



A Fraternal Organization

Bremerton Elks Lodge No. 1181

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To: Bremerton Elks Lodge #1181 Members
From: 2022-2023 Long Range Planning Committee

Subject: End of Year Accounting of Committee Actions and Recommendations

On August 26th, 2022 the Exalted Ruler stood up a Long-Range Planning Committee. The committee met through March 13, 2023. It was composed of 16 members with an average of eight members who attended weekly. The committee met for approximately 24 hours during this time period.

The Long Range Planning Committee was responsible for a number of ideas and innovations which it brought before the Board and to the Membership for consideration. Each item considered will be discussed below. Each section includes the issue/item, the actions taken, results (if applicable) and future recommendations or follow-on action needed.

Vote on Considering Property Sale/Lease

After discovering our true financial decision, it was determined that the Membership needed to be made aware of the criticality of that discovery and informed that the need to sell part of all of our Lodge property needed to be looked at. Committee members drafted the letter informing them of the vote to consider the sale/lease of all or part of the property. Committee members stuffed envelopes and covered the postage to ensure all members received their notice of this important development prior to the town hall committee members helped to host. While the vote ultimately did not support consideration of the sale, it did serve as a wake up call to ignite Member involvement in bringing the Lodge back from the brink.

- Recommendations or Follow on Actions Needed: The Board needs to continue to look at all options for the healthy future of the Lodge. We have turned things around, yes, but we have no working capital to innovate. It might be a future discussion to consider division of the property and sale of the rv park side to enable a financial cushion and build innovation capital.

GoFundMe

The Long Range Planning Committee worked hard to create a GoFundMe account proposal, asking for Member and community support to help our Lodge. The measure was approved by the Board and \$225 was collected through this effort. In February 2023, the committee significantly revised the GoFundMe wording and purpose to support Lodge innovation rather than threatened closure. This measure was approved by the Board and the account was adjusted to reflect this refined mission. The Board also gave position to update photos as necessary. A QR code flyer has also been posted on the volunteer board.

- Recommendations or Follow on Actions Needed: The GoFundMe campaign should be continued and monitored by the Board. Links to the GoFundMe campaign should be maintained on social media, MyElks, and our Lodge website.

Lot Split or Reconfiguration Research

The Long Range Planning Committee was lucky to have real estate expertise among its members. Several options were reviewed.

Boundary Line Adjustment (BLA) for three parcels west of Lodge (down the hill) option one

The initial study was to basically pivot the three parcels to the west of the Lodge parcel so that the said three parcels would have equal access to the road bordering the north edge of the property.

- Research indicated that these parcels are basically unbuildable due to the slope. The slope has approximately a 165-foot drop from the east edge of the three parcels to the west edge. Any road that would be built for accessibility would have to be engineered and would/could access a maximum of 2-3 lots. Obviously, not cost effective.

Boundary Line Adjustment (BLA) for three parcels west of Lodge (down the hill) option one

The next step was to consider performing a BLA and transferring the 3 lots that exist to the west of the Lodge parcel to the north end of the Lodge parcel. This would basically give the Lodge parcel, 4 lots - one on which the Lodge is situated and the new parcels to the north.

- According to the County Assessor's office; this would substantially increase the value/cost of the Lodge parcel as we were moving 3 useless and unbuildable lots to a portion of the property that would be significantly better as far as development goes. The estimated increase in tax assessed value would be about \$100,000 per parcel.

Boundary Line Adjustment (BLA) to divide Lodge Parcel into two parts

This option would allow the possible sale of the property right of the Lodge (rv park/shelter and land) down the road if desired. A suggestion was made to simply divide the Lodge parcel into two 4- acre parcels to enable the sale of the north parcel if needed.

- Again, we checked with the County and the response was that the division would qualify as an actual subdivision process, would take at least one year to process and cost about \$60,000-\$70,000.
 - The last and best solution was suggested to us by the engineering firm AES Land Consultants. AES was working with us on an informal basis. They said in one conversation, "You basically already have 7 parcels of land. The three to the west of the Lodge parcel, and in fact, the Lodge parcel is already divided into four lots. The Lodge parcel is actually built on an old subdivision: " Robeson's One, Two & Five Acre Tracts." This means that the Lodge parcel can be - at any time - with no development work, be sold in sections. If this is correct, that would be a no cost option!! Obviously, if chosen - more work would have to be done as far as identifying the septic fields, and location of out buildings.
- Recommendations or Follow on Actions Needed: If a determination is made in the future to decrease our property to build capital and the sale of some of that property was to be considered, the last BLA research option indicates that selling off the land where our current RV park, shelter and field are would be feasible and a good potential option.
 - Currently half of our property taxes are a result of the acreage in question. At some point a determination will need to be made as to whether or not the RV and shelter income balances against property tax cost and whether or not significant improvement capital could be gained to enable Lodge repair or innovation through the sale of this part of our property.

Long Term RV Storage Options

Members of the Long Range Planning Committee conducted research on a few options to consider in regards to RV storage. There was a proposal that included a phase one and two approach to converting and creating more RV storage. Ultimately the committee recommended the conversion of 6 spots into nine long term RV storage spots. This proposal was approved by the Board on January 19,2023.

- Recommendations or Follow on Actions Needed: Ensure the Rv spots are converted to RV storage and assess success.

Survey Analysis

Long Range Planning Committee members helped group and analyze the results of four different lodge surveys on volunteering, food & drink, activities and entertainment and communication. This analysis and grouping helped enable the development of executive summaries and recommendations that were presented to the Board. These summaries are available for Members on the “member’s only” section of the bpoe1181.org website.

- Recommendations or Follow on Actions Needed: The Board should review the results, develop actions to meet agreed upon recommendations and report status to Members.

Washington State Elks Association (WSEA) Lodge Development Committee

The Exalted Ruler met with the WSEA Lodge Development Committee and strategies were discussed for lodge sustainability. Many of these strategies were already being implemented. The committee did offer to fund the use of a drone to take pictures of the Lodge like was done for the Ballard Lodge on MyElks.

- Recommendations or Follow on Actions Needed: The Board and Lodge Leadership should follow up with the WSEA Lodge Development Committee about the drone usage program and funding.

Banking Cost Analysis

The bank we use has some excessive monthly fees (around \$50) a month and it charges more for credit card processing than our current POS system. Committee members researched other bank offerings for both our accounts and for the CD we hold for life memberships. Ultimately, it was decided that the best option would be to use the third POS system to support office operations, then simply return the credit card processing machine in the office, and drop the merchant services (and associated fees), saving the Lodge hundreds of dollars a year. This was approved by the Board on February 21, 2023 and implemented on March 1, 2023.

- Recommendations or Follow on Actions Needed: Once the office is using the Clover POS system, bank fee and credit card charges should be reviewed by the Board to ensure continued saving.

Administrative Fee Assessment

The long-range planning committee did some research and discovered that several other Lodges (and most nonprofits) often charge a small administrative fee for fundraising to cover operational expenses. The committee recommended, and the Board approved the application of a 10% administrative fee “cost” to be assessed to income generated from the Casino Night (Tall Elks) and ENF Auction efforts.

- Recommendations or Follow on Actions Needed: The application and income from the administrative fee assessment should be reviewed after the Casino Night and ENF Auction in 2023 and recommendations for update or adjustment proposed to the Board for consideration.

Agricultural Land-Use Options

The Long Range Planning Committee researched agricultural use options for our property. It was discovered that in order to qualify for an agricultural use adjustment, properties of less than five acres required an annual income (from said agriculture) of at least \$1,500 a year for three of the five preceding years. Next the Long Range Planning Committee looked into options for HOPS and Dahlia growth. As the committee had a dahlia growing expert as one of its members, it was able to provide a recommendation to the Board on a dahlia cultivation option.

- Recommendations or Follow on Actions Needed: The proposal for dahlia cultivation and sale by the Lodge will be presented to the Board on 21 March 2023. Even if approved, it will only be successful if a committee dahlia committee works the project. It will fail without sustained volunteer support. It is recommended that the Board and Exalted Ruler look into this option and if not yet feasible, keep it for an option to consider for future years.

Dues Statement Adjustment

The Long Range Planning Committee developed a recommended change for the annual dues statement. They suggested that after listing the dues amount, that an option be given first to support “invest in our future” then next to support ENF, and finally Tall Elks. The Board approved the recommended change in December 2022. Unfortunately, the change cut-off date of 9 December (unknown before submission) had passed.

- Recommendations or Follow on Actions Needed: The Secretary should present this recommended change to Grand Lodge Membership personnel in 2023 before the deadline passes.

Couples Statute Amendment

Members suggested that a couples statute amendment might be advantageous in that could create two invested members rather than just one invested member and their significant other. The Long Range Planning Committee researched prior statute change recommendations and helped draft and submit a statute amendment for consideration. The statute was read on the Lodge floor, published in the reminder, discussion transpired and a vote was held. The recommendation to submit the statute amendment was approved and it was submitted to Grand Lodge for consideration at the National Convention. If it passes at the Grand Lodge Convention, Lodge bylaws would have to be significantly altered and details included to address implementation conditions and circumstances.

- Recommendations or Follow on Actions Needed: If the measure passes at National Convention, long term planning should coordinate with the bylaws committee to coordinate a bylaws change that covers all addressed concerns and contingencies.

Strategic Plan Mapping

The Long Range Planning Committee took the 2021 Board-approved Lodge Strategic Plan and mapped the goals, objectives, and strategies to actions met this year. Additionally, they provided recommendations for follow-on action. This strategic plan map will be available on the “member’s only” section of our bpoe1181.org website.

- Recommendations or Follow on Actions Needed: This needs to be an on-going process. The Board should be looking at this at the beginning of the year, and continually assessing and developing strategies to meet goals and objectives.

Membership Drive Support

The Long Range Planning Committee voted to spend up to \$1,500 of the \$2,500 donated to long range planning efforts to support the membership drive. The Board and the Membership

approved the expenditure and funds were spent to support the drive. The membership drive resulted in 5 reinstatements and 20 new member applications.

- Recommendations or Follow on Actions Needed: The success and lessons learned of the membership drive should be reviewed and improvement or ideas recommended for future drives.

Endowment

The Long Range Planning Committee is researching endowments and will have a proposal for consideration and implementation in the 2023 -2024 Elk year.

- Recommendations or Follow on Actions Needed: Research needs to continue and the committee should continue to work to develop a proposal to submit to the Board for consideration.

Investment Committee

The Long Range Planning Committee believes that our Lodge investments need to be reviewed more often. We have a history within our Lodge to 'file and forget' on many items, including our investments.

- Recommendations or Follow on Actions Needed: The committee is recommending that the Exalted Ruler consider the need to stand up an investments committee to do detailed research on our investments and recommend proactive and more timely course adjustments for our investments to ensure the maximum return on investment. This item will be discussed more in depth with the 2023-2024 Exalted Ruler after installation.

Overall, the Long Range Planning Committee has been extremely busy and has been a value added to the Lodge, the Board, and the Exalted Ruler. It is hoped that it will continue in future administrations.

Very respectfully,



Heather Beal
Bremerton Elks Lodge #1181
Exalted Ruler
Long Range Planning Committee Chair