



Special meeting of the Spokane Park Board Retreat

1:00 p.m. Friday, May 16, 2025

In-person meeting

Finch Arboretum Woodland Center

Park Board Members

- X Jennifer Ogden – President
- X Gerry Sperling – Vice President
- X Garrett Jones – Secretary
- X Greta Gilman
- Sally Lodato (*absent/excused*)
- X Bob Anderson
- X Barb Richey
- X Kevin Brownlee
- X Doug Kelley
- X Lindsey Shaw
- [Vacant]
- Jonathan Bingle – City Council liaison
(*absent/excused*)

Parks Staff

Jason Conley
Rich Lentz
Al Vorderbrueggen
Jennifer Papich
Jonathan Moog
Mark Poirier
Angel Spell
Sarah Deatrich

Additional City Staff

Mike Piccolo
Megan Kapaun

MINUTES

1. **Call to order / Roll call:** Jennifer Ogden
The meeting was called to order at 1:01 p.m. See above for attendance.
2. **Public comment:**
A. None
3. **Special discussion:**
A. Welcome and goals for the day – Jennifer Ogden
Jennifer reminded everyone that the reason for retreats is so that members have an opportunity to address questions and concerns and encourage communication.

Jennifer stated she was asked to address a Spokesman story regarding proposed legislation to prevent federal agents without arrest warrants within areas of city parks where groups are holding ticketed community events or other areas normally limited to park staff. She expressed concern that citizens may connect this with park spaces being designated private and therefore vote against the levy.

Mike Piccolo cautioned that a special meeting is limited to items on the agenda and since discussion about the proposed ordinance or the newspaper article were not on the agenda, they should not be addressed.

- B. Election season refresher training – Mike Piccolo, City Attorney
Mike Piccolo reviewed [RCW 42.17A.555](#) (Use of public office or agency facilities in campaigns—Prohibition—Exceptions) which details what activities board members may or may not participate in regarding election campaigning.

In addition, Mike provided a copy of the Public Disclosure Commission (PDC) guidelines for elected and appointed officials' participation in elections activity ([attached](#)) outlining common activities city officials may or may not do where general provisions and ballot measures are concerned. A complete listing of the PDC guidelines for [Local Government Agencies in Election Campaigns](#) can be found at [pdc.wa.gov](#).

- C. City Charter refresher training – Mike Piccolo
Mike reviewed a few sections of the [City Charter](#).

- The charter cannot be changed except by a vote of the public and cannot conflict with state law.
- The last change to the charter pertaining to parks was in the early 1980's.
- Council are the only ones with the power to take condemnation action.
- If a park rule has a criminal aspect to it, it needs to be approved by City Council.
- Council cannot create a rule for city parks without Park Board approval.
- Per the Charter, Parks budget allotment cannot be decreased by City Council. It must be distributed and then decreased by Parks if necessary.

- D. Board roles and Staff roles – Jennifer Ogden

A few members feel that the board should only deal with policy and the 'big picture' while others feel they do need more details in order to be informed enough to make good decisions. Jennifer sees the role of the committees is to evaluate the information and details given to them by staff, and to keep the Park Board meetings from being too long. The committee chair then decides whether an item needs to be presented to the entire board, or if an item can go on the consent agenda. Value blankets and no cost extensions are some examples of probable consent agenda items. Items for which the Park Board needs new or additional information are examples of those that would be presented at the full Park Board meeting. If a Park Board member who is not on a specific committee feels they need more information, they could call the chair of that committee for clarification. Jennifer and Gerry also recommended reading the committee minutes for information.

Garrett shared that the committee staff liaisons are there to relay questions and information between staff and the committee chairs. He also mentioned that he reports to the mayor operationally, but for policies, he reports to the Park Board. This is unique situation which differs from other division directors.

Issues with staff need to be reported to Garrett to address.

- E. [2026 Budget Cycle overview](#) – Rich Lentz

Last October, the Park Board approved the 2025/2026 biennial budget with the promise of an opportunity in mid-2025 to revise the 2026 budget. Opportunities to align the 2025 Parks budget to the City Council approved budget, which included a 5% reduction, are being discussed.

The window to make changes to the 6-year capital plan is currently open. From June to mid-July there will be a window to adjust the 2026 operating budget line items with a goal to have a draft for the Park Board to review in August/September for a final approval in

October.

A November ballot is too late to take budget action if the levy is approved. Parks Finance will work with Central Budget Team to create a Change Request specific to the levy budget. The detailed Change Request will be created by the end of July with the newly created budget codes. If the levy passes, the Change Request will be approved and incorporated into the larger City budget in November/December. Levy funds would be in addition to the 8% general fund transfer required by Charter. If the levy fails, the Change Request is saved for future reference but declined for 2026.

F. [Enterprise Fund/Golf Program overview](#) – Rich Lentz/Jennifer Papich

Rich Lentz informed the board of the differences between Enterprise Fund, Special Revenue Fund, and General Fund and gave examples of each. An Enterprise Fund is used by governments to account for services that operate like a private business. They are funded primarily through user fees, accounting is separate from other funds, and they are audited separately. Golf is an Enterprise Fund, and excess capital is deployed back into maintenance and course improvements.

Jennifer Papich presented information about the golf section of the Parks Division. There are two different entities in golf. The City side which includes the city staff of Superintendents, Assistant Superintendents, and Second Assistants. The City owns and operates four golf courses with revenue coming from greens fees and pass sales. Each golf course is contracted with a golf professional who oversees daily course operations. The primary sources of revenue for the golf professionals are merchandise, driving range buckets, cart rentals, and food/beverage. Jennifer then shared the organizational chart and information about golf leadership and resources.

G. [Department Head updates/highlights](#) – Department Heads

Jennifer Papich gave an update on the SYSCA Affiliate Centers Funding Model Review. The last community center funding model was in 2013. There are nine centers that Parks supports with funding, each unique in the way that they operate and the communities they serve. The funding provided by Parks is strictly for recreation programming. Both Jennifer and the Park Board evaluate the effectiveness of the Centers. The Centers send their invoices to Jennifer, and each month a center provides a recreation report to the Recreation Committee, showing programs offered, attendance, and volunteer numbers. A quarterly presentation is shared with the Park Board. With an annual allocation of approximately \$640,000, a structured funding process is necessary. The intent of the review is to increase transparency and justification in funding decisions, more clearly link funding levels to recreation programming, and provide centers an opportunity to expand or adjust programs to meet their community's needs. A working group has been formed to review the funding model and create a SYSCA Center Recreation Services Program Funding Application. The application will help gather updated, comparable information from each center to determine funding allocation decisions. Applications will be sent to the centers later this year and any changes in funding would take effect in 2027. Final decisions will not be made without the Park Board's consent.

Jonathan Moog gave an update on the possible Spokane Central Lions Club Learning Center at Riverfront Spokane. Riverfront has been working with The Central Lions Club for several years on this project. Originally, The Lions Club approached Parks and The Parks Foundation wanting to do something for their bicentennial. They proposed a bronze lion statue which wasn't well received. In the meantime, Lumen High School approached Jon about using a site for an outdoor classroom. The idea was presented to The Lions Club

who expressed interest in exploring. The goal of the project is to fund it completely with philanthropic donations. The project would not begin until all the funding was secured, and the contract would need Park Board approval. There has been no communication from The Lions Club in some time; however, as the arrangement stands now, the classroom would be in the shelter next to the Post Street Bridge. The Central Lions Club would fundraise \$250,000 in cash and in-kind donations; no public dollars would be used. The City would coordinate site improvements, maintain all improvements, and establish a reservation process – free for educational use. A fence code would be provided for those with reservations. The Spokane Parks Foundation would hold donations, pay invoices, and advise Lions with fundraising effort. Conceptual images showing improvements were shared with the Board. Concerns regarding the locked gate were voiced, and it was decided that the discussion will go to a future Riverfront Park Committee meeting.

F. Closing thoughts – Jennifer Ogden provided no closing thoughts before adjournment.

4. **Adjournment:** The meeting was adjourned at 2:55 p.m.

Minutes approved by: Garrett Jones
Garrett Jones, Park Board Secretary



Guidelines for elected and appointed officials' participation in elections activity

Elected officials and city staff should understand Public Disclosure Commission (PDC) guidelines before participating in any elections activities, including taking a position on a ballot measure or endorsing a candidate for political office. Below are some common examples of activities city officials may and may not do. It is not intended to be comprehensive. A complete listing of the PDC Guidelines for [Local Government Agencies in Election Campaigns](#) can be found on their website pdc.wa.gov. If you have any questions, please call the PDC at (360) 753-1111 or consult your jurisdiction's legal counsel.

General provisions

Activities that are allowed:

- City employees or elected officials may, on their own time during non-work hours (and not with the use of city property or equipment), participate in campaign-related activities.
- Elected officials may make statements supporting or opposing an initiative or referendum in response to a specific media inquiry. All city officials may respond to requests for factual information as part of their normal job duty.
- City officials may use their title for identification purposes in endorsements supporting or opposing a candidate or an initiative or referendum, but should not use public facilities or equipment for communications and should make clear that it is their personal view.
- City employees or elected officials may place on their individual agency calendar basic information if they are scheduled to be out of the office to attend campaign events.
- A city may provide a facility, if it is available, for a public forum, making arrangements for all sides to be represented.
- A city may allow use of a public meeting space, if it is available as normal and regular conduct, to community groups for campaign activities. If a city normally charges for the use of these facilities, then the city must charge all users equally.
- City employees may wear lapel buttons at work if the city has a policy permitting employees to wear political buttons.
- Private employee vehicles displaying bumper stickers may be parked on public property.
- City officials may encourage staff and members of the public to vote, as long as such encouragement routinely occurs for other elections.

Activities that are *not* allowed:

- City employees or elected officials may not use public facilities, supplies, or equipment, for any campaign purpose. This includes phones, copiers, mail facilities, computers, email, websites, social media, uniforms purchased with city funds, and paper products. City officials may not reimburse the city for usage of these facilities. City officials may not use city vehicles to transport or display political material.
- City officials may not promote or oppose a candidate or ballot measure during work hours. This includes gathering signatures, distributing materials, coordinating speakers/fundraising/ phone banks, etc. It does not include elected official statements on ballot measures in response to a specific media inquiry.
- City officials may not maintain individual campaign-related events on agency-wide distributed calendars.
- City employees may not oppose or support an issue or candidate before a civic group on city work time. It must be on personal time.
- City officials may not post signs advocating for or against candidates or ballot measures on any city property.
- City employees or elected officials may not pressure city employees to participate in campaign activities for a ballot measure or candidate, take a position, or coordinate informational activities with campaign work.



Ballot measures

Activities that are allowed:

- Elected officials and city staff may speak at community forums and clubs during regular work hours to make an objective and fair presentation of the facts on a ballot measure if it is normal and regular conduct. City equipment (projector, laptop) may be used for the presentation.
- Elected officials may attend an event any time during the day and give their opinion about a ballot measure, as long as they are not being compensated by the city or using any public equipment, facility or vehicle (with exceptions for specific inquiries).
- City employees or elected officials may use their job title with the city in a letter to the editor (written on their own time using their own computer). They must clarify that they are expressing their own opinion, and not speaking for the city.
- A city employee may respond to a political inquiry by providing routine factual information if that is part of their normal job duty.
- Members of an elected council may vote to support or oppose an initiative or referendum. If your council plans to vote to take a position on an initiative or referendum, the notice of the meeting when the vote will be taken must include the title and number of the ballot proposition. Council members or the public must have an equal opportunity to express an opposing view.
- Elected officials may make statements supporting or opposing an initiative or referendum in response to a specific media inquiry. All city officials may respond to requests for factual information as part of their normal job duty.
- A city may use its website, newsletter, or other publications to provide citizens with information about an issue that directly impacts the city, looking at all available information. If you routinely provide objective and fair facts on a ballot measure or controversial issue, you may present objective and fair presentation of facts on the ballot propositions.
- If your website or newsletter publishes resolutions or reports on council activity, you may report on action taken on a resolution.
- Distribution of all information must be to "normal and regular" recipients, using the publication's regular schedule. Repeated distribution of the same information may be considered campaign activity by the PDC.

- A city website may be used to inform citizens about anticipated ballot measure impacts, and allow readers to explore an issue through detailed links, if part of normal conduct and do not link to campaigns. Websites may be updated according to the city's normal procedures.
- City employees may provide in-house contingency planning (what if an initiative or referendum passes). This isn't a public activity. This includes researching the impact of a ballot proposition for the purpose of gathering facts.
- City employees may respond to requests for public records even if the records will be used in support or opposition of a measure, as long as the record isn't exempt from disclosure under state law.

Activities that are *not* allowed:

- City officials may not use public facilities, supplies or equipment, for any campaign purpose. This includes phones, copiers, mail facilities, computers, email, social media, websites, uniforms purchased with city funds, and paper products. City officials may not reimburse the city for usage of these facilities. City officials may not use city vehicles to transport or display political material.
- City officials may not promote or oppose a candidate or ballot measure during work hours. This includes gathering signatures, distributing materials, coordinating speakers/fundraising/phone banks, etc. It does not include elected official statements on ballot measures in response to a specific media inquiry.
- City officials may not produce information that targets specific subgroups. This does not refer to mailing to groups that are on the city's regular distribution list.
- City employees may not oppose or support an issue or candidate before a civic group on city work time. It must be on personal time.
- City officials may not have a petition available for signature at city hall, or other city facility or vehicle.
- City officials may not post signs advocating for or against candidates or ballot measures on any city property.
- City employees or elected officials may not pressure city employees to participate in campaign activities for a ballot measure or candidate, take a position or coordinate informational activities with campaign work.

Parks and Recreation – 2026 Budget Discussion

Reminders

- In October 2024, Park Board approved the 2025 and 2026 biennial budget.
- At that time, we were promised an opportunity in mid-2025 to revise our 2026 budget.
- We are still discussing opportunities to align the 2025 Parks budget to the City Council approved budget which included a 5% reduction.
- Even though we approve a biennial budget, our budget authority, our internal financial reporting and our external CAFR is still published annually.

Timeline & Approach

- The window to make changes to our 6-year capital plan is currently open.
- From June to mid-July, we should have an open window to adjust our 2026 operating budget line items.
- The goal is to have a draft for review to the Park Board during the regular August and September window for a final approval in October.
- To minimize the impact to staff, I recommend reviewing only budget lines that were over/under budgeted by \$10,000 or more in 2025 versus 2024 actuals. This is approximately 80 budget lines.

Budget for Parks Levy

- A November ballot is too late to wait and take budget action if approved.
- Parks Finance will work with the Central Budget team to create a Change Request specific to the levy budget. This is the tool used for large budget adds/changes.
- The detailed Change Request will be created by the end of July with the newly created budget codes.
- If the measure passes, the Change Request will be approved and incorporated into the larger City budget in November/December. If it fails, the Change Request is saved for future reference but declined for 2026.

Thank
you

Golf Enterprise Fund



What is an Enterprise Fund?



Used by governments to account for services that operate like private business.



Funded primarily through user fees, not taxes.

Note: A levy is a tax, so a Parks levy can not be allocated to golf.



Separate accounting from other funds (i.e. Parks).



Financial reporting like a corporation (short and long-term liabilities, depreciation, etc.).

Types of Government Funds

ENTERPRISE FUND

- Used for services provided to the public for a fee
- Operates like a business

SPECIAL REVENUE FUND

- Accounts for revenues legally restricted to specific purposes
- Financed by specific taxes or grants
- Must be used only for their intended purpose

GENERAL FUND

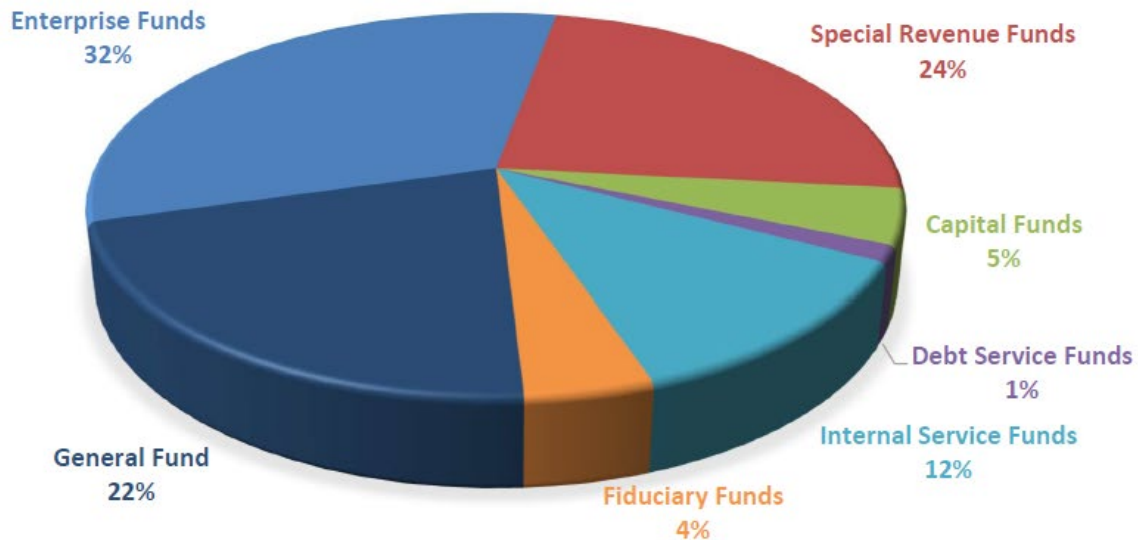
- Main operating fund of the government
- Finances general government services (e.g., police, fire, public works)
- Funded by taxes and unrestricted revenues

*Created by ChatGPT

- **Examples of Enterprise Funds:**
 - Water Department, Waste Management, Airports, Public Transportation.
- **Examples of Special Revenue Funds:**
 - Parks, Library, Street Maintenance, Fire.

City of Spokane - % of Budget by Fund

2025-26 PROPOSED BIENNIUM CITY BUDGET FUND
CATEGORIES - \$2.5 BILLION



Golf Fund - March 2025



	Adopted Budget 2025	2025 Remaining Budget Balance	2024 March Actual	2025 March Actual	2024-2025 Monthly Difference	2024 YTD Actual	2025 YTD Actual	2024-2025 YTD Difference	2024 YTD % Of Budget	2025 YTD % Of Budget	YOY % Change
Revenue											
Program Revenue	\$ 5,930,281	\$ 5,298,793	\$ 498,284	\$ 578,304	\$ 80,020	\$ 528,659	\$ 631,488	\$ 102,829			
Pre-Sale Revenue					\$ -	216,362	125,204	\$ (91,158)			
Facility Improvement Fee	\$ -		\$ (53,513)	\$ (55,037)	\$ (1,524)	\$ (71,543)	\$ (65,383)	\$ 6,160			
Other Transfers-In	\$ -	\$ -			\$ -						
Total Revenue	\$ 5,930,281	\$ (5,238,972)	\$ 444,770	\$ 523,267	\$ 78,496	\$ 673,478	\$ 691,309	\$ 17,831	12.53%	11.66%	-0.87%
Expenditures											
Salaries and Wages	\$ 1,263,109	\$ 900,557	\$ 87,644	\$ 81,759	\$ 5,885	\$ 243,497	\$ 227,267	\$ 16,230	21.59%	17.99%	-3.60%
Temp/Seasonal	\$ 722,232	\$ 644,936	\$ 2,999	\$ 6,826	\$ (3,827)	\$ 2,999	\$ 6,826	\$ (3,828)	0.46%	0.95%	0.49%
Personnel Benefits	\$ 503,997	\$ 372,373	\$ 30,844	\$ 33,948	\$ (3,105)	\$ 98,600	\$ 94,750	\$ 3,850	21.11%	18.80%	-2.31%
Supplies	\$ 561,900	\$ 491,143	\$ 10,636	\$ 31,683	\$ (21,047)	\$ 16,583	\$ 40,757	\$ (24,174)	3.12%	7.25%	4.14%
Services and Charges	\$ 1,471,356	\$ 1,355,011	\$ 234,135	\$ 273,076	\$ (38,941)	\$ 112,157	\$ 80,745	\$ 31,411	7.81%	5.49%	-2.32%
Interfund Payments	\$ 356,409	\$ 184,170	\$ 8,272	\$ 7,728	\$ 544	\$ 17,949	\$ 52,838	\$ (34,890)	7.57%	14.83%	7.25%
Subtotal Op. Expense	\$ 4,879,003	\$ 4,375,818	\$ 374,529	\$ 435,021	\$ (60,491)	\$ 491,784	\$ 503,185	\$ (11,400)	11.05%	10.31%	-0.73%
Capital Outlay	\$ 1,000,000	\$ 922,969		\$ 27,505	\$ (27,505)	\$ 6,758	\$ 77,031	\$ (70,273)	0.95%	7.70%	6.76%
Transfers Out		\$ -									
Total Expenditures	\$ 5,879,003	\$ 5,298,787	\$ 374,529	\$ 462,526	\$ (87,996)	\$ 498,542	\$ 580,216	\$ 81,674	9.65%	9.87%	0.22%
Net Gain/(Loss)	\$ 51,278		\$ 70,241	\$ 60,741	\$ (9,500)	\$ 174,936	\$ 111,093	\$ (63,842)			

* Beginning Fund Balance	\$ 80,905	Updated 3/4/25
Less 7% Reserve	\$ (454,810)	
Less Current Lease Payments	\$ (164,729)	
Beginning Year Reserves	\$ (538,634)	
YTD Change in Cash	\$ 111,093	
YTD Available Cash	\$ (427,541)	

* 2025 Beginning Fund Balance does not include the FIF reserve of \$2,471,131

- The Income Statement (on top above) flows into the Balance Sheet/Fund Balance (on bottom).
- Golf does not keep excess capital; it is generally deployed back into maintenance and course improvements.
- The Facility Improvement Fee is a fee collected per round of golf and the fund is dedicated to repayment of existing debt from 2019-2021 for course improvements.

The City owns & operates four (4) golf courses.

City golf revenue comes from greens fees & pass sales.



Superintendent: Mike Vandervert

Asst. Superintendent: Sean Fager ~ **Second Asst.:** Matt Hartsfield

Course Contracted Golf Professional: Rob Sanders



Superintendent: Ben Nelson

Asst. Superintendent: Sean Stock ~ **Second Asst.:** Ian MacIntosh

Course Contracted Golf Professional: Steve Connor



Superintendent: Josh Harty

Asst. Superintendent: Damien Densmore ~ **Second Asst:** vacant

Course Contracted Golf Professional: Doug Phares



Superintendent: Rob Decker

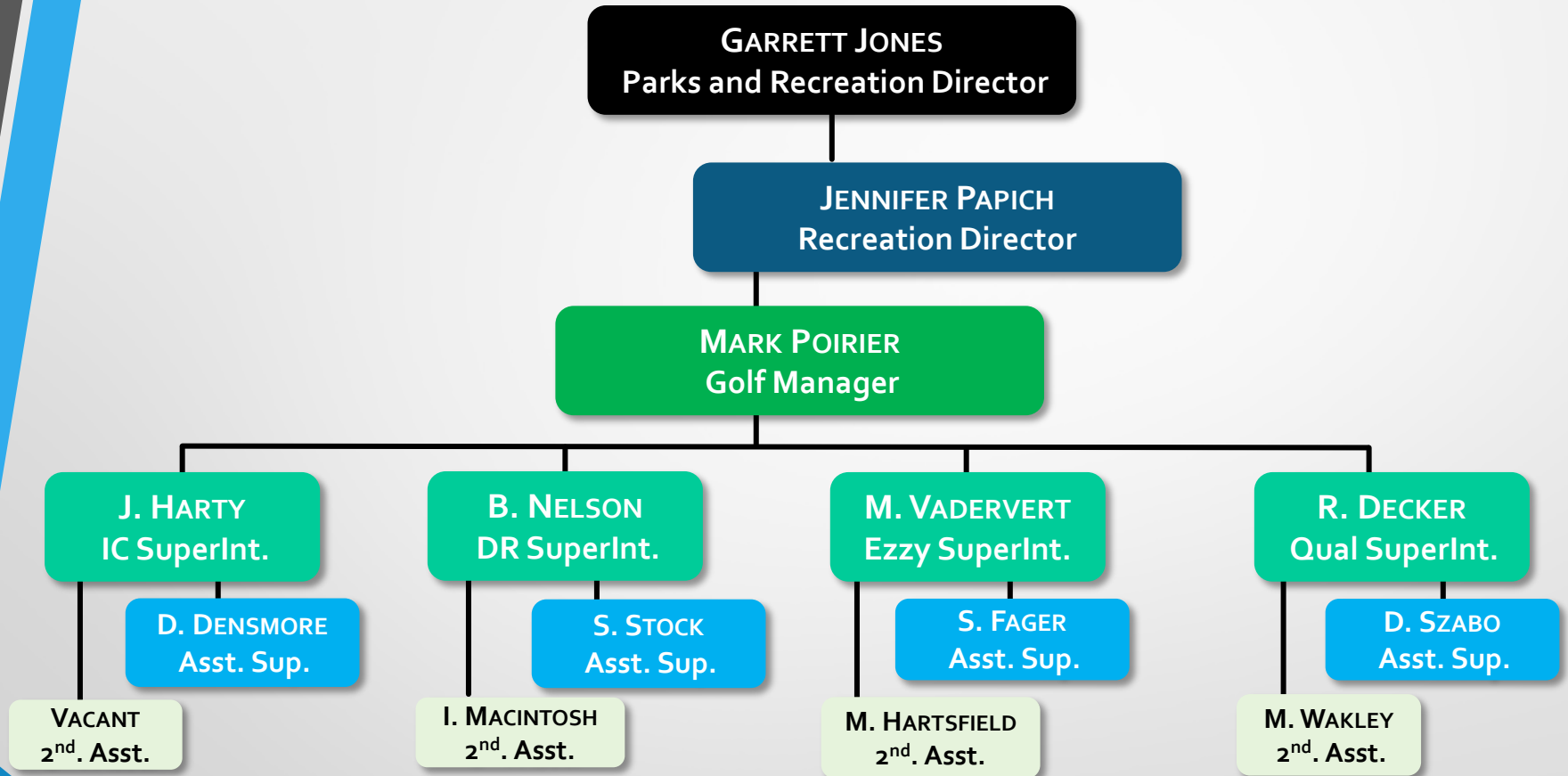
Asst. Superintendent: Dale Szabo ~ **Second Asst.:** Matt Wakely

Course Contracted Golf Professional: Mark Gardner

Each Golf Course is contracted with a Golf Professional who oversees daily course operations.

**The primary sources of revenue for the golf professionals are:
merchandise ~ driving range buckets ~ golf cart rentals ~ food/beverage**

Your Golf Leadership and Resources



Your Golf Leadership and Resources



- All golf action items run through the Golf Committee, led by the amazing Barb Richey.



- The Golf Department falls under the supervision of the Recreation Director- Jennifer Papich.



- The day-to-day operations of all 4 courses are led by our Golf Manager, Mark Poirier, the best in the business!!



- It is no coincidence your golf leadership all have ties to one of the greatest universities in the country.

SYSCA Affiliate Centers Funding Model Review

[Return to Minutes](#)

Spokane Youth & Senior Centers Association

WHY?

The Community Center Funding model was last reviewed in 2013.

Centers	Annual Funding	
Corbin Sr. Center	\$31,350	Own their bldg.
Hillyard Sr. Center	\$80,000	Rents Space
MLK Center	\$41,800	City Owned
Mid City Concerns	\$18,525	Rents Space
NEYC	\$139,538	City Owned
Project Joy	\$39,970	Rents Space
Sinto Sr. Center	\$77,210	Own their bldg.
Southside Sr. Center	\$106,563	City Owned
WCCC	\$72,675	City Owned
<i>Previously Funded - SW Com. Center</i>		<i>\$39,947</i>

SYSKA Affiliate Centers Funding Model Review

Spokane Youth & Senior Centers Association

INTENT?

With an annual allocation of \$638,578 in recreation funds, it is essential that we have a structured funding process.

- Increase transparency and justification in our funding decisions
- **More clearly link funding levels to recreation programming**
- Provide centers the opportunity to expand or adjust their programs to meet their community's needs best

How?

- A working group has been formed to review the funding model and create a **SYSKA Center Recreation Services Program Funding Application**.
- This application will help gather updated, comparable information from each center to determine funding allocation decisions.
- **Funding Application will be sent out to all Centers later in 2025**



Spokane Central Lions Club

The Lions Learning Center
at Riverfront Spokane

Project overview

Central Lions Club

- Fundraise \$250,000 cash and in-kind donations. No public dollars used on project.

City

- Coordinate site improvements
- Maintain all improvements
- Establish reservation process. Free for educational users.

Spokane Parks Foundation

- Hold donations and pay invoices
- Advise Lions with fundraising effort



NEW TREE

NEW ROOF AND
SHELTER REPAIRS

RAILROAD SLEEPER
INSPIRED FENCE
BALANCING OPENNESS
AND SECURITY

THREE PANEL LIONS
CLUB SIGN

ADJUTANT GENERAL
THE LIONS
LEARNING
CENTER
MOUNTAIN VIEW, CO 80401
ADULTS ONLY

TITLE SIGNAGE

DECK HANG OUT SPACE
UNDER EXISTING TREES
(FUTURE PHASE)



AMPHITHEATER
SEATING BUILT INTO
GRASS SLOPE

NEW ROOF AND
SHELTER REPAIRS

CONCRETE PICNIC
TABLES

THREE PANEL LIONS
CLUB SIGN

ACCESSIBLE ASPHALT
PATH

DECK HANG OUT SPACE
UNDER EXISTING TREES
(FUTURE PHASE)

BREAKOUT SEATING
FOR SMALLER GROUPS

BREAKOUT SEATING
FOR SMALLER GROUPS

DOUBLE GATE ENTRY
WITH SELF LATCHING
CLOSURE AND LOCKING
MECHANISM

RAILROAD SLEEPER
INSPIRED FENCE



KEY MAP





KEY MAP





Lions Clubs International

GLOBAL CAUSES

- CHILDHOOD CANCER
- DIABETES
- DISASTER RELIEF
- ENVIRONMENT
- HUMANITARIAN
- HUNGER
- VISION
- YOUTH

THE LIONS LEARNING CENTER

Central Spokane Lions Club

Serving the Spokane Community since 1922

1922	Established as the Lion Year Western Washington School
1923	Accomplishment
1924	Accomplishment
1925	Accomplishment
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2016	Accomplishment
2017	Accomplishment
2018	Accomplishment
2019	Accomplishment
2020	Accomplishment
2021	Accomplishment
2022	Accomplishment

KEY MAP

