · Investment in Capital Assets		4,505,643.15	4,653,275.97	4,653,275.97	4,567,984.08	4,706,190.03	4,777,410.73
Net Income		644,887.72	517,762.13	518,361.18	982,393.67	111,923.31	-1,197,557.68
Total Equity		7,268,811.96	6,626,069.08	6,626,668.13	5,883,589.06	4,905,027.00	4,735,001.71
TOTAL LIABILITIES & EQUITY		9,227,542.13	8,792,759.97	8,793,359.02	8,304,341.32	7,448,810.13	7,794,003.74
This report reflects data from SMC Treasury (as of 7/5/24.) If any additional revenue/expenses are received on the final SMC Trial Balance issued in mid-July, this data will be adjusted accordingly.							

Highlands Recreation District										3:54 PM
Profit & Loss by Class										07/05/2024
June 2024										Accrual Basis
	ASP	EEC	OTHER	Pool	Rental	Seasonal Programs	TOTAL			
Income										
102100 · Property Taxes	0.00	0.00	2,176.06	0.00	0.00	0.00	2,176.06	0.00	0.00	2,176.06
152100 · Interest Earned	0.00	0.00	245.55	0.00	0.00	0.00	245.55	0.00	0.00	245.55
1992 · All Other Local Govt Rev	0.00	2,275.00	0.00	0.00	0.00	0.00	2,275.00	0.00	0.00	2,275.00
232100 · Park & Recreation Fees										
232101 · Refunds - Fees	-445.00	-2,246.00	0.00	-5,964.00	-1,200.00	-374.00	-10,229.00			-10,229.00
232100 · Park & Recreation Fees - Other	91,321.00	107,651.80	1,845.52	46,994.87	8,313.50	7,933.20	264,059.89			264,059.89
Total 232100 · Park & Recreation Fees	90,876.00	105,405.80	1,845.52	41,030.87	7,113.50	7,559.20	253,830.89			253,830.89
265800 · Miscellaneous Revenue	0.00	0.00	335.66	0.00	0.00	0.00	335.66	0.00	0.00	335.66
Total Income	90,876.00	107,680.80	4,602.79	41,030.87	7,113.50	7,559.20	258,863.16			258,863.16
Gross Profit	90,876.00	107,680.80	4,602.79	41,030.87	7,113.50	7,559.20	258,863.16			258,863.16
Expense										
411100 · Permanent Salaries	7,705.62	7,076.94	8,000.00	0.00	0.00	0.00	22,782.56	0.00	0.00	22,782.56
411101 · Temporary Out of Class	0.00	0.00	1,500.00	1,200.00	0.00	0.00	2,700.00	0.00	0.00	2,700.00
416101 · Office Wages	0.00	0.00	10,278.56	0.00	0.00	0.00	10,278.56	0.00	0.00	10,278.56
416102 · Pool Wages	0.00	0.00	0.00	28,163.24	0.00	0.00	28,163.24	0.00	0.00	28,163.24
416103 · Maintenance Wages	0.00	0.00	6,255.26	0.00	0.00	0.00	6,255.26	0.00	0.00	6,255.26
416104 · Supervision Wages	0.00	0.00	0.00	0.00	3,292.27	1,557.55	4,849.82	0.00	0.00	4,849.82
416105 · Program Specialist	0.00	0.00	0.00	0.00	0.00	7,380.90	7,380.90	0.00	0.00	7,380.90
416107 · ASP/Camp Wages	23,279.92	0.00	0.00	0.00	0.00	285.00	23,564.92	0.00	0.00	23,564.92
416108 · EEC Wages	0.00	41,693.22	0.00	0.00	0.00	0.00	41,693.22	0.00	0.00	41,693.22
416110 · Vacation Expense	0.00	0.00	62.77	0.00	0.00	0.00	62.77	0.00	0.00	62.77
431100 · Social Security	1,904.73	2,955.91	1,586.01	1,819.09	199.98	112.00	8,577.72	0.00	0.00	8,577.72
431200 · Medicare Contribution	445.43	691.29	370.92	425.47	46.78	26.19	2,006.08	0.00	0.00	2,006.08
463100 · District Employee Benefits	2,641.11	4,197.23	4,588.43	2,369.50	5.13	-38.83	13,762.57	0.00	0.00	13,762.57
512100 · Clothing & Uniforms	3,548.34	0.00	0.00	1,280.49	0.00	0.00	4,828.83	0.00	0.00	4,828.83
515600 · Household Expense										
515601 · Recology	0.00	0.00	1,152.50	0.00	0.00	0.00	1,152.50	0.00	0.00	1,152.50
515602 · Janitorial Supplies	3.89	391.58	657.72	289.42	0.00	0.00	1,342.61	0.00	0.00	1,342.61

Highlands Recreation District										3:54 PM
Profit & Loss by Class										07/05/2024
June 2024										Accrual Basis
	ASP	EEC	OTHER	Pool	Rental	Seasonal Programs	TOTAL			
515605 · Cleaning Company	1,156.50	1,722.00	231.30	771.00	154.20	0.00	4,035.00			
Total 515600 · Household Expense	1,160.39	2,113.58	2,041.52	1,060.42	154.20	0.00	6,530.11			
519300 · Office Expense										
519301 · Outside Printing & Copy Serv	0.00	0.00	0.00	20.00	0.00	0.00	20.00			
519303 · General Office Supplies	0.00	0.00	444.05	15.50	0.00	0.00	459.55			
519304 · Advertising/Recruiting	0.00	186.00	8,000.00	1,099.67	0.00	0.00	9,285.67			
519307 · Other Office Expense	0.00	0.00	749.97	25.98	29.98	109.96	915.89			
519308 · Credit card/ACH fee	0.00	0.00	2,233.33	0.00	0.00	0.00	2,233.33			
519309 · Payroll service fees	0.00	0.00	2,198.51	0.00	0.00	0.00	2,198.51			
Total 519300 · Office Expense	0.00	186.00	13,625.86	1,161.15	29.98	109.96	15,112.95			
533100 · Memberships & Licensing Fees	0.00	253.98	31.98	0.00	0.00	0.00	285.96			
542300 · Maintenance-Equipment	0.00	0.00	1,739.06	3,460.13	0.00	0.00	5,199.19			
545900 · Maintenance-Facilities & Imprv										
545902 · Plumbing & Piping	0.00	0.00	622.40	0.00	0.00	0.00	622.40			
545903 · Paint, Solvents & Chemicals	0.00	0.00	0.00	3,510.11	0.00	0.00	3,510.11			
545904 · Pool Supplies	0.00	0.00	0.00	257.24	0.00	0.00	257.24			
545905 · Locks & Security System	8.75	0.00	424.74	11.51	0.00	0.00	445.00			
545906 · Signage Expense	0.00	0.00	62.16	0.00	0.00	0.00	62.16			
545909 · Other General Maintenance	0.00	0.00	383.29	56.89	0.00	0.00	440.18			
545911 · Landscape/Garden Expense	0.00	41.50	667.84	0.00	0.00	0.00	709.34			
545912 · Vehicle Expense	0.00	0.00	1,628.50	0.00	0.00	0.00	1,628.50			
545913 · Ground/Facility Improvements	0.00	0.00	829.55	188.79	0.00	0.00	1,018.34			
Total 545900 · Maintenance-Facilities & Imprv	8.75	41.50	4,618.48	4,024.54	0.00	0.00	8,693.27			
563800 · Utility Expense										
563801 · P G & E	0.00	256.93	3,325.69	6,053.17	0.00	0.00	9,635.79			
563802 · Water	151.97	366.19	303.97	759.92	0.00	0.00	1,582.05			
Total 563800 · Utility Expense	151.97	623.12	3,629.66	6,813.09	0.00	0.00	11,217.84			
585600 · Contract Expenses										
585601 · Audit Fees	0.00	0.00	3,438.75	0.00	0.00	0.00	3,438.75			

Highlands Recreation District										3:54 PM	
Profit & Loss by Class										07/05/2024	
June 2024										Accrual Basis	
										Seasonal Programs	TOTAL
		ASP	EEC	OTHER	Pool	Rental					
	585603 · Legal fees	0.00	0.00	981.00	0.00	0.00				0.00	981.00
	585604 · Consultants	0.00	0.00	14,878.90	0.00	0.00				0.00	14,878.90
	Total 585600 · Contract Expenses	0.00	0.00	19,298.65	0.00	0.00				0.00	19,298.65
	596600 · Program Specific Expenses										
	596601 · Buses-ASP	1,181.00	0.00	0.00	0.00	0.00				0.00	1,181.00
	596602 · Spec Act-ASP	2,592.91	0.00	0.00	0.00	0.00				0.00	2,592.91
	596603 · Snacks-ASP	1,896.74	0.00	0.00	0.00	0.00				0.00	1,896.74
	596604 · Supplies-ASP	1,139.36	0.00	0.00	0.00	0.00				0.00	1,139.36
	596607 · Misc Exp-POOL	0.00	0.00	0.00	398.70	0.00				0.00	398.70
	596608 · Misc Exp-ASP	357.79	0.00	0.00	0.00	0.00				0.00	357.79
	596610 · Misc Exp-OFFICE	0.00	0.00	312.93	0.00	0.00				0.00	312.93
	596611 · Misc Exp-OTHER	0.00	0.00	299.79	0.00	0.00				0.00	299.79
	596612 · Special Events	0.00	0.00	0.00	0.00	0.00				750.77	750.77
	596613 · Conferences/Seminars	845.00	418.00	0.00	414.00	0.00				0.00	1,677.00
	596614 · Pool Supplies	0.00	0.00	0.00	1,862.84	0.00				0.00	1,862.84
	596616 · Incrowd Rent	1,125.79	0.00	0.00	0.00	0.00				0.00	1,125.79
	596617 · Seasonal Programs	0.00	0.00	0.00	0.00	0.00				88.33	88.33
	596621 · EEC supplies	0.00	1,839.14	0.00	0.00	0.00				0.00	1,839.14
	596622 · EEC Snacks	0.00	876.88	0.00	0.00	0.00				0.00	876.88
	596623 · EEC Special Activities	0.00	765.31	0.00	0.00	0.00				0.00	765.31
	596624 · EEC Misc	0.00	196.48	0.00	0.00	0.00				0.00	196.48
	596626 · MISC EXP-SWIM TEAM	0.00	0.00	0.00	199.90	0.00				0.00	199.90
	Total 596600 · Program Specific Expenses	9,138.59	4,095.81	612.72	2,875.44	0.00				839.10	17,561.66
	671200 · Telephone Service Charges	73.75	0.00	393.49	0.00	0.00				0.00	467.24
	673100 · Insurance										
	673101 · CAPRI-WORKERS COMP	0.00	0.00	2,864.33	0.00	0.00				0.00	2,864.33
	673102 · CAPRI-GEN INS	0.00	0.00	9,316.25	0.00	0.00				0.00	9,316.25
	Total 673100 · Insurance	0.00	0.00	12,180.58	0.00	0.00				0.00	12,180.58
	7211 · Fixed Assets-Structures/Improve										

Highlands Recreation District										3:54 PM
Profit & Loss by Class										07/05/2024
June 2024										Accrual Basis
	ASP	EEC	OTHER	Pool	Rental	Seasonal Programs	TOTAL			
721101 · Construction in Progress	0.00	0.00	27,107.76	0.00	0.00	0.00	27,107.76			27,107.76
Total 7211 · Fixed Assets-Structures/Improve	0.00	0.00	27,107.76	0.00	0.00	0.00	27,107.76			27,107.76
7311 · Fixed Assets-Equipment										
731101 · Equip-Not Capitalized	0.00	0.00	470.18	0.00	0.00	0.00	470.18			470.18
Total 7311 · Fixed Assets-Equipment	0.00	0.00	470.18	0.00	0.00	0.00	470.18			470.18
Total Expense	50,058.60	63,928.58	118,391.89	54,652.56	3,728.34	10,271.87	301,031.84			301,031.84
Net Income	40,817.40	43,752.22	-113,789.10	-13,621.69	3,385.16	-2,712.67	-42,168.68			-42,168.68
<p>This report reflects data from SMC Treasury (as of 7/5/24.) If any additional revenue/expenses are received on the final SMC Trial Balance issued in mid-July, this data will be adjusted accordingly.</p>										

Highlands Recreation District

Profit & Loss by Class

July 2023 through June 2024

FISCAL YEAR TO DATE

	ASP	EEC	OTHER	Pool	Rental	Seasonal Programs	3:55 PM
Income							07/05/2024
							Accrual Basis
							TOTAL
102100 · Property Taxes	0.00	0.00	640,899.00	0.00	0.00	0.00	640,899.00
102101 · ERAF	0.00	0.00	188,802.68	0.00	0.00	0.00	188,802.68
152100 · Interest Earned	0.00	0.00	132,985.07	0.00	0.00	0.00	132,985.07
1992 · All Other Local Govt Rev	0.00	2,275.00	0.00	0.00	0.00	0.00	2,275.00
1997 · Capital Grants & Contrib	0.00	0.00	65,333.00	0.00	0.00	0.00	65,333.00
232100 · Park & Recreation Fees							
232101 · Refunds - Fees	-4,640.00	-2,246.00	0.00	-17,440.69	-12,121.25	-13,215.20	-49,663.14
232102 · Bounced Checks-Fees	-1,201.00	-400.00	0.00	-1,445.00	0.00	-20.00	-3,066.00
232100 · Park & Recreation Fees - Other	1,051,465.16	1,261,971.05	17,344.45	512,654.18	108,368.83	129,252.14	3,081,065.81
Total 232100 · Park & Recreation Fees	1,045,624.16	1,259,325.05	17,344.45	493,768.49	96,247.58	116,026.94	3,028,336.67
265800 · Miscellaneous Revenue	2,157.00	0.00	9,224.60	0.00	0.00	0.00	11,381.60
Total Income	1,047,781.16	1,261,600.05	1,054,588.80	493,768.49	96,247.58	116,026.94	4,070,013.02
Gross Profit	1,047,781.16	1,261,600.05	1,054,588.80	493,768.49	96,247.58	116,026.94	4,070,013.02
Expense							
411100 · Permanent Salaries	96,772.11	70,487.55	190,287.68	63,100.72	0.00	0.00	420,648.06
411101 · Temporary Out of Class	0.00	0.00	14,250.00	3,000.00	0.00	0.00	17,250.00
416101 · Office Wages	0.00	0.00	144,414.60	0.00	0.00	0.00	144,414.60
416102 · Pool Wages	0.00	0.00	0.00	303,177.48	0.00	0.00	303,177.48
416103 · Maintenance Wages	0.00	0.00	71,816.64	0.00	0.00	0.00	71,816.64
416104 · Supervision Wages	0.00	0.00	0.00	0.00	42,383.71	18,323.63	60,707.34
416105 · Program Specialist	0.00	0.00	0.00	0.00	0.00	60,055.00	60,055.00
416107 · ASP/Camp Wages	260,397.30	0.00	0.00	0.00	0.00	3,652.75	264,050.05
416108 · EEC Wages	0.00	524,181.48	0.00	0.00	0.00	0.00	524,181.48
416110 · Vacation Expense	0.00	0.00	3,038.49	0.00	0.00	0.00	3,038.49
431100 · Social Security	22,138.50	36,095.12	25,674.48	22,873.66	2,621.18	1,365.65	110,768.59
431200 · Medicare Contribution	5,177.34	8,434.50	6,011.08	5,349.31	613.18	318.65	25,904.06
445100 · Unemployment Insurance	0.00	32.00	0.00	0.00	0.00	0.00	32.00
463100 · District Employee Benefits	34,551.12	56,856.35	57,849.38	30,098.49	220.35	155.01	179,730.70

Highlands Recreation District										3:55 PM
Profit & Loss by Class										07/05/2024
July 2023 through June 2024										Accrual Basis
FISCAL YEAR TO DATE										
	ASP	EEC	OTHER	Pool	Rental	Seasonal Programs	TOTAL			
512100 · Clothing & Uniforms	5,995.93	0.00	235.16	3,796.12	0.00	0.00	10,027.21			
515600 · Household Expense										
515601 · Recology	0.00	0.00	11,849.68	0.00	0.00	0.00	11,849.68			
515602 · Janitorial Supplies	473.12	4,618.44	3,658.85	1,828.35	0.00	0.00	10,578.76			
515605 · Cleaning Company	13,500.00	18,330.00	2,700.00	9,000.00	1,800.00	0.00	45,330.00			
Total 515600 · Household Expense	13,973.12	22,948.44	18,208.53	10,828.35	1,800.00	0.00	67,758.44			
519300 · Office Expense										
519301 · Outside Printing & Copy Serv	0.00	0.00	13,551.50	138.30	0.00	0.00	13,689.80			
519303 · General Office Supplies	10.93	47.22	3,295.66	229.30	132.33	0.00	3,715.44			
519304 · Advertising/Recruiting	0.00	4,302.39	8,108.00	1,207.67	196.00	196.00	14,010.06			
519305 · Postage & Mailing Expense	0.00	0.00	6,482.38	0.00	0.00	0.00	6,482.38			
519307 · Other Office Expense	1,260.00	164.27	21,539.72	215.86	89.94	524.80	23,794.59			
519308 · Credit card/ACH fee	0.00	0.00	29,939.40	0.00	0.00	0.00	29,939.40			
519309 · Payroll service fees	0.00	0.00	26,114.41	0.00	0.00	0.00	26,114.41			
Total 519300 · Office Expense	1,270.93	4,513.88	109,031.07	1,791.13	418.27	720.80	117,746.08			
533100 · Memberships & Licensing Fees	424.55	1,585.97	12,327.75	45.00	0.00	0.00	14,383.27			
542300 · Maintenance-Equipment	0.00	2,921.92	3,373.09	10,735.73	0.00	0.00	17,030.74			
545900 · Maintenance-Facilities & Imprv										
545902 · Plumbing & Piping	444.00	18,010.15	3,017.48	99.80	0.00	0.00	21,571.43			
545903 · Paint, Solvents & Chemicals	0.00	0.00	0.00	27,958.86	0.00	0.00	27,958.86			
545904 · Pool Supplies	0.00	0.00	0.00	1,606.92	0.00	0.00	1,606.92			
545905 · Locks & Security System	380.50	142.83	3,351.11	11.51	123.33	254.33	4,263.61			
545906 · Signage Expense	0.00	0.00	1,322.33	0.00	0.00	0.00	1,322.33			
545907 · General Electrical Expense	0.00	0.00	1,028.75	525.00	0.00	0.00	1,553.75			
545909 · Other General Maintenance	99.34	167.74	5,145.81	166.21	0.00	109.27	5,688.37			
545911 · Landscape/Garden Expense	0.00	542.60	1,395.14	0.00	0.00	0.00	1,937.74			
545912 · Vehicle Expense	0.00	0.00	4,695.25	8.85	0.00	0.00	4,704.10			
545913 · Ground/Facility Improvements	0.00	84.05	1,944.72	526.88	0.00	425.47	2,981.12			
Total 545900 · Maintenance-Facilities & Imprv	923.84	18,947.37	21,900.59	30,904.03	123.33	789.07	73,588.23			

Highlands Recreation District

Profit & Loss by Class

July 2023 through June 2024

FISCAL YEAR TO DATE

	ASP	EEC	OTHER	Pool	Rental	Seasonal Programs	3:55 PM
							07/05/2024
							Accrual Basis
							TOTAL
563800 · Utility Expense							
563801 · P G & E	0.00	6,251.53	38,145.68	82,361.14	0.00	0.00	126,758.35
563802 · Water	659.81	4,259.57	3,580.67	7,821.15	0.00	0.00	16,321.20
563803 · Sewer Fees	0.00	0.00	10,070.30	0.00	0.00	0.00	10,070.30
Total 563800 · Utility Expense	659.81	10,511.10	51,796.65	90,182.29	0.00	0.00	153,149.85
585600 · Contract Expenses							
585601 · Audit Fees	0.00	0.00	15,146.25	0.00	0.00	0.00	15,146.25
585603 · Legal fees	0.00	0.00	24,207.90	0.00	0.00	0.00	24,207.90
585604 · Consultants	225.00	0.00	97,575.00	0.00	0.00	0.00	97,800.00
Total 585600 · Contract Expenses	225.00	0.00	136,929.15	0.00	0.00	0.00	137,154.15
596600 · Program Specific Expenses							
596601 · Buses-ASP	7,362.00	0.00	0.00	0.00	0.00	0.00	7,362.00
596602 · Spec Act-ASP	18,144.18	0.00	0.00	0.00	0.00	0.00	18,144.18
596603 · Snacks-ASP	9,405.90	0.00	0.00	0.00	0.00	0.00	9,405.90
596604 · Supplies-ASP	9,636.56	0.00	0.00	0.00	0.00	0.00	9,636.56
596607 · Misc Exp-POOL	0.00	0.00	0.00	1,434.51	0.00	0.00	1,434.51
596608 · Misc Exp-ASP	3,501.56	0.00	0.00	0.00	0.00	0.00	3,501.56
596610 · Misc Exp-OFFICE	0.00	0.00	1,458.25	0.00	0.00	0.00	1,458.25
596611 · Misc Exp-OTHER	0.00	0.00	4,699.99	0.00	0.00	285.46	4,985.45
596612 · Special Events	0.00	0.00	0.00	594.34	0.00	5,357.15	5,951.49
596613 · Conferences/Seminars	1,014.00	430.00	2,678.32	2,478.00	0.00	0.00	6,600.32
596614 · Pool Supplies	0.00	0.00	0.00	7,446.00	0.00	0.00	7,446.00
596616 · Incrowd Rent	14,377.02	0.00	0.00	0.00	0.00	0.00	14,377.02
596617 · Seasonal Programs	206.56	0.00	0.00	0.00	0.00	300.21	506.77
596621 · EEC supplies	0.00	9,549.97	0.00	0.00	0.00	0.00	9,549.97
596622 · EEC Snacks	0.00	5,987.14	0.00	0.00	0.00	0.00	5,987.14
596623 · EEC Special Activities	0.00	1,376.48	0.00	0.00	0.00	0.00	1,376.48
596624 · EEC Misc	0.00	1,608.81	0.00	0.00	0.00	0.00	1,608.81
596626 · MISC EXP-SWIM TEAM	0.00	0.00	0.00	7,555.79	0.00	0.00	7,555.79

Highlands Recreation District

Profit & Loss by Class

July 2023 through June 2024

FISCAL YEAR TO DATE

	ASP	EEC	OTHER	Pool	Rental	Seasonal Programs	3:55 PM
							07/05/2024
							Accrual Basis
							TOTAL
Total 596600 · Program Specific Expenses	63,647.78	18,952.40	8,836.56	19,508.64	0.00	5,942.82	116,888.20
6331 · Bond Interest Expense	0.00	60,481.00	0.00	0.00	0.00	0.00	60,481.00
6332 · Bond Principal exp	0.00	144,000.00	0.00	0.00	0.00	0.00	144,000.00
671200 · Telephone Service Charges	856.11	0.00	3,490.26	0.00	0.00	0.00	4,346.37
673100 · Insurance							
673101 · CAPRI-WORKERS COMP	2,577.90	3,952.78	9,035.78	6,186.96	323.72	191.86	22,269.00
673102 · CAPRI-GEN INS	0.00	0.00	111,705.00	0.00	0.00	0.00	111,705.00
Total 673100 · Insurance	2,577.90	3,952.78	120,740.78	6,186.96	323.72	191.86	133,974.00
7211 · Fixed Assets-Structures/Improve							
721101 · Construction in Progress	0.00	0.00	167,276.73	12,152.00	0.00	0.00	179,428.73
721102 · Fixed Assets-Not Capitalized	1,157.20	0.00	0.00	0.00	0.00	0.00	1,157.20
Total 7211 · Fixed Assets-Structures/Improve	1,157.20	0.00	167,276.73	12,152.00	0.00	0.00	180,585.93
7311 · Fixed Assets-Equipment							
731101 · Equip-Not Capitalized	0.00	0.00	8,237.34	0.00	0.00	0.00	8,237.34
Total 7311 · Fixed Assets-Equipment	0.00	0.00	8,237.34	0.00	0.00	0.00	8,237.34
Total Expense	510,748.54	984,901.86	1,175,726.01	613,729.91	48,503.74	91,515.24	3,425,125.30
Net Income	537,032.62	276,698.19	-121,137.21	-119,961.42	47,743.84	24,511.70	644,887.72

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This report reflects data from SMC Treasury (as of 7/15/24.) If any additional revenue/expenses are received on the final SMC Trial Balance issued in mid-July, this data will be adjusted accordingly.



MEMORANDUM

Date: July 9, 2024

To: Christopher Gurr, Interim General Manager

From: Meg Catmull, Assistant General Manager

Re: Fitness Center Usage

Executive Summary

This report outlines alternative uses for the fitness center room managed by the Highlands Recreation District. As we consider reallocating this space, five distinct proposals have been developed to maximize its utility and better serve the community.

Introduction

The fitness center room presents an opportunity for reinvention that aligns with current community needs and district objectives. The following sections detail each proposal, highlighting their respective benefits and potential impacts on community engagement and operational efficiency.

Proposed Options

1. Art Studio

- *Proposal Summary:* Transform the room into a dedicated art studio equipped with workstations for painting, sculpting, and other visual arts. The studio will also host workshops and art classes.
- *Benefits:* Fosters creativity and cultural enrichment, attracts local artists and enthusiasts, and supports the district's commitment to promoting the arts within the community.

2. Maker's Space

- *Proposal Summary:* Establishing a maker's space provides tools and resources for community members to engage in hands-on activities such as woodworking, electronics tinkering, and 3D printing.

- *Benefits:* Promotes innovation and skill development, encourages entrepreneurship among residents, and serves as a hub for creative collaboration.

3. Teen Activity Room

- *Proposal Summary:* Designating the room as a teen activity center offers a safe and engaging environment for adolescents to socialize and participate in recreational activities, gaming tournaments, and study groups.
- *Benefits:* Addresses the recreational needs of teenagers, promotes positive youth development, and strengthens community bonds among young residents.

4. Library/Study Room

- *Proposal Summary:* Converting the room into a library/study room provides a quiet space for reading, research, and educational pursuits. It will offer access to books, computers, and study resources.
- *Benefits:* Supports lifelong learning, enhances educational opportunities for all ages, and complements existing library services within the district.

5. Multi-Use Space

- *Proposal Summary:* Repurposing the room as a multi-use space allows for diverse activities such as employee meetings, pool parties, community group meetings, and workshops.
- *Benefits:* Maximizes facility usage throughout the year, generates rental revenue, and accommodates various community needs and events.

Implementation Considerations

Each proposed option necessitates careful consideration of implementation factors including budgetary implications, facility modifications, staffing requirements, and potential impacts on existing programs and services. Detailed feasibility considerations and stakeholder input will be essential to inform decision-making.

Conclusion

Repurposing the fitness center room presents an opportunity to strategically align our resources with community needs and district priorities. Each proposal outlined in this report offers a pathway to enhance community engagement, optimize facility usage, and reinforce the district's commitment to providing diverse recreational services.

Recommendation

Based on the outlined proposals and their respective benefits, it is recommended that the board of directors thoroughly evaluate each option's feasibility and alignment with the district's strategic goals. Further deliberation and stakeholder input will be crucial in determining the most suitable repurposing strategy for the fitness center room.

Next Steps

The next steps will involve detailed planning, resource allocation, and community engagement efforts to ensure a smooth transition and successful implementation of the chosen proposal.

Detailed Proposals:

Art Studio

Description: Transform the room into a dedicated Art Studio where creativity can flourish through various artistic endeavors.

Features:

- Easels, tables, and lighting
- Art supplies (paints, brushes, canvases)
- Storage and display units

Potential Uses:

- Painting and drawing classes.
- Sculpture workshops.
- Pottery and ceramics sessions.
- Art exhibitions and community art projects.
- Open studio sessions for independent artists.



Total Estimated Cost Range: \$4,000 - \$8,000

Maker Space

Description: Establish a dynamic Maker Space equipped with tools and resources for hands-on creativity and innovation.

Features:

- Workbenches and power tools
- 3D printers and laser cutters
- Crafting supplies and materials
- Computers and design software

Potential Uses:

- DIY workshops and classes.
- Prototyping and fabrication projects.
- Tech and innovation meetups.
- Entrepreneurship and small business incubation.
- Skill-sharing and community collaboration.



Total Estimated Cost Range: \$12,000 - \$24,000

Teen Activity Room

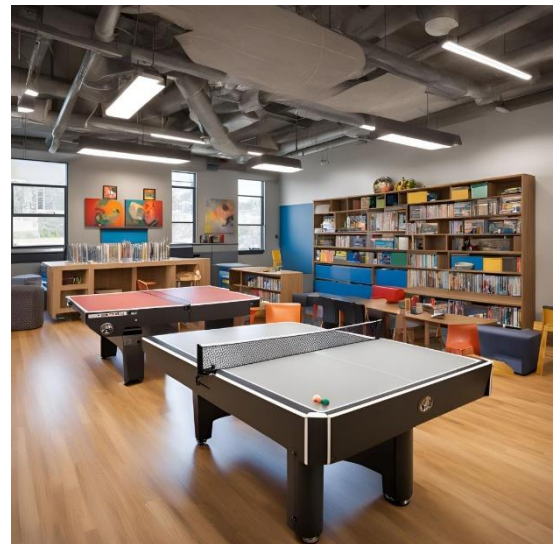
Description: Transform the room into a vibrant Teen Activity Room designed to engage children and teens in educational and recreational activities.

Features:

- Game tables (ping pong, foosball, air hockey)
- Art supplies and educational materials
- Games and puzzles
- Reading nook with books
- Comfortable seating
- Gaming consoles and accessories

Potential Uses:

- Arts and crafts workshops.
- Youth club meetings.



- Casual gaming sessions.
- Tournaments and competitions.
- Game nights for families and adults.
- Community gaming events.
- Board game meetups.

Total Estimated Cost Range: \$6,500 - \$11,500

Library/Reading Room

Description: Establish a quiet Library/Reading Room where community members can read, study, and engage in literary activities.

Features:

- Comfortable seating and reading nooks
- Bookshelves and reading materials
- Study tables and reading lamps

Potential Uses:

- Book clubs and reading groups.
- Study sessions and tutoring.
- Literary workshops and author readings.
- Educational seminars and lectures.
- Quiet reading and relaxation.

Total Estimated Cost Range: \$4,000 - \$8,000



Multi-Use Room

Description

Transform the current fitness center room into a versatile Multi-Use Space that serves as a hub for various community activities and events. This space will be designed to accommodate a range of functions, from employee meetings to pool parties and community group gatherings.

Features

- **Flexible Layout:** Configurable seating arrangements to accommodate different types of events and activities.
- **Amenities:** Equipped with audio-visual capabilities, furniture, and accessories necessary for diverse programming needs.



Potential Uses

- **Employee Meetings:** Suitable for staff meetings, training sessions, and team-building exercises.
- **Pool Parties:** Ideal for birthday celebrations, community pool events, and social gatherings.
- **Community Group Meetings:** A central venue for local clubs, neighborhood associations, and interest groups to convene.
- **Workshops and Classes:** Space for educational workshops, fitness classes, arts and crafts sessions, and other instructional programs.



MEMORANDUM

Date: July 9, 2024
To: Christopher Gurr, Interim General Manager
From: Meg Catmull, Assistant General Manager
Re: Records Retention Staff Report

Executive Summary:

This memorandum outlines the need for and proposed updates to the records retention policy at the Highlands Recreation District. The current policy, last comprehensively revised in 2014, requires updating to align with current legal requirements, technological advancements, and operational needs.

Background:

The records retention policy at the Highlands Recreation District governs the management and retention of documents and electronic records within the District. Since its board approval in 2007 and last comprehensive revision in 2014, changes in District operations and advancements in technology have prompted the need for a comprehensive review and update. While a single record series was added in 2023 to clarify the retention period of video recorded board meetings, other updates are still needed.

Discussion:

1. **Legal Compliance:** State laws and regulations regarding records retention, public access, and data security necessitate regular records retention policy updates to ensure compliance and mitigate legal risks.
2. **Operational Efficiency:** Modernizing our records management practices will improve efficiency in accessing and managing records, thereby enhancing service delivery to the community.
3. **Technological Advancements:** The shift towards digital records necessitates updated guidelines for the management, storage, and security of records to ensure their integrity and accessibility.

Proposed Updates:

The proposed updates to the records retention policy include:

- **Revised Retention Periods:** Adjusting retention periods to comply with legal requirements and meet the operational needs specific to the Highlands Recreation District.
- **Records Storage:** Removing descriptions of storage locations from the policy to allow for records to be stored primarily digitally.
- **Clear Direction:** Improving the policy and adding verbiage to more clearly direct the implementation and direction of the Records Retention Policy and Schedule.
- **Disposal Procedures:** Defining procedures for the secure disposal of records that have reached the end of their retention period.

Conclusion:

The updated Records Retention Policy is critical to maintaining compliance with legal standards, improving operational efficiency, and leveraging technological advancements in records management. The proposed updates are being presented to the HRD Board of Directors for approval to ensure alignment with our organizational goals and objectives.

Recommendation:

It is recommended that the Board approve the proposed updates to the records retention policy to ensure compliance, operational efficiency, and improved transparency. Once approved, it is recommended that staff with the approval of the General Manager, destroy records in accordance with the 2024 Proposed Records Retention Policy & Schedule. Staff recommend that remaining records be scanned and digitized for ease of use and reference.

Attachments:

- Draft Resolution for Board Approval
- 2014 Records Retention Policy
- 2024 Proposed Records Retention Policy & Schedule

Please review the attached draft resolution for the proposed updates to the records retention policy. Your feedback and input are welcomed and appreciated as we move forward with finalizing this policy update.



HIGHLANDS RECREATION DISTRICT
RESOLUTION NO. 2024-04

A resolution of the Board of Directors of the Highlands Recreation District to update the Highlands Recreation District Records Retention Policy.

WHEREAS, the Highlands Recreation District recognizes the importance of maintaining an effective records management program to ensure compliance with legal and regulatory requirements, operational efficiency, and transparency; and

WHEREAS, the Highlands Recreation District Board of Directors passed Resolution 2007-01 regarding record retention and the destruction of records of the District; and

WHEREAS, the existing records retention policy was last comprehensively updated in 2014 and requires revision to align with current practices and legal standards;

WHEREAS, a comprehensive Records Retention Schedule and Policy has been developed, outlining guidelines for the systematic retention, preservation, and destruction of records maintained by the Highlands Recreation District;

NOW, THEREFORE, BE IT RESOLVED, that the Highlands Recreation District Board of Directors hereby approves the adoption of the Records Retention Schedule and Policy attached hereto as Exhibit A;

BE IT FURTHER RESOLVED, that the General Manager is authorized and directed to implement and oversee the administration of the Records Retention Schedule and Policy, including but not limited to:

- Ensuring compliance with the approved retention periods and disposition instructions;
- Overseeing the secure destruction of records in accordance with the Policy;
- Periodically reviewing and updating the Schedule as necessary to reflect changes in legal requirements or operational needs;

BE IT FINALLY RESOLVED, that this Resolution shall take effect immediately upon adoption.

PASSED AND ADOPTED at the regular meeting of the Board of Directors of Highlands Recreation District, this 9th day of July 2024, by the following vote:

AYES:

NOES:
ABSENT:
ATTEST:

HIGHLANDS RECREATION DISTRICT
SAN MATEO COUNTY, CALIFORNIA

By _____
President, Board of Directors

ATTEST: I, Megan Catmull, do hereby certify that I am the District Secretary of the Board of Directors of the HIGHLANDS RECREATION DISTRICT and that the above is a true and correct copy of the resolution adopted by the Board of Directors of said District at a meeting of the 11th day of June 2024.
Secretary, Board of Directors

ATTACHMENTS:

1. Exhibit A

Code	Record Series	Location of Record SF= Storage Facility MO= Main Office HA= HRD Archives		Retention Duration LO: Life of Org. LE: Life of Equip. TE: Termination CL: Closed EX: Expired SU: Superseded KC: Keep Current	Citation
		CURRENT/ SHORT TERM LOCATION	LONG TERM LOCATION		
100	Formation Files		SF	LO	CA GC 4700 60201(d)
101	Historical Subject Files		SF	LO	
102	Resolutions, Board	MO	MO	LO	
103	Board Administrative Files	MO past 3 yrs	SF	LO	
104	Current Policies and Procedures Manual	MO	MO	LO	
106	Insurance Records	MO past 3 years	SF	LO	CAPRI
107	Drawings, As Built	MO past 3 years	SF	LO	
108	Drawing, Record		SF	LO	
109	Deferred Compensation	MO past 3 years	SF	LO	
110	Software Applications Files	MO	MO	LO	
111	Permits, Building and Construction	MO past 3 years	SF	LO	CA H&S 19850
112	Current Job Descriptions	MO	MO	LO	
113	Board Meetings Records	MO past 5 years	SF	LO	CA GC 60201(d)
120	Bloodborne Pathogens Records		SF	TE + 30 if exposure	CCR T8 5193
121	Material Safety Data Sheets	MO	SF	TE + 30 if exposure	
122	Medical Files	MO	SF	TE + 30 if injury	CCR T8 3204
123	Worker Compensation Files	MO past 5 years	SF	TE + 30	
130	Waiver & Release Form, Minors	MO past 5 years	SF	to age 19 with accident report	CAPRI
140	Construction Documents	MO	HA	10	
141	Master Design Plans		HA	SU + 10	
142	Fixed Asset Records	MO	HA	10	
150	Employee Benefit Plans and Program Files	HA past 3 years	SF	TE + 7	
151	Reimbursement Expenses	MO	HA	7	AB 474
152	Personnel Records & timesheets	HA past 3 years	SF	TE + 7	GC 60201

153	1099s, EDD documents/ correspondence	HA past 3 years	SF	TE + 7	
160	Audit Records, Financial, warrants	HA past 2 years	SF	CL + 6	AB 474
161	Contracts & Agreements		MO	CL + 6	
162	Bids, Awarded		HA	CL + 6	
163	Bids, Unawarded		HA	CL + 6	CA GC 60201(d)
164	Litigation Files		MO	CL + 6	CA GC 60201(d)
165	Claim Files		HA	CL + 6	CA GC 60201(d)
170	Bank Account Records		HA	5	AB 474
171	Administrative Records		HA	5	
172	Accident & Incident Reports	MO/HA past 1 year	HA (minors)/ SF	5 (to age 19 if a minor)	CAPRI
173	Safety Committee Records	MO/HA past 1 year	HA	5	CAPRI
174	Waiver and Release Forms (ASP, EEC)	HA past 1 year	SF	5	CAPRI
175	Facility Rental Records	HA past 1 year	SF	5	CAPRI
176	Facility Inspection Records	HA past 1 year	SF	5	CAPRI
177	Training Records	HA past 1 year	SF	5	CAPRI
178	Emergency Drill	HA past 1 year	SF	5	
179	Property Damage Reports	HA past 1 year	SF	5	
190	DMV Records		MO	3	CAPRI
191	Red Cross Records		MO	3	
192	Computer System Administration Records		MO	LO/LE	
193	Complaint Files		MO	3	
194	Grievance		MO	CL + 3	
195	EOC Activation Records		HA	CL + 3	
196	Recruitment		HA	CL + 3	
200	Enrollment/ Registration	HA past 1 year	HA/ SF?	2/ 5?	
210	Equipment Ownership		MO	LE	
211	Bonds, Revenue		SF	EX + 2	
212	Equipment Maintenance		HA	LE	
213	Computer Backup CD's		Off Site Storage/ Cloud	KC	

Highlands Recreation District Records Retention Schedule and Policy (2024)

Records Retention Schedule

Record Series	Retention Duration CU: Current Year AU: Audit LO: Life of Org. TE: Termination CL: Closed SU: Superseded KC: Keep Current	Citation	Record Description
Required Records Retention			
Formation Files	LO	CA GC 60201(d)	Records documenting the terms under which HRD was formed, organized, re-organized or consolidated and Bylaws, including amendments.
Insurance Records	LO	CAPRI	Liability and property insurance policies including excess policies and endorsements and the CAPRI Memorandums of Coverage each year.
Permits, Building and Construction	LO	CA H&S 19850	Records related to plans, signs, grading, encroachment, including blueprints and specifications. Approval to construct or renovate property.
Board Meetings Records	LO	CA GC 60201(d)	Agendas, minutes, and packets from all Board Meetings.
Board Meetings Videos	KC + 1	Resolution No. 2023-5	Videos of Board Meetings.
Bloodborne Pathogens Records	TE + 30 if exposure	CCR T8 5193	All employee infectious material exposure records.
Medical Files	TE + 30 if injury	CCR T8 3204	Records relating to the medical history of employees, including injury and illness records.
Reimbursement Expenses	AU + 7	AB 474	Records related to the reimbursement of expenses.
Personnel Records & timesheets	TE + 7	GC 60201	Records relating to an individual's employment with the District such as timesheets, paycheck details, worker's compensation claims, EDD claims, benefits elections, training records, DMV records, and onboarding documents.
Audit Records, Financial, warrants	AU + 6	AB 474	Records relating to the review and monitoring of any accounting or financial records to ensure compliance with GAAP standards and the organizations procedures.
Bank Account Records	AU + 6	AB 474	Bank statements, transfers, cancelled checks, invoices in payments of bills and other obligations, receivables and deposits.
Bids, Unawarded	CL + 6	CA GC 60201(d)	The unsuccessful proposals submitted by vendors to obtain contracts with HRD, where bid is not awarded to that vendor. Includes bid packages.
Litigation Files	CL + 6	CA GC 60201(d)	Records related to possible or actual litigation or government investigations. Includes court proceedings records, pleadings, discovery, work product, exhibits, and final judgements.

Claim Files	CL + 6	CA GC 60201(d)	Records regarding claims of wrongdoing by the organization or its employees. Claims generally request compensation for damage or loss.
Waiver & Release Form, Minors	to age 19 with accident report	CAPRI	Waiver and release forms when attached to accident reports for minors.
Waiver and Release Forms (ASP, EEC)	CU + 5	CAPRI	Program and class waiver and release forms. Does not include waiver and release forms that are accompanied by an accident report for a minor.
Facility Rental Records	CU + 5	CAPRI	Facility rental applications, waivers, and certificates of insurance.
Facility Inspection Records	CU + 5	CAPRI	Facility safety inspection reports, pool pump room logs and chemical readings.
District Records Retention			
Historical Subject Files	LO		Records retained for the life of the organization due to their enduring value, rather than solely for business or legal purposes. Records that document the origination, and significant events.
Resolutions, Board	LO		Formal expression of the will, opinion, and intent voted by the board of directors. Legislative-type actions.
Board Administrative Files	LO		Records relating to board members, election to the board, directors list, and form 700 conflict of interest.
Policies and Procedures Manual	KC + 10		Records documenting the policies and procedures of the HRD.
Drawings, As Built	LO		Records that graphically depict specifications. Copy of confirmed drawings marked up by contractors during construction to show how facility or component is actually constructed.
Drawing, Record	LO		The District's best record of the construction of a project. Conformed drawings that have been updated with any changes occurring during the construction of the contract.
Deferred Compensation	LO		Records of employee contributions and HRD payments.
Job Descriptions	KC + 5		Records describing the duties and responsibilities of each job position and the expectations for performance.
Material Safety Data Sheets	KC (+30 if exposure)		Records relating to the description and use of hazardous substances.
Construction Documents	CU + 10		Construction records such as bids, correspondence, change orders, etc.
Master Design Plans	SU + 10		Report describing long range program or major projects planning and goals of HRD. Includes strategic plans.
Employee Benefit Guides	KC + 3		Documents or brochures typically provided to employees on an annual basis outlining their benefits and coverage options.
1099's	TE + 7		Tax records related to nonemployee compensation.
Contracts & Agreements	CL + 6		Records relating to obligations defined in contracts and agreements. Includes promissory agreements, contracts and pending contracts for services, leases, and software licenses.
Bids, Awarded	CL + 6		The successful proposals submitted by vendors to obtain contracts with HRD, where HRD selects that bid or proposal. Includes bid packages.

Recruitment	CL + 4		Records pertaining to the recruitment of staff including resumes, interview notes, interview questions, etc. for successful and unsuccessful candidates.
Enrollment/ Registration	CU + 2		Program enrollment records.
Lowdown	LO		Highlands neighborhood newsletters - typically produced once per month.
Record Destruction Log	LO		Log of documents destroyed according with the District's Records Retention Policy.
Video Recordings of Board Meetings	1		Audio and visual recordings of board meetings.
Activity Guides	LO		HRD seasonal brochure/magazine with upcoming programs, classes, camps, updates, and events.

Records Retention Policy

1. Purpose The purpose of this Records Retention Policy is to establish guidelines for the systematic retention, preservation, and destruction of records maintained by the Highlands Recreation District, in compliance with applicable legal and regulatory requirements.

2. Scope This policy applies to all records and documents, regardless of format (paper, electronic, etc.), created or received by the Highlands Recreation District in the course of conducting its operations.

3. Responsibilities

Board of Directors: The Board of Directors is responsible for approving and overseeing the implementation of this Records Retention Policy.

General Manager: The General Manager is authorized to oversee the administration and implementation of the policy, including the destruction of records in accordance with the approved retention schedule. Each year about or around January, the District will destroy applicable records according to the approved Records Retention Schedule and Policy after a review by the General Manager.

Employees: All employees are responsible for ensuring that records are maintained and disposed of in accordance with this policy and related procedures.

4. Retention Schedule A Records Retention Schedule (Schedule) is established and maintained as an integral part of this policy. The Schedule identifies specific categories of records, their retention periods, citations, and record category descriptions.

5. Record Categories and Retention Periods The retention periods specified in the Schedule are based on legal, regulatory, operational, and historical requirements. The Schedule is periodically reviewed and updated to ensure ongoing compliance and relevance.

6. Destruction of Records Records eligible for destruction shall be disposed of securely and in a manner that preserves confidentiality and complies with applicable privacy laws. Destruction shall be documented, including the type and volume of records destroyed, dates of destruction, and the method used.

7. Legal Holds In the event of pending or anticipated litigation, audits, investigations, public records requests or other legal proceedings, the destruction of records covered by such matters shall be suspended until the matter is resolved or the legal hold is released.

8. Compliance and Monitoring Compliance with this policy shall be monitored and periodically audited by the Assistant General Manager and General Manager. Any deviations or concerns regarding compliance shall be promptly addressed and reported to the General Manager and/or Board of Directors.

9. Policy Review This policy shall be reviewed regularly or every 5 years at a minimum, to ensure its effectiveness, accuracy, and compliance with changes in applicable laws and regulations.

10. Adoption and Amendment This Records Retention Policy shall be adopted by resolution of the Board of Directors and may be amended as necessary by subsequent action of the Board.

11. Implementation This policy shall be communicated to all employees and made accessible through the District employee shared drive. Training on this policy and related procedures shall be provided to relevant staff as needed.

12. Contact Information For questions or further information regarding this policy, employees should contact the Assistant General Manager or General Manager.





MEMORANDUM

Date: July 9, 2024

To: Christopher Gurr, Interim General Manager

From: Meg Catmull, Assistant General Manager

Re: New Registration and Recreation Management Software

Purpose: The purpose of this report is to present two viable options for upgrading our current recreation registration software to a more modern system that integrates seamlessly with QuickBooks, thereby streamlining our registration processes and improving efficiency.

Background: Currently, our district relies on outdated registration software that necessitates manual input into QuickBooks for each registration, consuming significant staff resources. The proposed upgrade aims to eliminate these inefficiencies, enhance our ability to manage recreation programs effectively, and improve customer experience.

Options Considered:

1. iClassPro:

- **Features:** Direct QuickBooks integration, advanced filtering and reporting capabilities, skills tracking, and report cards.
- **Cost:** \$199/month after a 30-day free trial.
- **Implementation Time:** Approximately one month to go live.
- **Additional Notes:** iClassPro primarily serves private recreation companies such as swim schools and gyms, offering robust features tailored for these environments.

2. RecDesk:

- **Features:** Specializes in municipal recreation needs, including easy tracking of residency status, resident discounts, and priority booking.
- **Cost:** \$9,375 for the first year, \$12,500 annually thereafter. Initial cost estimates from RecDesk were lower but this quote is reportedly reflective of the Rec's high number of annual registrations.
- **Implementation Time:** Approximately two months to go live.

- **Additional Notes:** RecDesk offers flexibility in managing credit card fees, with options for either absorbing fees or passing them on to customers. They cater specifically to municipalities, which might align more closely with our operational requirements.

Discussion: The board is invited to discuss these options to help guide staff in selecting the most suitable option. Both iClassPro and RecDesk offer comprehensive features that address our current challenges with registration and financial management. Key considerations include:

- **Integration with QuickBooks:** iClassPro offers direct integration, potentially reducing manual data entry and ensuring financial records are up to date.
- **Specialization:** RecDesk's focus on municipal recreation provides tailored solutions for residency tracking and community engagement.
- **Cost:** iClassPro has a lower monthly cost but RecDesk's upfront cost is higher due to the inclusion of several features directly relevant to municipal operations.

Conclusion: This report outlines two promising options for upgrading our recreation registration software. The board's insights and considerations will be invaluable in guiding staff toward a decision that best aligns with our District's goals and operational needs.

Attachments:

- Pricing details from RecDesk.

Highlands Recreation District

San Mateo, CA

rec desk

Better by Design. Simple by Nature.

**The Leader in Easy To Use
Recreation Management Software**

June 10th, 2024

Why is RecDesk the right solution?

The viability and sustainability of your software solution will be highly dependent on ease-of-use. Recruiting, retaining, and training staff is getting more difficult in parks and recreation. We need to be mindful of this trend. It's a new generation of employees that has grown up using social media, texting and using technology that's intuitive and requires no training. For this reason, RecDesk is uniquely qualified to serve the parks and recreation industry both now, and into the future. Ease-of-use may be the most important "must have" feature on your list of requirements.

The impact of ease-of-use on both staff and patrons. Your organization will enjoy rapid adoption rates among staff, faster training, greater utilization, lower support costs, and improved employee morale. For residents, ease-of-use and a mobile-friendly application will drive self-service, increase participation and improve customer satisfaction. And when you have happy customers and happy employees, you can focus on building a community.

Complete dedication to parks and recreation software means customers come first. Period. No other competitor has been as dedicated or disciplined in building, enhancing and maintaining "ease-of-use" for their end users. In the end, RecDesk customers feel valued, heard and appreciated because RecDesk puts them first.

And while ease-of-use is the springboard to success, we shouldn't forget to mention industry-best customer service. For example, over the past 90 days, RecDesk Customer Success Managers have responded to "initial-calls" in less than 1 hour—nearly 70% of the time! This level of service is rare. The RecDesk experience is simply the best in the industry and we invite you to enjoy it.



The Leader in Easy To Use Recreation Management Software

Features

By leveraging cloud-based technologies and platforms for both solution implementation and support, we're able to provide not only a full-featured and highly reliable solution, but also a very cost-effective one.

In addition to cost-effectiveness, RecDesk has recently released innovative and exclusive features that uniquely meet the current demands of our customers. The first being our suite of flex products including *FlexForms*, *FlexCalendar*, and *FlexScheduler* as well as the revolutionary *CRM+* which we released to our entire customer base in addition to our core features such as:

- Online Activity Registration
- Online Facility Reservations and Reservation Requests
- Membership and Check-in Management
- POS
- Online Payment Collection and Financial/Demographic Reporting

FlexForms	FlexCalendar	FlexScheduler
<p>The industry's first and most advanced fully integrated electronic forms solution. <i>FlexForms</i> allow you to re-create any paper based form and directly integrate it into your registration, reservation, and enrollment workflows while adding the ability to collect electronic signatures (without the need for additional hardware), upload documents from your laptop or smartphone, and share previous form submissions ultimately eliminating the need for tedious multiple completions.</p>	<p>One of the most advanced and flexible facility calendars on the market. This calendar can be used internally or mirror to your customized community portal for public viewing. <i>FlexCalendar</i> allows you the ability to filter your calendar by facility, facility type, reservation type, and custom tags. In addition to daily, weekly, and monthly views, <i>FlexCalendar</i> offers a Scheduler view that will help in fully maximizing the reservation of your facilities and offers the ability to print or export this calendar to various file types.</p>	<p>When used in conjunction to <i>FlexCalendar</i>, Flex Scheduler offers a number of benefits to a normal scheduling system.</p> <ul style="list-style-type: none"> Ability to launch complicated recurring reservations/events Ability to build in setup and teardown times Meet the challenges of an event that takes place at various venues/fields Ability to quote for formal events such as weddings and banquets Ability to accommodate various add-on fees, incorporate inventory (chairs, tables, etc.) and generate an invoice that can be exported automatically to any interested party

System Security

RecDesk is a platform built on trust. From financial data to customer profiles and history, clients trust us to protect their most important information. That's why we've made security and privacy a top priority. RecDesk and our Payment Processing partners are PCI compliant, your client's credit card data is stored separate from City computers and network. RecDesk is SOC 2 Type II certified – which demonstrates our commitment to security and making all efforts in this area transparent to our customers.

The Service Organization Control (SOC 2) examination framework and reporting platform, developed by the American Institute of CPAs (AICPA), assesses the ability of service providers (such as RecDesk) to secure cloud data. SOC 2 defines criteria mutually agreed upon by the security and privacy communities for managing customer data based on five trust service principles: security, availability, processing integrity, confidentiality, and privacy.

This report confirms that RecDesk meets the highest industry standards when it comes to keeping information safe. It was authored by a rigorous independent auditor, and includes detailed explanations of our:

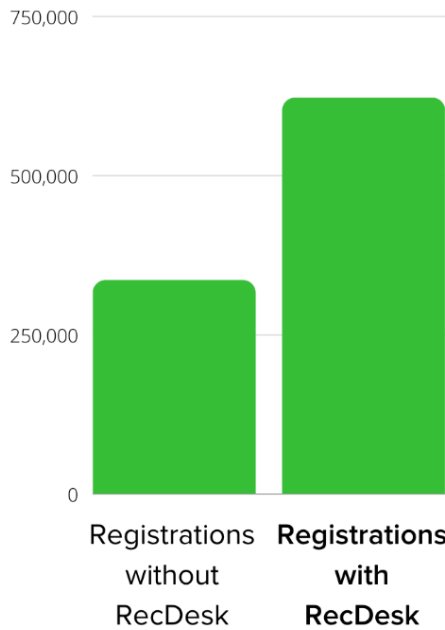
- **Strong authentication controls and limited access to data** - We limit access to customer data to those who need it to do their job.
- **Continuous controls monitoring and response** - We run continuous compliance monitoring to ensure that the key configurations our controls rely upon are in place and that we're able to quickly respond to any issues that may arise.
- **Employee security awareness** - We perform rigorous due diligence prior to hiring and provide security training for all employees during onboarding and on an ongoing basis.



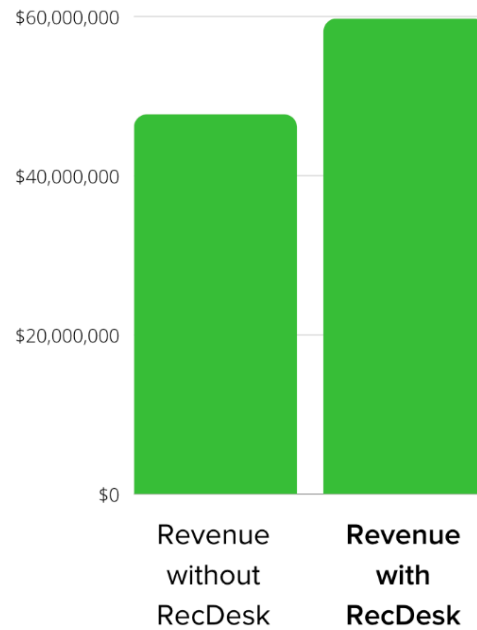
What can RecDesk do for you?

We analyzed the tangible benefits that using RecDesk provides to our clients. Our evaluation compared registration and revenue totals of over 200 new clients. This analysis concluded that RecDesk customers see an **85% increase** in their total registrations processed and a **25% increase** in department revenue by leveraging the value of RecDesk in their community.

Registration Comparison



Revenue Comparison



Comparisons are based on the analysis of client submitted data prior to RecDesk implementation.

Training Schedule

<p>First Week</p>	<p>Vendor Selection Client is encouraged to sign up for their RecDesk account via our website. A Welcome Email will be sent introducing their dedicated Customer Success Manager (CSM). The recommended payment processor information will be sent supplementary to the Welcome Email. The assigned Customer Success Manager will reach out to set up a virtual Project Kickoff Meeting.</p>
<p>Second Week</p>	<p>Customer Success Manager CSM will conduct the Project Kickoff Meeting. Conference call which will include: Introductions of key people Point people will be determined Milestones and expectations will be discussed, strategized, and finalized Technical integrations and customizations will be discussed and assigned Credit card processing and integration will be discussed Training Strategy and Plan will be created.</p> <p>Support Team Portal design will be established, and design will begin Go-Live Date will be established All necessary waivers, forms, etc. will be exchanged for implementation on the community portal Conversation and direction will be had with all departments as needed to ensure you are starting the Payment Processor steps confidently.</p> <p>Technical/Customer Care Team Technical/Customer Care Team along with the Development Team will work on and implement all agreed upon site design, custom extracts, imports, etc.</p>
<p>Third Week- Eighth Week (as needed)</p>	<p>Technical/Customer Care Team Testing will be conducted on any updates that we put into the system</p> <p>Customer Success Manager Trainings will be scheduled Training method will be determined (onsite or virtual live trainings with their CSM). Onsite Training for a group this size is recommended to be 5-consecutive days (Monday through Friday). Virtual/Live trainings with your CSM will be scheduled at minimum for 3 trainings a month, more if requested. Upon conclusion of Onsite training, additional trainings/needs will be handled virtual/live by the CSM via Zoom It is RecDesk's goal to be able to leave your location (from an onsite training), and once your payment processor is integrated you will have all the training necessary to Go Live. Supplemental training can occur after Go Live date as well. Phased Go Live is an option based on your needs. Official Go Live date will be firmly established in the Project Kickoff Meeting.</p>

Pricing

Projected Three Year Cost Fee Breakdown	Year 1 (Discounted)	Year 2 (no multi-year contract required)	Year 3 (no multi-year contract required)
RecDesk License and Maintenance	\$9375	\$12,500	\$12,500
Premium Hosting on AWS	Included	Included	Included
Training and Support	Included	Included	Included
Implementation Fees	\$0	N/A	N/A
Total	\$9375	\$12,500	\$12,500

* The first \$2MM USD in transactions processed through the system are included in the base price above. If more than \$2MM USD worth of transactions are processed through RecDesk in a given subscription year, those in excess of \$2MM USD will be assessed a .75% transaction fee..

** This quote was based on the revenue/activity questionnaire provided by a member or members of your department/organization.

Optional Add-On Fees

RecDesk offers optional add-ons for specific custom work or integrations when requested. Below is a breakdown of add-ons that are one-time fees for our team to accommodate, as well as our optional premium integrations that accrue a recurring fee in addition to the annual subscription above. Please contact our sales team should you have any questions about pricing or including these optional fees to your subscription.

Optional One-Time Fees:

- Custom Financial Extract
- GIS Residency Mapping
- Member (Household) Import



Credit Card Processing

RecDesk makes it easy to accept online payments by offering several options for doing so. In order to process credit card transactions in RecDesk, your organization needs to have a/ or set up an account with one of our supported payment processing partners. These partners offer industry standard payment processing rates that can either be absorbed by the City or passed on the customer to minimize the expense to the City.

Primary Partner – Clover Connect



Clover Connect is the RecDesk preferred payments partner and offers merchant processing services to cover all of your payment acceptance needs, online and in-house. Clover Connect supports all of our Advanced Billing & Invoicing Features plus EMV devices.

- Secondary Options/Support
 - GovtPortal & Authorize.net (Full Billing & Invoicing Support, no EMV/CHIP devices)
 - PayPal Payments Pro (limited feature set, no EMV/CHIP devices)
 - Paymentus (limited feature set, no EMV/CHIP devices)
 - Official Payments (limited feature set, no EMV/CHIP devices)
 - Invoice Cloud (limited feature set, no EMV/CHIP devices)
 - Interware/Global (limited feature set, no EMV/CHIP devices)
 - Point & Pay (limited feature set, no EMV/CHIP devices)
 - ETS (limited feature set, no EMV/CHIP devices)



MEMORANDUM

Date: July 9, 2024
To: Christopher Gurr, Interim General Manager
From: Meg Catmull, Assistant General Manager
Re: Clarification of General Manager's Authority

Background:

In the commitment to maintaining exemplary governance and operational standards, the Board of Directors of the Highlands Recreation District continually seeks to refine and clarify the roles and responsibilities of the General Manager. This ongoing effort underscores the dedication to fostering organizational transparency and operational efficiency. It has become evident that providing clear guidelines on the General Manager's authority in various operational matters, such as salary adjustments, job descriptions, amendments to the employee handbook, and other administrative decisions, will further strengthen our collective ability to meet community needs and uphold our mission.

Discussion:

Questions have emerged regarding the extent to which the General Manager can independently manage operational aspects such as:

- Updating job descriptions and roles to align with evolving community needs.
- Determining which amendments to the employee handbook uphold our commitment to employee welfare.
- Administering salary adjustments and the intention of the parameters set by the Board's annual authorization of raise percentages.

Recommendation:

To foster continued growth and improvement, we propose that the Board consider and clarify the following points:

1. **Scope of Authority:** By defining the specific areas where the General Manager has discretion to make decisions without prior Board approval, we empower our leadership team to act nimbly in service to our community while ensuring alignment with our shared strategic goals and values.
2. **Approval Framework:** Establishing clear guidelines on when amendments to job descriptions, changes to the employee handbook, and other administrative decisions require Board approval will uphold our commitment to transparency and accountability, while supporting our efforts to innovate and adapt in a changing landscape.
3. **Reporting and Accountability:** By outlining robust reporting mechanisms, we will enhance our ability to communicate our successes and challenges. This will create a culture of informed governance and operational excellence.

Conclusion:

By addressing these broader issues, we strengthen our foundation for effective governance and operational management within the Highlands Recreation District. This proactive approach will enable us to cultivate a positive and collaborative environment, ensuring that the Board and the General Manager can work together seamlessly to achieve our shared vision.

Action Requested:

We respectfully request that the Board engage in a thoughtful discussion and provide guidance on the aforementioned points. This discussion will empower our leadership team to operate confidently within clearly defined boundaries and responsibilities, promoting effective leadership and strategic management within our special district.