

AAHA 2021-2022 Directorship Overviews 2021-2022 Goals & Objectives

2021-2022 Goals & Objectives

After 2 straight years of COVID restrictions, the board is very excited to be able to hold our annual meeting in person again this year. Unfortunately, the lack of in person meetings hindered our ability to hear our members' concerns about areas for improvement or questions about initiatives, as in years past, nor were we able to celebrate the successes from the season.

This season started with a major renovation project at our home rink, the Anoka Area Ice Arena. The cooling plant for both Rink one and two were removed and replaced with a brand new system that is more efficient and cools both rinks. The floors of both rinks were torn up and new cooling piping routed through both rinks before new concrete floors were poured. This major renovation lasted from March - October. Unfortunately that meant that we could not host a summer program like we had in the past. The board has worked on a revised program for this summer, details will be announced soon. We also had to move our pre-skates and most of tryouts to the Super Rink. For the most part, that transition went off relatively seamlessly.

During the summer, the board was hard at work on initiatives we feel will be very beneficial towards the future of Anoka Hockey. The first was a complete remodel of the lower level of our dryland facility. New high level equipment that can be used by many of our players replaced what little had been in the room previously. Walls were painted, floors were cleaned and new lighting was installed. The board plans to look at a Phase II of renovating the upstairs portion this summer. Thank you to all contributed time and talents to that renovation project which was led by Sean Lafferty.

The second was renewed emphasis on recruitment and getting new players involved with hockey at the Mite levels and specifically the Mini-Cyclone level. This year we had over 160 new players try mini-cyclones. While it may be a few years before the association reaps the benefits of those numbers, it is these types of efforts that are integral in keeping our association improving in the future. Thank you to Rebecca Patrick for all of your efforts this season. We hope to keep the momentum going for next season.

Other initiatives that we were able to implement this year included adding a power skating instructor to our Mite program; implementation of the GameSheets program in coordination with District 10 for our traveling teams, and leveling our ice billing for our travel families.

Finally, we are proud to offer some of, if not THE lowest cost regular season programming thanks to our gambling programs located at Serum's and 201 Tavern. We also added a new site at Super Bowl this winter. This in conjunction with the below market ice rates we are able to receive from AAIA and their gambling sites. Please consider Serum's or 201 Tavern for an evening our or Super Bowl for a family bowling outing.

Items that we are going to continue to try and improve on for next season; ensuring that all of our teams are placed at appropriate levels, ensuring all teams have quality and educated coaches, and making sure that we are handling all of our differences within our association in an positive, respectful, and adult manner.

We'd like to thank all of our board members, ancillary board members, coaches and managers for all of their time and efforts this season. Lastly AAHA would like to send a HUGE SHOUT OUT to all of our players! You are the reason that we are here, and it is our pleasure and privilege as parents, coaches, and board members to be a small part of your hockey journey. Good luck next season and GO TORNADOES!!

The Executive Board

Mike McCauley – President Dylan Stenglein – Treasurer

Brian Pender - Vice President Joe Super - Secretary

Mite Report (Mike Hansen)

Highlights & Talking Points

- Outside Skating Coach
 - o All players were offered 8 hours
 - Look to increase hours and duration into the season
- Goalie Training
 - 3 Great turnouts for MEGA training
 - Look for additional goalie development options
- 2022 Mite Jamboree
 - Separate Weekends for A/B, C/D
 - o A&B was open to teams outside of D10
 - Both weekends were a success
- Outdoor Ice
 - Wilson Elementary
 - o Not great due to poor weather and ice conditions
- Continued emphasis on use of Dryland room for Mite levels
- Look to add weekday ice hours
- Increased visibility and participation from High School Teams needed
- U8 Girls distributed amongst All Mite Teams
- Looking for 2022-23 Mite Coordinator

We ended the year with a total of 102 registered skaters, which is down in comparison to seasons prior to COVID. The notable primarily attributed to Covid restrictions causing a reduction in cyclone numbers and early move ups. The AAHA mite program continued to follow USA Hockey's American Development Model (ADM). The Anoka Mite program officially began on 10/16/21 and officially ended on 3/20/22. A later start than previous years due to the rink remodel.

Level	Teams	Player Numbers	Team Ice Hours (per team)
Α	1	12	70
В	1	12	70
С	4	40	C-BLK (60), C-GRY (60), C-MRN (60), C-WHT (60)
D	4	38	D-BLK (45), D-GRY (45), D-MRN (45), D-WHT (45)
TOTAL	10	102	

Total Mite ice hours ended at roughly 200 hours, with all Mite teams sharing ice hours. The total hours received is little less than the levels we've seen prior to COVID. This is due to starting the Mite program later than normal with the rink upgrades. Mite ice availability decreased again in March, as the Anoka Arena played host to several D10 District and Regional games.

Additional Acknowledgements:

- Coaches Huge thank you to all the coaches for the countless hours spent to help improve both our kids and our program
- Managers Thank you to the Team Managers who keep everything organized and on schedule
- Jamboree Committee Thank you to Michele R., Nicole V., for organizing the two weekends, and to the new weekend coordinators Karen and JP.

Finally, please let me know if you have any feedback on the year or moving forward. I am always looking for ways to improve upon our Mite program, so please don't hesitate to send your thoughts. I welcome all feedback, good, bad, or otherwise:)

Recruiting & Retention Report (Rebecca Patrick)

2021-2022 was an exciting year for recruitment with Anoka Area Hockey Association. Recruitment has been an important focus for AAHA in the past and will continue to be so. Due to COVID closures, as well as having our rink under construction during summer 2021 and into October 2021, I was not able to implement some of the past recommendations of the board, but did allow me to get creative and try some new things to drum up excitement in the 3-6 year old skaters in our community.

Try Hockey for Free was moved from weeknights in July to two separate Saturday mornings in November. We had 70+ skaters attend and we able to hand out over 30 raffle prizes donated by local businesses – Tornado Alley, Cheap Skate, Grand Slam and Sweet Toppings.

We had a record 145 kids registered for mini cyclones this year and ended needing to split into two separate hours of ice. We handed out 70 sets of equipment. We did receive a grant for equipment through Dicks Sporting Goods for some of the equipment. A special thank you to Hat Trick Hockey for spending hours securing gear for our skaters – it was not an easy task due to vast supply chain shortages. A huge thank you to Rob Savini, who went above and beyond this year and coordinated all on-ice activities.

We also have 43 registered skaters for our Spring Cyclones session, a big thanks to Mike Orn and Rob Savini for continuing to offer additional programs to our young skaters.

It is important to continue this momentum and I recommend continuing the following:

- Promoting programs within the community in the start of the school year round, through Ramsey parade, school fliers, yard signs placed in high traffic areas
- Continue and increase social media presence
- Free registration for Mini Cyclones
- Free registration for first year Mite
- Free equipment package (with \$150 deposit)
- Continue to apply for grants for equipment
- Try Hockey for Free events in the summer
- Spring cyclones offering for those ready to move to mites

Tryouts Report (Mike McCauley)

The 2021-2022 Association hockey season tryout season was very unique. For the first time in recent memory, we were forced to hold pre-skates and tryouts at a venue other than Anoka Arena due to the ice plant construction in the fall. While nothing about the on-ice tryout process changed from previous years, not having our board room available as our tryout headquarters meant we were without our familiar computers, printers, and private space to meet. It also meant that we did not have the hospitality room for our judges to warm up and grab a hot cup of coffee or slice of pizza in the short time they had between sessions. For the 2nd season, we closed our tryouts to public and parental viewing. This was more difficult at the Super Rink since we did not have the ability to control all of the entrance & exit points and the LiveBarn feed, but ultimately went off without any issues. We'd like to thank the Super Rink for their hospitality as they allowed us to use the USA Hockey women's national team's coaches room as a headquarters for tryout weekend while it was being prepared for the team to move in the following weekend.

AAHA utilized Tryout Engine as our scoring platform for our 5th year. The program continues to do an excellent job making the administration of tryouts very efficient. The association board and the software developer (and former AAHA board member) Mike Nagel have worked closely together to refine the program into an extremely user-friendly process. Small tweaks to the system continue to be made each season to ensure the following year will be even more seamless.

Finally, we'd like to thank all of our volunteers who helped make tryouts run smoothly. A special shout out goes to Joel Haynes, Kristi Gibson, Brandon Rykkelli, Brian Pender, & Mike McCauley for their efforts in helping to plan tryouts and time & efforts at the rink during a very hectic time. Thank you to Mike Nagel for his technical support given at all hours of the day when needed. A very special thank you goes out to former AAHA board member, Bill Hoppenrath, for stepping up to fill a void when we needed him most!

Boys Traveling Report (Matt Dreger)

Anoka Area Hockey Association had another successful 2021-22 hockey season. We had 156 players on 11 different boys traveling teams. Those numbers will only increase with the great work our recruitment and retention director has been doing. We had one team advance to the region tournament. Our PeeWee AA team finished up the regular season fifth in district play. They then advance onto region play from their district tournament. They finished the season a very competitive 26-28-4. We also had many other very competitive teams throughout the ranks. The best thing I saw coming out of this year was the kids having fun and getting better every day. Even though we all like to win games, this is a more important part of the game.

Anoka hockey will continue to be committed to developing the parent coaching talent we have in house. We will also be pushing to have nonparent coaches at our top-level teams. Thank you to all the coaches that stepped up to lead the teams this year. Also, thank you to all the managers that made their lives a little easier. All the time is very appreciated.

I hope to see everyone back next season. And always, If you have any questions or concerns, please reach out to me.

Boys Traveling Report (Paul Olson)

This was a different year for the girl's program. With the co-op with Roger possibly coming to an end it has created many questions for the future. Many of the girls have played together for the past several years, made many friendships, this also applies to many of the families. We are looking into all options that will benefit the girls in the coming years. This includes continued talks with Rogers and potentially Elk River. And of course, there is an option of going on our own. I would like to thank all the coaches and team managers who stepped up this year, without you these teams cannot be successful. I would also like to thank all the parents that have given up many hours to be at the rink and support their young ladies.

Teams:

U10: Our 10's were very successful this year. The 10A team finished second in District 10 and second in the playoffs. They were able to win a tournament in Alexandria and also winning consolation at the All-American tournament.

We had two 10B1 teams, also had very good seasons. The B1Black team was able to finish second at two tournaments and also won the consolation in the District 10 tournament. The B1White team also had a good season, fourth place at two tournaments and made it to the semifinals of the District 10 tournament.

The 10B2 team consisted of many first year traveling girls. There was a great deal of development with this group, they made great strids from the start of the season to the end.

U12: There were some challenges that came with this level this year. Numbers were down a bit and there were also many first-year skaters at this level. We had some coaching challenges on both teams, I thank the parents that stepped up to help out.

U15: This year we only had one team at this level. With the split of the High School co-cop many girls opted to play for Anoka. This team was very competitive and did qualify for regions

Player Development Report (Sean Lafferty)

As we began preparing for the 2021-2022 season there were several areas of focus. They included but were not limited to a Fall Pre-Skate, renewing our training agreement with FHIT-MEGA, remodeling the dryland room, and the Summer Training Program.

A major commitment by the board, was remodeling the dryland room. This was a project that has been discussed for several years and was a top priority as we headed into the upcoming season.

This process included multiple phases that included research/development, cleaning, the sale of used and outdated equipment, and meeting with retailers and contractors. Through the assistance of board members, membership volunteers, and professional services provided by our members we were able to have a "state of the art" dryland facility ready for our players/athletes prior to the start of the hockey season. All while staying under budget. Although there are still improvements to be made, the dryland room was designed to benefit our players/athletes for many years to come.

Once the season was under way, each head coach was issued a key fob to gain access to the dryland room. Coaches were given access to "Sign Up Genius" to sign their team up for a one hour time slot. With are FHIT membership coaches also had access to training programs and videos available for their teams. Although a team's schedule and illness can affect the amount of time a team uses the facility there was 144 hours of use during the 2021-2022 season. There were some teams that did not use the facility at all and some teams that signed up for twenty-three sessions. This did not include the use by the girls and boys high school programs. As the board looks into the future, it is a goal to have future coaches embrace the training program through workouts and shooting. It is also a focus to emphasize that there is a expectation that future coaches use the facility.

Prior to tryouts, there were several pre-skates that were offered for all levels of play. This included a checking clinic that was run by our high school coaches for the bantams. There was an adjustment in the pre-skates this year due to the ongoing construction that was taking place at the arena.

This year we again partnered with FHIT/MEGA to assist with training throughout the season. The FHIT program consisted of seven hours of training for both the girls and boys traveling teams. These nights consisted of coaches from the FHIT program working on skating and puck skill while one of the MEGA goalie coaches worked with the goalies throughout the training session. Although there is always room for improvement, the sessions were well received by coaches, players, and parents.

The MEGA training program for our goalies consisted of five nights/sessions (13 hours). This was goalie specific training that included five hours of training for the goalies in the girls and boys' programs. It also included three hours of training dedicated to mite players interested in the goalie position. Per MEGA our association is in the top 25% when looking at the amount of goalie training that is offered.

Due to staffing changes, the Summer Training Program is currently being developed. It is scheduled to begin around the 4th of July. Information will be distributed as soon as it is available.

Volunteer/DIBS Report (Kristi Gibson)

This is my 1st year being the volunteer coordinator. My 3rd year on the board.

During this past year we saw great support from our members. We had a new online iPad system used throughout District 10 for the scorekeeping. We did have shortages during each tournament, as well as the Mite Jamboree this year. Many of you stepped up to help beyond your volunteer hours. Thank you for going above and beyond!! Both Tony and I were greatly appreciative.

Hoping to see improvement of volunteers open to helping in areas that are new to them. The iPad scoring system was so much easier, and we found that most volunteers enjoyed using it. That said, I know we ask our kids to get out of their comfort zone on and off the ice almost every day. This is a great opportunity to show your kids you are willing to step out of your comfort zone as well. Give the iPad a try, you may be pleasantly surprised.

As in years past, teams that were participating in an Anoka Tournaments were required to volunteer 25 hours toward their tournament. In exchange for the 25 hours, tournament fees were discounted. I highly recommend that this policy continues, as it helps ensure that we have adequate volunteer coverage for each tournament.

Our members donated hours of their time throughout the year to the association above and beyond the required hours. Especially at the beginning of the year to help with the dryland room. These hours did not include regular season game responsibilities (time clock, scoring and penalty box) nor did it include the time that our coaches and team managers put in. Thank you for all you did!

To the coaches and managers, a HUGE Thank You!! You are the ones that teach our kids and keep us parents organized. You put in many stressful, rewarding, exhausting and exhilarating hours. Your dedication to the kids in this association does not go unnoticed!! All of us on the board are player parents and many are or have been coaches as well. You are appreciated, honored and respected for all you have done this season.

It truly was a real pleasure meeting and working with you. It was an honor to work as the Volunteer Coordinator for Anoka! Thank you for the opportunity to be a part!

Fundraising & Communications Report (Kol Huffman)

This year represents the second year in which several changes were implemented in order to cut costs and track raffle monies for audit and accountability. First, the size of raffle tickets was reduced an inch shorter and an inch narrower which allowed for more tickets to be printed per sheet and significantly saved the AAHA money in printing. In 2019-2020 the AAHA spent approximately \$5800 in printing, sorting, and packaging costs. With roughly 500 extra tickets printed, or approximately 1/7th more than they sold. In 2020-2021, reducing the size, waste quantity, hand-bagging raffle tickets in groups of 10, and limiting the raffle to 3,000 tickets from the prior year dropped the cost significantly to a total of \$603.00. This effort saved AAHA approximately \$5,200 from the prior year. In 2021-2022, the cost to the AAHA was further reduced to \$544 a mere 10% of what the cost were before assuming the role just two years prior.

Secondly, in total, 47 extra packets went unsold in 2021-2022 due to the large decline in AAHA membership, compared to only 11 extra packets of tickets unsold in 2020-2021. For a second consecutive year, the exact amount of funds raised matched the exact numbers conducted by a third party gambling auditor. Which I was told hasn't happened in awhile.

In order to accomplish 100% success, significant additional effort was given in accountability. All new members, post initial registration full-house dates, were directly emailed or contacted telephonically, some numerous times. On 11 different occasions a make-up / pick-up session was conducted so members could receive their required raffle packets. Information on every winning ticket was also fully entered manually into extensive Excel documents to ensure the winners receive their funds and phone numbers were also added to the monthly documents to limit past mistakes so recipients can be contacted in case of an error on the issuance of the check, or returned checks. Additional thanks to a majority of AAHA board and ancillary members for historical insights and assisting all the logistics this particular role included; which were significant this year.

Recommendation: I'd recommend for 2022-2023 to order the same quantity, size, and type of raffle tickets as last year and hand-sort all raffle tickets into packets. However, I'd change colors and put a small amount of high visibility color on the raffle ticket portion itself to help differentiate from previous year ticket designs. Manually hand-sorting the raffle tickets was again a huge time saver and only took about 2 hours of labor with 3 people to accomplish but saved nearly \$5,000+ of package wrapping in only a few hours work, it's worth it.

Communications

From the beginning in August 2021 to the present March 2022, 44 messages were sent out to all members encompassing most of the roles on the AAHA board. From player development, tryouts, S.K.A.T.E., coaches, fundraising, player retention, Mini-Cyclones, & elections. Additionally, private or separate group communications and responses to specific coach related questions were completed.

One of the personal benchmarks set for communications in 2021-22 was standardizing what is/ was to be written in a clear and concise manner. A significant amount of people have noted in prior years the messaging from AAHA was difficult to read due to typographical errors, content, or format. This year avoiding multi-font, multi-size, multi-color, and repetitive information helped recipients to the point where numerous compliments and separate positive emails communications were received.

Overall, responding to and from messages sent tallied over 197 communications. Approximately 49 emails were forwarded to the person(s) responsible for the outgoing message (i.e., when a person asked a volunteer related question, the volunteer coordinator was forwarded the email).

In regards to communications via the website, only a few occasions occurred which required adding or editing content, photos, or information on the website. The raffle tab and area was updated to reflect an easier view for members to find and review raffle ticket winners.

Discerning what to send out should be rather easy. However, several of the messages received to go out had extreme changes or had to be followed up on for dates, spelling, and content.

Equipment, Goalies & Facilities Report (Tom Chrest)

Traveling Team Jerseys

Ordered new home and away jerseys and socks. Looked at the number of kids projected to play and right sized the order to eliminate waste of money on left over jerseys. Went with a different numbering strategy to eliminate duplicate numbers which allowed for swapping out jerseys for bigger or smaller sizes. Due to supply chain issues, the jerseys and socks arrived later than expected, but only a day or so after tryouts began.

Jerseys will need to be ordered in the middle of May to avoid issues next year.

Inventory of tryout pinnies also needs to be done around may, need to make sure each player has their own tryout pinnie for the entire tryout. If you need more pinnies those can be ordered through Hattrick Hockey.

Reversible tryout jerseys were sold at open house. Need to order more for the new players coming to tryouts. Need to order Youth Large, Youth XL, Adult Small, and Adult Medium. Tryout jerseys were sold for \$30 during open house.

Goalie Equipment

Provided goalie equipment for those who needed leg pads, chest protector, glove, and/or blocker. Was available to exchange sizes for players that outgrew their current equipment. Helped with goalie equipment for the Mite goalie session with MEGA. Also, provided equipment for some first-year players to the association.

Team Equipment

Supplied pucks, puck bags and first aid kits for each traveling team, girls and boys that needed them. Will need to order more pucks, bags, and kits for next year.

AAHA has provided each coach (up to 4 per team) and 1 manager a team jacket (HATTRICK HOCKEY)

AAHA has also provided a team jacket for each board member.

Facilities

Changed furnace filters in hospitality room and dryland room. Dryland room has 2 furnaces.

Checked on the ceiling leak in the dryland room and the board room. Monitored water collection station. Maintained when necessary.

Hospitality room is available for use by reservation on the AAHA website.

Tournaments Report (Tony Mortinson)

First and foremost I want to thank all those in the association (parents and other board members) who volunteered their time and stepped up, especially in roles they were not comfortable with, to make our tournaments an enjoyable experience for all the youth hockey players that participated. A special thank you to board members Ice Scheduler Brandon Rykkeli for assisting me in scheduling our games, Volunteer Director Kristi Gibson for coordinating all of our volunteers, as well as District 10 Referee Coordinator Tom Nergard and District 10 Game Sheets Coordinator Jeff Zwerdling for all of your help with the tournaments.

I would also like to thank each of the following for their continued involvement and support during each our tournament weekends: the Anoka and Anoka/Rogers coaches, team managers, and parents; Finance Manager Kim Brotkowski, Arena Manager Bob Erickson and the entire Anoka Area Ice Arena staff; Rob Teigen, Brad Jorgenson and all of our EMTs from the Ramsey Fire Department; Hat Trick Hockey, Martin Schindel with Tornado Alley, everyone at Sterling Trophy, and all of our vendors.

This 2021-22 season, our association hosted a total of four Anoka Classic tournaments: The Bantam AA-A, B1 and B2 (21 teams), the Girls U10 B1 and B2 (11 teams), the U12 A & B (12 teams), and the PeeWee AA-A, B1, B2 and C (32 teams).

One big change we did this year was implement the use of "Game Sheets" on the IPads in place of paper score sheets. This made recording the games much easier and less stressful for everyone. We also changed the look of our trophies for the U10, U12 and PeeWee tournaments but re-purposed the Bantam trophies from the 2020-2021 season, as we were unable to use them due to COVID restrictions.

Overall we had a successful and fun stretch of tournaments and I encourage any of you that may have suggestions or thoughts on improving our tournaments in the future to contact me directly.

Anoka Classic Tournaments								
Revenue		Expenses						
Registrations	\$86350.00	Advertising	\$1000.00					
Vendors	\$225.00	Application Fees	\$1599.72					
		EMT	\$5407.00					
		Player Gifts	\$7173.70					
		Ice Fees	\$34903.19					
		Misc	\$790.03					
		Printing	\$165.08					
		Officiating	\$10106.00					
		Trophies	\$3470.00					
TOTAL REVENUE	\$86575.00	TOTAL EXPENSES	\$64614.72					
		TOTAL NET REVENUE	\$21960.28					

Ice Scheduling Report (Brandon Rykkeli)

*District sesaon for non-region qualifying teams extended through 3/4/22

21-22 Season	Last Day	Total	REGION	Solo 1/1.5 HR	Solo 2 Hr	Shared	60 Min RAC/SR Solo	60 Min RAC/SR Shared	90 Min RAC/SR	100 Min RAC/SR	FHIT/ Shared	Total Home	Total Home Ice Hrs	Away	Lates	Early	Total Solo hrs
Ban AA	2/20/22	101		37	20	6	0	0	0	0	7	68	83.50	33	11	11	77.00
Ban B1	2/20/22	95		49	10	10	0	0	0	0	7	69	77.50	26	9	10	69.00
15B	3/5/22	101	REGION S	43	8	9	5	4	1	2	7	75	78.83	26	10	7	68.83
PW AA	3/5/22	115	REGION S	60	4	14	0	0	0	0	7	78	78.50	37	9	7	68.00
PWA	2/20/22	93		42	9	14	0	0	0	0	7	67	70.50	26	8	11	60.00
PW B1	2/12/22	89		41	5	16	0	0	0	0	7	64	62.50	25	8	8	51.00
PW B2	3/12/22	100	*	47	3	17	0	0	0	0	7	74	65.00	26	9	6	53.00
PW C	3/12/22	94	*	43.5	0	19	0	0	0	0	7	69	56.50	25	8	16	43.50
12A	2/26/22	99		36.5	5	13	5	5	2	4	7	74	73.66	25	8	7	61.16
12B	2/13/22	85		30.5	6	14	1	6	2	1	7	64	61.67	21	9	4	48.17
SQA	3/12/22	100	*	40	5	26	0	0	0	0	7	78	66.50	22	7	18	50.00
SQB1	3/11/22	97	*	36	0	29	0	0	0	0	7	72	54.00	25	7	18	36.00
SQB2	3/11/22	93	*	35.75	1	26	0	0	0	0	6	69	53.75	24	6	17	37.75
sqc	3/12/22	90	*	32.75	0	27	0	0	0	0	7	67	49.75	23	6	22	32.75
10A	3/13/22	90	*	25.5	1	20	6	5	1.5	1	7	67	53.42	23	5	17	37.42
10B1- White	3/12/22	84	*	25	0	23	3	6	0	0	7	64	46.00	20	6	13	28.00
10B1- Black	3/12/22	86	*	21	0	24	5	8	0.5	0	7	66	46.25	20	4	14	26.75
10B2	3/12/22	85	*	25	0	22	4	7	1	0	7	66	48.50	19	5	12	30.50
	(home ice	(home ice amounts above inclued ice donated to teams by Anoka Ice Arena Board that advanced to regions/state (U15B - 2 hrs, PWAA - 3 hrs)															

Financial Report (Kim Brotkowski)

(Final Finance Reports TBD)