### Dodge City/Ford County CFAB Advisory Board Meeting City Hall City Commissioners Chambers Wednesday December 2, 2015 6:00 P.M.

Agenda

**Welcome:** Chair Tom Stanley

**Roll Call:** 

Call to Order: Chair Tom Stanley

### **Visitors:**

(Limit of five minutes per individual and fifteen minutes per topic. Final action may be deferred until the next CFAB meeting unless an emergency situation does exist).

### **Consent Calendar:**

- 1. Approval of Minutes from October 28, 2015 Meeting
- 2. "Why Not Dodge" Sales Tax Fund Monthly Financial Report

### Report:

1. Athletic Field Maintenance-Report by Director of Parks and Recreation Paul Lewis

### **Unfinished Business:**

1.

### **New Business:**

1. Long Branch Lagoon Aquatic Park Management Proposals-Report by Director of Parks and Recreation Paul Lewis

### **Next Meeting Date(s):**

- 1. 5:30 pm- December 7, 2015-Joint Commission Meeting-Ford County Government Center Rose Room
- 2. 6:00 pm-January 27, 2016-CFAB meeting- City Hall City Commissioners Chambers

### Adjournment

### Community Facilities Advisory Board Minutes City Hall, Commission Chambers Wednesday, October 28, 2015

City Commission Chambers 6:00 p.m.

**WELCOME:** Tom Stanley, Chair

**ROLL CALL:** Michael Martinez, Mike Laskowsky, Tom Stanley, Bill Turley, Jeff Turner, Ryan Rabe, City Commissioner Rick Sowers, City Manager Cherise Tieben, County Commissioner Shawn Tasset, County Administrator Ed Elam

### APPROVAL OF CONSENT CALENDAR:

- 1. Approval of CFAB, Wednesday, July 15 Meeting Minutes- Bill Turley moved to approve the consent calendar as presented, Mike Martinez seconded the motion. The motion carried 6-0.
- 2. "Why Not Dodge" Sales Tax Fund Monthly Financial Report- City Director of Finance, Nannette Pogue commented that she would be happy to answer any questions in regards to the monthly financial report. There were no questions.

### **UNFINISHED BUSINESS:**

1. 2015 CFAB Organizational Funding Progress Reports-Report by Project
Development Coordinator, Melissa McCoy-Ms. McCoy reviewed the progress reported
from the 2015 CFAB grant recipients. She noted that all three of the applicants had
completed the requirements per the memorandum of understanding for the grant funding.
Ms. McCoy also noted if the organizations had completed their projects that they had
requested funds for or not. There were no additional questions from the board.

### **NEW BUSINESS:**

**1. Dodge City Raceway Park Agreement-Report by City Manager Cherise Tieben-**City Manager Tieben reviewed the agreement with Triple T Promotions which will be for a period of five years commencing on January 1, 2016 and expiring December 31, 2020. She also explained that this agreement maintains the current connection with the Operator/Promoter that has been so successful with operating the DCRP over the last several years. He was also named the 2014 Promoter of the Year for his work with the annual Boot Hill Showdown by the World of Outlaws Sprint Car Series.

Jeff Turner made a motion to approve the agreement as presented. Bill Turley seconded. The motion passed unanimously.

2. Long Branch Lagoon Water Park Logo-Report by Project Development Coordinator Melissa McCoy-Ms. McCoy presented the logo for the Long Branch Lagoon Water Park that was created by a local marketing and graphic design profession at no cost. She explained that the graphic supports the western theme being utilized throughout the park. Ms. McCoy added that the design works well in grayscale and color formats and will scale appropriately for a variety of uses.

Ryan Rabe made motion to approve the logo and Mike Laskowsky seconded. The motion was approved 6-0.

3. 2016 "Why Not Dodge" Sales Tax Budget-Report by Director of Finance, Nannette Pogue- Mrs. Pogue presented the 2016 Special Sales Tax Budget. She reported that the project revenue in the Sales Tax Project Fund for 2016 is \$6,135,000 and added that since the year to date sales tax had decreased, she budgeted the same amount for 2016 as collected in 2014. Mrs. Pogue reviewed the budget amounts for the five departments for the operating fund which include Field Sports, Administration, Motor Sports, Special Events Center and Facilities Management. Other areas that she explained were Sales Tax Depreciation and Replacement, Sales Tax Organizational Funding and Debt Service Fund.

Mike Martinez made a motion to recommend the Sales Tax Budget as presented. Jeff Turner seconded the motion and the motion carried unanimously and will be presented to the Joint Commissions at their next meeting.

4. 2016 Organizational Funding Recommendations-Report by Project Development Coordinator, Melissa McCoy-Ms. McCoy presented the 2016 CFAB Organizational Funding Requests and then shared the staff recommendations for the funding since the amount of funding requests exceeded the amount of available funding.

After some discussion, Mike Martinez made a motion to fully fund the request from Young Guns Youth Rodeo and to fund all the other requests at the staff recommended amount. Jeff Turner seconded and the motion passed unanimously. The recommended amounts which are listed below will be presented to the Joint Commission at their next meeting on November 9, 2015.

### **2016 Approved CFAB Organizational Funding Requests**

- Dodge City Area Arts Council: \$12,987
- Dodge City Roundup: \$31,500
- Dodge City Trail of Fame: \$27,000
- Ford County Historical:\$10,000
- Kansas Teachers Hall of Fame:\$12,366
- Young Guns Youth Rodeo:\$14,325

Total Approved Requests: \$108,178.00

### **UPCOMING MEETINGS:**

- 1. Joint Commission Meeting-Monday, November 9, 2015, 6:00 pm Ford County Government Center Rose Room
- 2. CFAB Meeting-Wednesday, November 18, 2015 6:00 PM City Commissioners' Chambers, City Hall

**ADJOURNMENT:** Mike Martinez made a motion to adjourn the meeting. Jeff Turner seconded. The motion passed unanimously.

# SALES TAX PROJECT FUND STATEMENT OF REVENUE AND EXPENDITURES BUDGET PERFORMANCE October 31, 2015

Current Month (October 2015) Actual

Current Month (October 2015) Budget

Current YTD (Jan-Oct 2015) Actual

Current YTD (Jan-Oct 2015) Budget

Annual FY 2015 Budget

## OPERATING FUND-SALES TAX PROJECTS

Total-Facilities Maintenance Raceway Park Personnel Services Contractual Services	Capital Outlay  Total-Special Events Centers  Facilities Maintenance  Personnel Services  Contractual Services  Commodifies	Special Events Centers Contractual Insurance & Electric Other	Administration Contractual Services Commodities Capital Bond Payment Transfers Transfer to Depr & Repl Other Total-Administration	Expenditures Field Sports Personnel Services Contractual Services Commodities Capital Field Sports-Tournaments Total-Field Sports	Revenues Sales Tax Investment Earnings Field Sports Revenues Racetrack Revenues Sale of Advertising Miscellaneous Total Revenues
648.66 68.06 830.86 67,234.01	237,522.50 237,522.50 71.16 0.00 577.50	190,000.00 40,291.49 0.00	860,995.25 0.00 0.00 0.00 274,894.25 345,000.00 0.00 1,480,889.50	59,360.11 21,272.33 8,182.22 0.00 0.00 88,814.66	474,103.96 150.70 0.00 0.00 0.00 0.00 0.00 0.00 474,254.66
2,201.00 2,201.00 899.00 22,355.00	79,673.00 79,673.00 1,345.00 41.00 815.00	63,333.00 3,799.00	73,774.00 25.00 0.00 214,166.00 28,750.00 166.00 316,881.00	19,190.00 8,680.00 7,359.00 5,499.00 11,333.00 52,061.00	487,499.00 416,00 1,666,00 0.00 291.00 0.00 489,872.00
14,841.78 14,841.78 8,499.01 284,161.62	135,304,74 1,341,219,95 11,209,90 0.00 3,631,88	1,157,956.09 42,369.12 5,590.00	864,786.33 0.00 -288,332.85 3,564,436.53 345,000.00 4,486,690.01	198,068.84 106,496.77 61,644.62 12,485.00 110,250.00 488,945.23	4,894,038.34 1,512.96 1,040.00 0.00 0.00 4,896,591.30
8,990.00 223,550.00	125,410.00 796,730.00 13,450.00 410.00 8 150.00	633,330.00 37,990.00	737,740.00 250.00 0.00 2,141,660.00 287,500.00 1,660.00 3,168,810.00	191,900.00 86,800.00 73,590.00 54,990.00 113,330.00 520,610.00	4,874,990.00 4,160.00 16,660.00 0.00 2,910.00 4,898,720.00
26,450.00 26,850.00 10,800.00 268,300.00	150,500.00 956,100.00 16,150.00 500.00	760,000.00 45,600.00 0.00	885,300.00 300.00 0.00 2,570,000.00 345,000.00 2,000.00 3,802,600.00	230,330.00 104,250.00 88,350.00 66,000.00 136,000.00 624,930.00	5,850,000.00 5,000.00 20,000.00 0,00 3,500.00 5,878,500.00
56.11% 56.11% 78.69% 105.91%	140.28% 69.41% 0.00%	152.36% *207,956.09 prior year UWA Subsidy 0.00%	97.68% 0,00% 0.00% *amount transferred to Water Park Project Fund 138.69% Project Fund 100.00% 40.00% 117.99%	85.99% 102.16% 69.77% 18.92% 81.07% 78.24%	83.66% 30.26% 5.20% 0,00% 0,00% 83,30%

Revenue Over/Under Expenditures	Principal Payments Interest Payments Total Expenditures	Investment Income Investment Income Transfer from Project Fund Transfer from Operating Funds Total Revenues Expenditures	Debt Service Account - Outdoor Regional Acquatics Facility	Revenue Over/Under Expenditures	Interest Payments Interest Payments Investment Fees Total Expenditures	Investment Income Transfer from Reserve Fund Transfer from Operating Funds Total Revenues Everoditues	Debt Service Account - SEC Revenues	Revenue Over/Under Expenditures	Personnel Services Personnel Services Contractual Services Commodities Capital Outlay Total Expenditures-ST Organizational Fundir	Grants Charges for Services Transfer From Other Transfer From Sales Tax Fund Total Revenue-ST Organizational Funding	ST Organizational Funding Fund Revenues	Revenue Over/Under Expenditures	TOTAL EXPENDITURES-OPERATING FUN	Commodities Capital Outlay Total-Raceway Park
56,580.00	0.00 0.00 0.00	0.00 56,580.00 <u>0.00</u> 56,580.00	acility	218,313.75	0.00 0.00 <u>0.00</u> 0.00	0.00 0.00 <u>218,313.75</u> 218,313.75		463,541.91	12,488.27 299,912.29 1,057.53 0,00 313,458.09	0.00 0.00 67,000.00 710,000.00 777,000.00		-1,401,854,61	1,876,109.27	169.08 <u>0.00</u> 68,233.95
								-328.50	6,023.00 59,166.00 332.00 0.00 65,521.00	0.00 0.00 6,025.83 59,166.67 65,192.50		14,136.00	475,736.00	1,166.00 <u>500.00</u> 24,920.00
480,961.96	0.00 <u>0.00</u> 0.00	0.00 480,961.96 0.00 480,961.96		469,912.01	890,000.00 845,732.50 <u>1,084.02</u> 1,736,816.52	0.05 33,165.99 <u>2,173,562.49</u> 2,206,728.53		56,811.57	60,172.45 705,131.38 44,884.60 0.00 810,188.43	90,000 <u>.</u> 00 0.00 67,000.00 710,000.00		-1,747,481.16	6,644,072,46	3,451.36 16,263.50 312,375,49
								-3,285.00	60,230.00 591,660.00 3,320.00 0,00 655,210.00	0.00 0.00 60,258.30 591,666.70 651,925.00		141,360.00	4,757,360.00	11,660.00 <u>5,000.00</u> 249,200.00
								-4,000.00	72,310.00 710,000.00 4,000.00 0.00 786,310.00	0.00 0.00 72,310.00 710,000.00 782,310.00		169,320.00	5,709,180.00	14,000.00 <u>6,000.00</u> 299,100.00
									83.21% 99.31% 1122.12% 103.04%	100.00%			116.38%	24.65% 271.06% 104.44%

### BALANCE SHEET SALES TAX PROJECT FUNDS ENDING October 31, 2015

SS 8 2 M	10,000,000.00 10,000,000.00 1,175,751.96 -10,000,000.00 -8,824,248.04 1,175,751.96	0.00     36,180,000.00     10,000,000.00       1,285.00     36,377,218.76     10,000,000.00       5,806,613.19     5,603,792.95     1,175,751.96       -36,180,000.00     -10,000,000.00       5,806,613.19     -30,576,207.05     -8,824,248.04       5,807,898.19     5,801,011.71     1,175,751.96	1,285.00 5,806,613.19 5,806,613.19 5,806,613.19	0.00 405.18 136,080.43 136,080.43 136,485.61	0.00 0.00 104,561.82 104,561.82 104,561.82	0.00 0.00 4,991,183.57 0.00 4,991,183.57 4,991,183.57	2,730.69 158,991.62 11,702.39 170,694.01	0.00 290,753.83 1,941,868.20 10,500.00 1,952,368.20 2,243,122.03	Bonds Payable-Non-Current TOTAL LIABILITIES Total Current Liabilities  FUND BALAN Reserve for Encumbrances Net Capital Assets-Related Debt Unused debt proceeds Total Fund Equity  TOTAL LIABILITIES AND FUND EQUITY
. 其 点 点 点 压 压 压		0.00 0.00 0.00 139,842.92 57,375.84 0.00	1,285,00 0.00 0.00 0.00 0.00 0.00	405.18 0.00 0.00 0.00 0.00	0.00	000000000000000000000000000000000000000	0.00 0.00 2.00 2,728.69 0.00 0.00	281,466.45 0.00 9,287.38 0.00 0.00 0.00	Accounts Payable Salaries Payable Sales Tax Payable Compensated Absenses Payable Accrued Interest Payable Bond Premium Bonds Payable-Current
w 10 0 0 0	480,961.96 694,790.00 0.00 0.00 0.00 1,175,751.96	1,565,530.46 3,445,352.44 0.00 790,128.81 5,801,011.71	5,80°	136,485.61 0.00 0.00 136,485.61	104,561.82 0.00 0.00 0.00 104,561.82	4,991,183.57 0.00 0.00 0.00 4,991,183.57	173,424.70 0.00 0.00 173,424.70	1,843,887.62 291.48 398,942.93 0.00 2,243,122.03	ASSETS Assets Cash Cash Cash - Reserve Miscellaneous Receivable Sales Tax Receivable Deferred Bond Issuance Costs TOTAL ASSETS LIABILITIES & FUND BALANCE Liabilities
	Debt Service Account - Water Park	Debt Service Account-SEC	Water Park Project <u>Fund</u>	Depot Fund	Event Fund	ST-Depr. & Replacement Fund	Organizational Funding <u>Fund</u>	Operating <u>Fund</u>	



## Parks and Recreation

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### Memorandum

To: Community Facilities Advisory Board

From: Paul Lewis, Parks & Recreation Director

Date: November 25, 2015

Cc: Cherise Tieben, City Manager

Subject: Water Park Management

**RECOMMENDATION:** Staff requests a recommendation from CFAB to contract with StandGuard Aquatics for management of the Long Branch Lagoon water park. This recommendation will be presented to the joint City/County Commission for final approval.

**BACKGROUND:** Recently the City published an RFP, asking for proposals to manage the new Long Branch Lagoon water park. A detailed request was developed outlining the requirements and requested services for a private contractor to operate the facility and seven vendors responded to the RFP.

A committee consisting of City and County Staff and the Chair of the CFAB reviewed the submittals and screened the seven vendors down to four firms selected to interview. Those interviews were conducted Thursday, November 12<sup>th</sup>. Based on those interviews and the scoring of the proposals, staff recommends pursing a contract with StandGuard Aquatics.

**JUSTIFICATION:** The four firms selected for interviews were Leisure Hotels LLC, Amusement/Aquatics Management Group, USA Pools, and StandGuard. The clear number one choice for the management contract is StandGuard.

StandGuard has identified the individual who will be the on-site facility manager for the first year of operation and that person has all the required certifications and experience including, Certified Pool Operator, Aquatic Facility Operator, Life Guard Instructor, Life Guard Trainer, Water Safety Instructor and more.

StandGuard currently has 22 facilities under management and are equipped to provide the administration and corporate resources necessary to open Long Branch Lagoon in May of 2016. Through the interview they demonstrated a precise understanding of the core functions that will be required and presented appropriate processes to meet those requirements. From a purely aquatics management perspective, StandGuard provides the best set of resources and experience to open a new facility in six months.

As with all Why Not Dodge projects, a central purpose of the water park is the ability to serve as a regional draw. From the interviews and past involvement with Leisure, they offer specific marketing and event management experience and capabilities. So staff anticipates the final management agreement will include language creating a cooperative arrangement with StandGuard and Leisure Hotel. Developing an environment that supports Leisure's skill set to provide corporate events, small concerts, etc. allows the water park to achieve the higher goal of supporting the tourism economy.

FINANCIAL CONSIDERATIONS: StandGuard's proposal for expenses and revenue are consistent with staff's expectation for the facility and fit into the operational budget. StandGuard will provide all labor and manpower, chemicals and supplies necessary at a cost of \$382.50 per hour for daily operations. We would not be billed for hours the facility wasn't open. Based on an 88 day program at nine hours per day, the annual cost would total \$302,940. StandGuard's management fee would be \$89,800 for a total of \$392,740. Utilities would be outside of the contract and are expected to be an additional \$30,000 annually.

On the revenue side, the Why Not Dodge fund retains 100% of daily admission and season pass revenue. Program revenue for classes and after hours rentals would be split 50/50 and the WND would receive 25% of gross concession and merchandize sales.

StandGuard and Water's Edge have independently projected attendance and revenues for the facility, both using price points consistent with the municipal pricing structure we have contemplated. StandGuard projects total revenue of \$385,875 requiring an annual operating subsidy of \$36,865. The Water's Edge projection was \$339,375 requiring a subsidy of \$83,365. Using either projection, the subsidy required is within the amount budgeted in the sales tax project fund.

Staff also considered the option of operating the facility in-house. Using the Water's Edge projections, the revenue side of the equation would be unchanged. On the expense side an adjustment was made to provide for a full-time Aquatics Director. Incorporating that change, operating the facility in house requires an annual subsidy of \$40,274.

At this point, a third party operator makes the most sense. There's little if any cost savings to be achieved and there is a significant amount of behind the scenes manpower and administrative involvement required. Coupled with having a properly certified management person identified makes the case for a management contract the most viable choice.

**LEGAL CONSIDERATIONS:** If this recommendation is approved, staff will negotiate a management contract with StandGuard for the operation of Long Branch Lagoon. That contract will be reviewed by legal counsel and presented to the City Commission for final approval.

**ATTACHMENTS:** Water's Edge Operation Projections

## Dodge City, KS Summary of Expenses and Revenues Long Branch Lagoon November 16, 2015

Total Expenses	\$ 389,599
Total Revenues	\$ 349,325
	\$ 40,274

Dodge City, KS
Revenues
Long Branch Lagoon
November 16, 2015

Item	No.	Days	Fee	Total
Season Passes				
Family	350		\$ 195.00	\$ 68,250
Individual	100		\$ 65.00	\$ 6,500
Senior	25		\$ 55.00	\$ 1,375
Sub-Total			_	\$ 76,125
Daily Passes				
Youth	400	85	\$ 4.00	\$ 136,000
Adult	100	85	\$ 6.00	\$ 51,000
Senior	50	85	\$ 4.00	\$ 17,000
Sub-Total			-	\$ 204,000
Pool Rental	50		\$ 500.00	\$ 25,000
Concessions (20% profit)	600	85	\$ 3.50	\$ 35,700
Classes	100		\$ 35.00	\$ 3,500
Lessons	200		\$ 25.00	\$ 5,000
<b>Total Revenues</b>				\$ 349,325

### **Dodge City, KS Expense Projection** Long Branch Lagoon **November 16, 2015**

	Classes/	Staff				
Personnel Costs	Rentals	No.	Hours/day	\$ /hour	T	otal Cost
Aquatics Director (FT)		1			\$	50,000
Manager working 100 days		1	8	\$ 13.00	\$	10,400
Assistant manager working 85 days		1	6	\$ 11.00	\$	5,610
Lifeguard, each working 85 days		28	8	\$ 9.00	\$	181,440
Cashier		3	8	\$ 9.00	\$	19,440
Concession		5	7	\$ 8.00	\$	25,200
Swim instructor	30	6	1.5	\$ 9.00	\$	2,430
Exercise class instructor	30	3	1.5	\$ 12.00	\$	1,620
Maintenance		1	3	\$ 15.00	\$	4,050
FICA, KPERS, insurance @ 12%					\$	30,023
Sub-Total					\$	330,213

### Ut

lities							
Water			Gallons	\$/g	allon	To	otal Cost
Fill Pool			830,000	\$	0.005	\$	4,150
Clean Filters			4,000	\$	0.005	\$	20
Pool Make-up			940,000	\$	0.005	\$	4,700
Clean-up			160,000	\$	0.005	\$	800
Dressing Room & Concessions			360,000	\$	0.005	\$	1,800
Sub-Total						\$	11,470
Electrical		hours/day	kWh/day	\$/]	kWh	To	otal Cost
Recirculation Pumps - 3	70 hp	24	1567	\$	0.08	\$	11,280
Water Slide Pumps - 4	165 hp	9	1385	\$	0.08	\$	9,970
Water Features Pump	35 hp	9	294	\$	0.08	\$	2,115
Lazy River Pumps	80 hp	9	671	\$	0.08	\$	4,834
Bathhouse Lighting	8,000 watts/hr	9	72	\$	0.08	\$	518
Pool Lighting	7,500 watts/hr	4	30	\$	0.08	\$	216
Parking Lot Lighting	4,000 watts/hr	4	16	\$	0.08	\$	115
Concession Equipment	18,000 watts/hr	9	162	\$	0.08	\$	1,166
Demand Charge						\$	-
Sub-Total						\$	30,215

Natural Gas		days	100 CF/day	\$/10	00 CF	Tota	al Cost
Pool Heater	- BTU/hr	20	-	\$	4.00	\$	-
Domestic Water Heater	200,000 BTU/hr	90	98	\$	5.00	\$	491
Sub-Total						\$	491

lbs./day	\$.	/lb.	To	tal Cost
50	\$	0.20	\$	900
25	\$	3.00	\$	6,750
20	\$	1.20	\$	2,160
			\$	9,810
	50 25	50 \$ 25 \$	50 \$ 0.20 25 \$ 3.00	50 \$ 0.20 \$ 25 \$ 3.00 \$

General Supplies	Total Cost
Office	\$ 1,000
Promotion	\$ 1,000
Training	\$ 1,000
Maintenance	\$ 2,000
Program Equipment	\$ 500
Cleaning Supplies	\$ 500
Telephone	\$ 400
Miscellaneous	\$ 1,000
Sub-Total	\$ 7,400

Summary of Expenses	Total Cost
Personnel Costs	\$ 330,213
Utilities	\$ 42,176
Chemicals	\$ 9,810
General Supplies	\$ 7,400
Total Expenses	\$ 389,599



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### CFAB MEETING CALENDAR FOR 2016

\* MEETING TOPICS SUBJECT TO CHANGE BASED ON AVAILABLE SCHEDULING.

MONTH	DATE	MEETING TOPIC (S)
JANUARY	27	MONTHLY FINANCIAL REPORT
		ELECTION OF OFFICERS
		UPDATE BOARD HANDBOOK
FEBRUARY	24	MONTHLY FINANCIAL REPORT
		EVENT CENTER REPORT
March	30	MONTHLY FINANCIAL REPORT
		ATHLETIC FIELD MAINTENANCE REPORT
APRIL	27	MONTHLY FINANCIAL REPORT
		TOURNAMENT PROMOTER'S REPORT
		SOCCER PROMOTER'S REPORT
MAY	25	MONTHLY FINANCIAL REPORT
		Dodge City raceway Park Report
June	22	MONTHLY FINANCIAL REPORT
		EVENT CENTER REPORT

JULY	20	MONTHLY FINANCIAL REPORT TOURISM TASK FORCE REPORT UPDATE ORGANIZATIONAL FUNDING APPLICATIONS AND MATERIALS
AUGUST	24	MONTHLY FINANCIAL REPORT WSB EXPO CENTER REPORT SOCCER PROMOTER'S REPORT
SEPTEMBER	28	MONTHLY FINANCIAL REPORT  DODGE CITY RACEWAY PARK REPORT  RECOMMEND SALES TAX BUDGET
OCTOBER	26	MONTHLY FINANCIAL REPORT ORGANIZATIONAL FUNDING PROGRESS REPORTS * RECOMMEND ORGANIZATIONAL FUNDING APPLICATIONS
November	16	MONTHLY FINANCIAL REPORT TOURNAMENT PROMOTER'S REPORT
DECEMBER	14	MONTHLY FINANCIAL REPORT ATHLETIC FIELD MAINTENANCE REPORT