



**STRATEGIC PLAN
FOR
CASS COUNTY HISTORICAL SOCIETY
BONANZAVILLE, USA
APRIL 2018**

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INTRODUCTION

In November 2016, the Cass County Historical Society – Bonanzaville, USA engaged **The Stine Group** with the task of creating a community-based plan that would provide the foundation for a Strategic Plan for Bonanzaville, USA. Parts of that Plan have been incorporated in Full or in Part in this Strategic Plan adopted by the Cass County, North Dakota, Historical Society Board of Directors. We are most appreciative of **The Stine Group** for preparing the foundation for this Strategic Plan.

- garner consensus on key issues and opportunities,
- establish direction to address issues and opportunities,
- align community, staff and board commitment to implement the strategies,
- build organizational capacity,
- define and communicate priorities,
- describe strategic partners to achieve strategic objectives, and
- determine and focus the strategic initiatives.

This task was an invigorating opportunity for the staff and the Directors of the Board to “dream big” and to evaluate their roles as they strive to transform Bonanzaville into a world-class tourist and educational site.

THE PROCESS

In order to determine the Strategic Plan, The Stine Group conducted several interviews including:

1. Board President: conducted three face-to-face meetings.
2. Board of Directors: conducted three face-to-face meetings. Simultaneously conducted three presentations focused on exploring how organizations of a similar size accomplish their mission, budget, etc.
3. Groups and individuals: engaged via numerous methods including an online survey.
4. Staff: met face-to-face with staff and leadership three times.
5. Executive Director: weekly conference calls and regular in-person meetings.

The first task (meetings with the Board President) resulted in: lists of possible strategic directions and key stakeholders to assist in identifying gaps and /or opportunities in educational programming; entertainment options and early suggestions of how to improve organizational effectiveness.

The second task garnered leadership’s vision. The Board of Directors committed to:

- Offering high-quality education and entertainment.
- Providing programming that helps individuals understand and value our history (includes embedding individual history with the state’s).
- Anchoring educational experiences with historically based stories.
- Demonstrating bonanza-era contributions to the shape and growth of today’s agriculture.
- Bringing the past to the present.

EXECUTIVE SUMMARY

Current Situation:

Bonanzaville is understaffed and underfunded for its many community, regional, national, and worldwide interactions.

- Image – As communicated by directors, staff, and others, Bonanzaville will want to build trust within the community.
- Sustainable funding – Bonanzaville did not currently have a defined plan or process to raise funds or build a donor base.
- Marketing – Bonanzaville has been doing business without examining market trends and changes, a branding or marketing strategy, or enhancing offerings.

Good News:

- Advocates and stakeholders are optimistic about the momentum being built and the vision being cast for change.
- Leadership and staff are:
 - willing and ready to take “the deepdive” into self-assessment and reengineer the current model to reach superlative results.
 - committed, passionate, and enthusiastic.
 - eager to redefine, enhance, and advance the focus on educational, social, and historically based events and programs.
 - plan to expand existing partnerships and develop new ones by engaging the community with their refocused.
 - committed to transparency in all of their relationships (and are currently conducting an audit).
 - will consider hiring a marketing firm to assist with image and branding.
 - have taken steps to review and/or create mission statement, vision statement and shared values.

HISTORY

About Cass County Historical Society – Bonanzaville, USA

Bonanzaville, USA, operated by the Cass County, North Dakota, Historical Society, Inc. (CCHS), a 501(c)(3) nonprofit organization¹ is a historic attraction located in West Fargo, ND. It offers tours, special events, and programming year-round. On 12 acres, it includes 43 historic buildings, more than 400,000 artifacts, and millions of memories.

The Cass County Historical Society, organized in 1954, became a North Dakota nonprofit in 1955. Later that year, it moved into the museum business when the Pioneer Daughters donated the contents of their historical museum, housed in the basement of Menard Hall at North Dakota Agricultural College (now North Dakota State University). It wasn't until 1972 that the original museum building was constructed (on land donated by the Red River Valley Fair). Artifacts were moved from Menard Hall to the new museum. Since 1967, CCHS had been collecting buildings from around the county and moving them to the location now called Bonanzaville. The name refers to the large bonanza farms that once existed in the Red River Valley.

¹ <https://www.irs.gov/charities-non-profits/exempt-organizations-select-check>

MISSION STATEMENT:

Bonanzaville, USA, where we are dedicated to the Education, Enlightenment and Enrichment of the lives of our guests through the use of History; by preserving, sharing and connecting the past with the present.

VISION:

A place of interactive unique experiences that inspires people of all ages to learn about early pioneers, their descendants and their impact; a place called **Bonanzaville, USA**.

SHARED VALUES:

The People:

Bonanzaville, where North Dakota Nice is part of our History.

Bonanzaville will hold the Board, it's employees and volunteers to the highest standards of conduct. We will be politically neutral, Civic minded, and ethically sound in our presentation of the history of our area.

Bonanzaville, where we care about our volunteers and staff; where we are committed to finding and developing great people.

The value of:

Bonanzaville, a place for the community and others outside the area to be educated and enlightened about the diverse history of the area.

Change, to embrace it as change is essential to growth.

Why we are here:

To support the community though education and example. With educational, civic, patriotic, and entertaining programs and demonstrations. While staying politically neutral, ethically consistent, and keeping fiscally responsible.

To focus on the Safety and Security of our visitors, clients, volunteers and staff.

A. Five Year Strategic Plan – 2018 to 2022 Establishing a set of Goals

1. Achieve Financial Stability

- a. The Board of Directors as well as the Executive Director are committed to clear communication and transparency in all of Bonanzaville’s financial dealings. They understand that in order to raise financial support, an audit of CCHS was necessary and so an audit by Eide Bailey was completed in 2017. Donors must be confident that adequate accountability for gifts is in place and so those processes have and will be reviewed yearly.
- b. CCHS is committed to preserving the assets of Bonanzaville, USA. so those in our community can see and experience the adventures and history brought forth through Bonanzaville, USA;
- c. In order to accomplish these objectives, CCHS must find sustainable funding to meet current and future expenses in two (2) main areas:
 - i. **Salary and Operational Funding**, A base budget is needed yearly to meet current salary and operating expenses.
 - ii. **Facility Maintenance**, the minimum maintenance which should be spent in each of the next five years is based on the Yearly Comparative Depreciation for 2019 which is \$84,349.00 with an increase of 3 – 5% per year due to increase costs.

This would allow CCHS to maintain the Building and Grounds and provide funds for the planned repair of buildings rather than under emergency situations.
- d. CCHS is ready and willing to promote and build the endowment fund currently managed by the FM Area Foundation to Two Million Dollars (\$2,000,000.00) to help sustain our yearly activities and provide funds for:
 - i. a full time Curator to provide greater care and display of our artifacts.
 - ii. An Operational Manager that can handle the day to day activities.

Challenges / Opportunities

Once a funding plan is created and the audit is complete, staff and directors can approach individuals and businesses for contributions confident that Bonanzaville is a good risk with high return on investment.

Other funding opportunities include, but aren’t limited to: admission and event sales, sponsorships – once a clear outline is determined, connecting with strategic partners, and grant writing.

I. Achieve Financial Sustainability	
1.1	<p>Conducted financial audit of 2016 in 2017 and published in 2018</p> <ul style="list-style-type: none"> • Conduct Yearly Audits going forward.
1.2	<p>Update donor policies, procedures and documentation:</p> <ul style="list-style-type: none"> • Memo of Understanding, • Education funding; • Endowment for brick and mortar/ arts and artifacts; • Fundraising and procurement procedures • Gift acceptance policy • Funding support for tangible donations, • Donation recognition program; • Gift- in-kind policy; • Sponsorship programs; and • Inheritance, estate planning and/or legacy gifts policy
1.3	<p>Endowment Fund (Tax Advantages)</p> <ul style="list-style-type: none"> • IRS permits allowable Charitable Deduction. • ND Tax Payers can take a 40% Tax Credit <ul style="list-style-type: none"> ○ Individual 40% Tax Credit for \$5,000 min to \$25,000 max ○ Joint Filers get Tax Credit on \$10,000 min to \$50,000 max. • Increase Endowment Fund to Two (2) Million Dollars <ul style="list-style-type: none"> ○ Utilizing existing Endowment at FM Area Foundation, Inc. <ul style="list-style-type: none"> ▪ Cass County Historical Society Endowment FASB 136 ▪ Low Fund Cost ▪ Investment Strategy is done by FM Area Foundation, Inc. ○ Create Endowment Fund controlled by CCHS. <ul style="list-style-type: none"> ▪ Board would control and manage funds ▪ Board would assume a greater fiduciary responsibility ▪ Unknown Cost to Manage Funds
1.4	<p>Apply for a minimum of One (1) Grant annually in at least two of the following categories:</p> <ul style="list-style-type: none"> • National • State • Local
1.5	<p>Increase private and public bookings to \$100,000 by 2020</p> <ul style="list-style-type: none"> • Additional Advertising in State and Local Media
1.6	<p>Individual and Group Tours of Bonanzaville</p> <ul style="list-style-type: none"> • Continue to promote and increase yearly attendance • Open Main Museum year round <ul style="list-style-type: none"> ○ Grounds and Buildings from May to October.

2. Develop and Implement a Holistic, Living History and Heritage Plan Offering Historically Based Events and Programs

- a. The Board of Directors along with Staff met to discuss programming and other issues brought forth through the Planning Sessions. Interactive activities are becoming more common and necessary with the computer, smartphone and other apps vying for attention.
- b. Education and History is identified in our Mission and Vision Statements. Our shared value statements enhance the importance of a Holistic, Living History in stating that “Bonanzaville, a place for the community and others outside the area to be educated and enlightened about the diverse history of the area.” and “To support the community through education and example. With educational, civic, patriotic, and entertaining programs and demonstrations. While staying politically neutral, ethically consistent, and keeping fiscally responsible.” The Board and staff have identified activities that we do or can do to interact with our visitors. These will be further enhanced and nurtured in the years to come by developing, enhancing and increasing historically based public events and program offerings.
- c. The educational activities must not only be “historically based” but our Mission Statement clearly states this process will be guided by preserving, sharing and connecting the past with the present. Bonanzaville can do this by showing examples of chronological thinking, demonstrating the past in action, show its influences on today’s world, and promote curiosity about social and civic engagement. The Board believes that many of our activities already meet these criteria and with additional input from our universities we can continue to enrich the visitor’s experiences.

Challenges / Opportunities

Creating engaging and interactive experiences will take many resources but will be well worth it as the goal is to bring history to life.

Imagine visiting a site where people of all ages, driven by curiosity and wonder, are stimulated and engaged in interactive experiences while learning about the life of a Native American, an early settler, maybe a member of the Lewis and Clark Expedition, or an immigrant as he / she adapted, survived or perished in the ever-changing Dakota landscape. This site is called, Bonanzaville, USA!

In 2017, Bonanzaville hosted thousands of students from schools across ND, SD, and MN as part of school field trips. This number can increase significantly in the next five years. To add rigor to the educational offerings, including how they meet the core K- 12 standards, Bonanzaville is encouraged to work with college and university professors and students.

II. Develop and Implement a Holistic, Living History and Heritage Plan Offering Historically Based Events and Programs

2.1	<p>Build at least three interactive activities for guests.</p> <ul style="list-style-type: none"> • Car/Propeller/Tractor Mobil with Sound • Hand Water Pump • Bell Ringer and Train Whistle • Tire Swing • Shelling Corn • Simulator
2.2	<p>Develop, enhance and increase historically based public events and programs offerings</p> <ul style="list-style-type: none"> • Veterans Day • July 4th • Pioneer Days • Heroes Day • Pocket Tours • Government Day (Functions: Voting, Governance, etc.) • Scavenger Hunt (Identify correct Historical Articles) • Movie Nights (Silent, BW, Historic) • Museum Programs • Building Re-enactments and Programs
2.3	<p>Show examples of chronological thinking, demonstrate the past in action, show its influences on today's world, and promote curiosity about social and civic engagement.</p> <ul style="list-style-type: none"> • Print Shop • Photo Shop • Bakery or Cooking in General • Churning Butter and Making Ice Cream • Cook Car Café • Horse and Buggy Rides • Car and Tractor Rides • Haystack • Rope Making • Walking Sticks (Branding Same) • Hoop Stick • Stationary High Wheel Bike • Grain Elevator
2.4	<p>Write a three to five -year plan for all programming – in partnership with university professors – describing the specific programs and approaches (to enrich the guest experience).</p> <ul style="list-style-type: none"> • To Be Developed

3. Facility Vitality and Identity

- a. Another of our Shared Values asks that we embrace change, as change is essential to growth. The Board of Directors recognizes that only a small sampling of our 400,000 plus artifacts can be exhibited currently and that growth is necessary if we are to increase the accessibility to our collections.
- b. Therefore, we are endeavoring to actively seek funds to add exhibit space by adding a new History Museum to the Lucien Barnes Pavilion. This addition will more than double our exhibition space, add to our event and education center and make it more feasible to keep the main museum open to the public year round. The additional exposure and revenue will also help us grow in the future.
- c. But even as we look to grow, Bonanzaville must be cognitive of the needs of our village and buildings. The grounds should be maintained in the least cluttered and pristine condition as is possible with our limited resources. Cleaning and Maintenance must be ongoing to make our visitors experience both educational, pleasing and memorable.

PARTNERS: CURRENT AND POTENTIAL

Strategic alliances are extremely important to Bonanzaville. Even though it has experienced executive adversities, the organization has been able to retain more than 300 community partners, either businesses or individuals. These partners provide financial or in-kind support. This shows that the community wants Bonanzaville to be successful and is willing to invest money, materials, artifacts, time, and marketing to ensure a positive outcome.

Areas of focus include but are not limited to:

- Community Partners
- Business Partners
- Education Partners
- Other not-for-profit agencies (to network and collaborate with):
 - North Dakota Association of Nonprofit Organizations (NDANO)
 - Minnesota Council of Nonprofits (MCN)

III. Facility Vitality and Identity

3.1	<p>Increase Space for Exhibiting Artifacts</p> <ul style="list-style-type: none"> • History Museum <ul style="list-style-type: none"> ○ Addition to Lucien Barnes Pavilion ○ Double the current exhibition and event space <ul style="list-style-type: none"> ▪ 15,000 to 30,000 square feet ○ Cost: Three Million per Architects Opinion ○ Fund Raising <ul style="list-style-type: none"> ▪ 3 to 5-year campaign ○ Major Sponsors ○ Naming Rights • Natural History Museum <ul style="list-style-type: none"> ○ NDSU professor looks for added space for collection 04/08/2018 ○ Partner with NDSU ○ Shared Space ○ Additional Building 	
3.2	<p>Plan to address buildings located at or acquired for Bonanzaville</p> <ul style="list-style-type: none"> • Prioritize Schedule to Sustain and Maintain Buildings <ul style="list-style-type: none"> ○ Historic Value ○ Condition ○ Cost ○ Sponsors • De-Accessioning per policy with Committee and Board Approval 	
3.3	<p>Plan to address artifacts located at or acquired for Bonanzaville</p> <ul style="list-style-type: none"> • Period or Type of Artifacts identified with Bonanzaville • Prioritize Acquisition <ul style="list-style-type: none"> ○ Historic Value ○ Condition ○ Cost ○ Sponsors • De-Accessioning per policy with Committee and Board Approval 	
3.4	<p>Identify Existing Space and thereby, Reduce the Need for New Space</p> <ul style="list-style-type: none"> • Clean Buildings of Garbage or Non-Museum Items • Transfer or Gift Items not part of our permanent collections • De-Accession duplicates and partial artifacts per policy with Committee and Board Approval 	
3.4	<p>Increase Green Space</p> <ul style="list-style-type: none"> • As Roads deteriorate, replace with paths and grass when possible. • Improve Drainage when work is done or by adding drain tile. • Restore natural sod and prairie where possible. • Continue to partner with Greeneries. • Seek partnership with Botanical Garden Members. 	
3.5	<p>Engage / partner with schools and universities to encourage involvement / volunteerism to bring the village to life.</p> <ul style="list-style-type: none"> • Theatre and Dance / Drama • Music • Professors/Teachers • Docents 	<ul style="list-style-type: none"> • Architect/Engineers • Crafts • Trades • Students

– Board of Directors

The Cass County Historical Society – Bonanzaville, USA, is in excellent hands with both the current Board of Directors and Executive Director. They are courageous leaders, most of whom accepted their seats on the board during troubling times (the last two years). During that short time, they began both a strategic planning process *and* an audit. Neither are easy activities.

“As leadership traits go, courage is the big one. It comes from facing and overcoming fear. And the reward for that effort couldn't be bigger.”

Steve Tobak, columnist

Challenges / Opportunities

After changes in board membership, and after the first eight months of the current Executive Director's leadership, the board decided to pause and review its purpose and role. It had slipped into an operational role. After much discussion, they decided to change their focus.

1. The board is to be a policy board not an operating board. By training the board on governance, directors will be able to understand their role and make the important changes needed to ensure Bonanzaville's success by providing stability, insight, and direction.
2. Leadership development for nonprofit boards. Board members want to learn more about being leaders both within Bonanzaville but also in the community. They will see their role in “marketing” and “friend / fundraising” efforts and realize that every touchpoint can be an opportunity.
3. Define board membership and strategies. In the past, the criteria for selecting directors is “who is available?” The trend is to recruit directors from the working committees. This has led to role confusion.

Now, the goal is to secure directors who represent geographic and professional diversity who bring a breadth of experiences, leadership skills, and points of view – individuals who are diverse in age, gender, degrees, and ethnicity. The goal is for directors to be active in board meetings, Bonanzaville events and programs, and engaged in their own communities.

To assist in recruitment; a new recruiting packet has been approved by the Board of Directors that emphasizes our new goal.

4. Adapt/change bylaws and all corresponding documents to reflect new governance.

The Board of Directors proved that they have the potential to be influential forces. Each director took on this staggering responsibility and felt privileged to rally each other in order to advance the work of the Cass Country Historical Society – Bonanzaville, USA.

Bonanzaville's Board of Directors is chosen by members, from among the membership, at the annual meeting in April. They serve three-year terms. The Board of Directors meet the third Wednesday of each month.

Board of Directors

- John Lund – President
- Jonathan Haux – Vice President
- Glenn Ellingsberg - Secretary
- Leah Clarke – Treasurer
- Tom Kenville
- Harlan Bernstein
- Elton Solseng
- Bob Clarke
- Brad Nudell
- Lowell Disrud
- Patrick Donegan

Staff – Current Positions

- Brenda Warren, Executive Director
- Melissa Warren, Special Events & Wedding Coordinator
- Kaci Johnson, Intern, North Dakota State University; Acting Curator & Intern Coordinator
- Al Zimmerman, Facility Manager

Challenges / Opportunities

Executive Director Brenda Warren, is willing and able to guide Bonanzaville into the future by: increasing staff in order to transform Bonanzaville into a must-see tourist destination; writing clearly defined job descriptions; providing professional growth opportunities for staff; analyzing what other tourist destinations are doing, getting involved, beginning to change the board from an operating to a policy board, etc.

Membership

Bonanzaville has more than 300 members in their database. This is a good start but through advertising, promotions, membership drives and talks we hope to double this by 2022.

Volunteers

One of our shared values states “Bonanzaville, where we care about our volunteers and staff; where we are committed to finding and developing great people.”

Bonanzaville, USA cannot exist without our volunteers. The Board and Staff recognizes that recruiting and maintaining volunteers is a major priority if we are to accomplish our goal in making Bonanzaville a “must see” historic and educational site.

Our Vice President has been identified as the board member to lead this challenge and it is with confidence that we move forward in building on our base of volunteers as partners. Partners, knowing we are committed to Bonanzaville’s Success.



Cass County, North Dakota, Historical Society
Pledge and Promise to Pay

Donor Name or Business			
Address	City	State	Zip+4
Contact Phone #		Email	

Yes! I/We wish to participate in Bonanzaville’s “The Future is Now” Campaign.

It is My/Our intention to Pledge and Promise to Pay the total amount of \$_____ with a payment of \$_____ enclosed; the balance would be paid over a period of:

1 2 3 4 5 years, (Please Circle One)

(Must not be over 5 years and amounts less than \$5,000.00 must be paid in three (3) years)

Method of Payment: Pre-Authorized Debit Credit Card

Payment by Check or Money Order

I/We will make payment toward my promise to pay commitment:

Monthly Quarterly Semi-Annually Annually

Beginning on the Following Date: _____

~~~~~

Comments: \_\_\_\_\_

\_\_\_\_\_

~~~~~

Signature: _____ Date: _____

Signature: _____ Date: _____

For additional information contact the Cass County, North Dakota, Historical Society Inc. at 701-282-2822 or email: info@Bonanzaville.com

Return completed form to: Bonanzaville ~ 1351 W. Main Ave – West Fargo, ND 58078

All Campaign Contributions are tax deductible as provided for by law.

Options for Giving

All charitable gifts can be classified into two groups, either **PRESENT** or **DEFERRED**.

In **PRESENT** giving, the donor makes an outright gift, transferring immediate possession and use of the gift be it cash, securities or land, etc.

In **DEFERRED** giving, the donor makes a current gift, but of future interest where the actual use of the gift is deferred to sometime in the future. The ultimate transfer of the gift; be it cash, securities or land, etc. may be determined by an expiration date or a specific event.

Both **PRESENT** and **DEFERRED** gifts yield a tax deduction. Please consult your Tax Attorney or Accountant for complete details.

A Capital Campaign greatly prefers Present gifts to meet immediate project costs; however certain types of Deferred gifts may be accepted under special circumstances, please contact the Campaign Office for direction.

TYPES OF PRESENT GIFTS

CASH or CHECK - by far the most appealing method for the majority of donors. Actual out-of-pocket cost will vary depending on the donor's tax bracket; however, as a general "rule of thumb," a 36% tax bracket means the donor cost is \$640 for every \$1,000 given.

STOCKS OR BONDS - provide a tax advantage whether they have *increased* or *decreased* in value. When a stock or bond has increased in value, the donor gets credit for full market value with no capital gain tax paid; when a stock or bond has decreased in value, the donor gets credit for the market value at the time given, *plus* a tax credit for any loss.

REAL ESTATE – similar tax advantages to stocks or bonds.

TYPES OF DEFERRED PLANS

LIFE INSURANCE (PAID UP POLICY) - Deduction for cash surrender value with the full amount of the policy credited to the campaign; upon the donor's demise, the value of the policy is eliminated from estate taxes.

LIFE INSURANCE (NEW POLICY) - Donor gets deduction for premiums paid with the full amount of the policy credited to the campaign; upon the donor's demise, the value of the policy is eliminated from estate taxes.

BEQUEST - Donor specifies amount he/she intends to leave to the campaign in his or her Will with the campaign crediting the full amount to be paid after the Will is probated. The gift amount is eliminated from estate taxes.

It is of critical importance that in the establishment and administration of any planned gift that the rules and regulations of the Internal Revenue Service, as well as relevant state laws, be strictly followed; you are advised to consult your attorney and/or accountant as well as the Cass County, North Dakota, Historical Society for direction.



ACQUISITION FORM
COLLECTIONS COMMITTEE

Cass County Historical Society
1351 West Main Ave ~ West Fargo, ND 58078 (701) 282-2822

DONOR INFORMATION:

Form with fields for NAME, ADDRESS, CITY, STATE, Zip Code +4, Contact Number, and Email.

Are You the Legal Owner of the items being offered? Yes No

If NO, you will need to attach a legal authorization for you to dispose of said offerings by the Legal Owner of same.

DESCRIPTION OF ITEM(S)

Please Number each item (Use Back of form for additional items)

HISTORY OF ITEM(S) Story of who owned, when and any historical significance to item.

CUSTODY RECEIPT (Terms and Conditions)

As Owner or Authorized Agent of Owner, I understand that by leaving a potential donation with the Cass County, North Dakota, Historical Society, Inc.; the item(s) become the property of the Cass County, North Dakota, Historical Society, Inc. Cass County, North Dakota, Historical Society Inc., dba/Bonanzaville, USA retains the right to do whatever they determine is appropriate with the item(s), including but not limited to the item(s) sale or disposal.

By signing or electronically submitting with Printed Name, you affirm that the above information is true and correct to the best of your knowledge and agree to the above terms and conditions.

Signature or Printed Name

Date:

Received on _____ by _____

Staff Member or Board Member

Collection Committee Accepted All Items not crossed out Rejected All On _____

Chairman

DESCRIPTION OF ITEM(S) CONTINUED
Please Number each item.

HISTORY OF ITEM(S) CONTINUED