



BOONE COUNTY, MISSOURI
Request for Proposal #: 10-06MAR14 – Central Missouri Events Center –
Facility Management Services

ADDENDUM #2 - Issued February 13, 2014

This addendum is issued in accordance with the Request for Proposal and is hereby incorporated into and made a part of the Request for Proposal documents. Offerors are reminded that receipt of this addendum should be acknowledged and submitted with Offeror's Proposal Response.

Scope of Work for the above noted Request for Proposal and the work covered thereby are herein modified as follows, and except as set forth herein, otherwise remain unchanged and in full force and effect:

I. Add paragraph 3.2.7. under **Background** of RFP:

The County is pursuing the creation of a not-for- Foundation, which, it is anticipated, will be charged with oversight of and contracting authority with the management of the CMEC and will, in conjunction with the County Commission, the general public and with input and insight from the management, create and implement a long-term plan for the development and funding of the CMEC.

II. If any Offeror is interested in obtaining a copy of the RFP in Word format, please e-mail request to mbobbitt@boonecountymo.org.

III. The County has received the following questions and is providing a response:

1. May I obtain a copy of the TAG proposal response to RFP which resulted in the contract beginning January 1, 2012?
Response: See attached
2. Will Boone County Public Works maintain the public entry road into CMEC?
Response: The public entry road is a public road in Boone County and, as such, is maintained by Public Works.
3. Page 6, paragraph 2.1.3.1 – Term is inconsistent with 5.4 Renewal Option.
Response: The terms do match up and are correct in the RFP.
4. Page 34, Attachment D. Appears to be a purchasing department boiler plate. # 1, 2, 5, 9, 10, 11, 12, 13 do not apply. There is some redundancy. "The Contractor shall comply with all local, state and federal laws" is mentioned half dozen times?
Response: The County's standard terms and conditions shall apply where applicable.
5. Page 6, paragraph 2.1.3.1 - Term: Is it possible to extend the TAG contract through the Boone County Fair? The current ending date for the TAG contract only allows 3 weeks before the Boone County Fair. It seems in the best interest of CMEC too extend the TAG contract 30 days through the end of July. The contract ending date is

probably the worst possible time for a conversion. CMEC has no equipment, and new employees would have no experience. The opportunity for mistakes and oversights at the fair would be many. I am sure we do not want to begin the new era with a mediocre or poor experience.

Response: No, Tag will not extend the contract period. We approached TAG Events LLC to inquire as to their willingness to remain on site for July 2014 and they declined the invitation.

6. Page 9, paragraph 3.3.3 - Is there any living quarters on the CMEC?

Response: No.

7. Page 10, paragraph 3.3.3.1.1. When will the Ad banner policy be required, before July 1?

Response: Given that TAG Events LLC has two years of experience with the banners currently in place, and that information is thus readily available, the banner policy should be in place no later than August 1, 2014.

8. Page 10, paragraph 3.3.3.5. How many RV electric meters are on site?

Response: There are 500 RV hookups on site.

9. Page 10, paragraph 3.3.5.1. Are there any folding tables as County Fixed Assets?

a. Response: No. The only fixed assets are those listed within the RFP in paragraph 3.3.5.1. The tables currently in use at the CMEC belong to one of the vendors, who has allowed CMEC to utilize the tables at other events, in lieu of storage charges.

10. Page 11, paragraph 3.3.6.3. The last line of this paragraph suggests there are other leased sites on the grounds. Who are they leased to, and where are they?

Response: There are currently no leased sites on the CMEC grounds, although long-term leases with other entities are contemplated by the County.

11. Page 11, paragraph 3.3.6.5. What is the cost of trash removal paid to City of Columbia in 2014?

Response: In 2013, trash services for the first six months totaled \$5,344.43. In the first six months of 2012, that total was \$6,685.19. We do not have the figures for trash services in 2014.

12. Page 11, paragraph 3.3.6.6. What was the cost of telephone service for 2014?

Response: Telephone service for a six month period in 2012 and 2013 averaged \$2,500.00. We do not have the figures for telephone service for 2014.

13. Page 11, paragraph 3.3.6.6. b. Rental rates - Who decides rental rates, and who gives waivers when appropriate?

Response: The management of the facility decides rental rates. These rates should be determined after studying past practice and performance and the rates from other facilities for similar events.

14. Page 11, paragraph 3.3.7. Who owns the food services equipment?

Response: Tag Events (i.e. grill, freezers, refrigerators).

15. Page 11, paragraph 3.3.7. Is there a previous contract with food service vendors available?

Response: No. It is suggested that the new management consult with the principals of TAG Events and food service professionals to either sub-contract

the food services or determine whether another approach may be both fiscally prudent and capable of performance.

16. Page 11, paragraph 3.3.7.1. Is a copy of the agreement with Boone County Fair (BCF) available?

Response: The contract has been sent to the Fair Board and awaits its signature. Under the terms of the contract, the Fair Board is responsible for all activities during the Fair and must leave the facilities and grounds in as good condition as when the Fair preparations begin. If the Fair Board does not comply with that obligation, it will be responsible for the costs incurred by the County and/or management to clean it up.

17. Page 12, paragraph 3.3.8.1. Is there a written agreement with BCF that outlines what BCF pays for and what CHEC pays for?

Response: See response to 16, supra.

18. The RFP states that BCF may pick any dates between June 1, and August 31, and they are not required to present their dates until March 1st. How is it possible to schedule other events between these dates until BCF picks their dates?

Response: Historically, the Fair Board comes to the management or the County either during or immediately after the Fair in order to ascertain dates for the next year's fair.

19. Page 12, paragraph 3.3.8.2. Is there a written agreement with Boone Electric Coop?

Response: Boone Electric Cooperative's agreement with the County is, according to the terms of that agreement, in perpetuity. The management of the CMEC is not a party to that agreement, which cannot be modified.

20. Page 12, paragraph 3.3.8.3. Is there a written agreement with 4-H? What priority do they have in choice of dates?

Response: As with any event scheduled at a facility such as CMEC, the organizers contact CMEC management either during the event or immediately thereafter to secure the dates for the following year. The obligation to 4-H is that a date be made available to them for their barbecue, not that it be a date or time certain.

21. Page 12, paragraph 3.3.9. When will the signed and accepted lease agreements be available? For which events on Attachment D are signed and accepted lease agreements completed?

Response: The agreements currently in place for the second half of 2014 and the beginning of 2015 can be viewed in the CMEC office.

22. Page 12, paragraph 3.4. Explain how the Contractor is to deliver service "under the direction of the County designee" without being an employee?

Response: The County designee will not direct the details of the work but will set out the desired, ultimate goals. The Contractor is expected to work as an independent contractor.

23. Page 12, paragraph 3.4. What are the "minimally acceptable standards of performance" to which the Contractor will be held? If these are subjective, in the mind of the County designee, how is the Contractor to know exactly how he/she will be judged?

Response: The standards, or specific service-related deliverables, expected of the contractor are set out in 3.4.1.

24. Page 14, paragraph 3.4.1.5. What are the federal, state, county or other local governmental laws, rules, regulations or ordinances applicable to the property?
Response: The successful contractor is expected by demonstrated experience to be familiar with laws applicable to this type of operation.

25. Page 14, paragraph 3.4.1.7. Does this section imply the contractor is responsible to see that all vendors submit appropriate sales taxes to DOR? What does "cooperate" mean? Exactly what are the contractor's obligations here?
Response: It does so imply. That is the obligation of the management, under the directives issued by the Department of Revenue.

26. Page 14, paragraph 3.4.1.9. Is contractor responsible to see that all vendors meet all safety regulations? Or is each vendor responsible on their own to meet applicable federal, state or local laws, ordinances or regulations for safety?
Response: Whether the management can avoid all responsibility for harm created by vendors' failure to meet safety regulations is a question of law and fact. The management should consult with an attorney to determine the answer to this question. The management might also wish to consult with an insurer about liability for these situations and situations involving the management's own employees and subcontractors.

27. Page 14, paragraph 3.4.1.10. What is the difference between capital repairs and maintenance? Normally capital repairs are those that last longer than 1 year. Maintenance items are those that last less than one year. How does this section relate to page 13, section 3.4.1.4. and page 14 section 3.4.1.14.1?
Response: This is a fluid concept, to be determined on an ad hoc basis.

28. Page 14, paragraph 3.4.1.10. What is the minimum of liability insurance at the current "per occurrence" sovereign immunity limits as promulgated by the Missouri Department of Insurance?
Response: For year 2014, \$2,687,594.

29. Page 15, paragraph 3.4.1.16. What is "all leased property" and where is it?
Response: This is the facility, with all of the buildings and personal property.

30. Page 15, paragraph 3.4.1.16. Will an inspection be done on the execution date of the management agreement to determine the condition of the property? There are a number of deferred maintenance items on the property. How shall these be repaired, and who will pay for it? Will this happen before the execution date of the management agreement?
Response: "Deferred maintenance," other than improvements that can be done with current funding, will not be done before the execution of the contract. An inspection of the property will be done, with current condition of all aspects of the property duly noted.

31. Page 16, paragraph 3.4.1.23. **Budget due** - Will the annual budget be approved prior to contract signing, or after. Normally the contract signing is contingent upon the budget approval.
Response: The 2015 budget for Boone County will be approved in December 2014.

32. Page 16, paragraph 3.4.1.23. **Budget Flexibility** - Will some flexibility be available in the budget? Normal budget process allows any line item to be overspent 10% as long as the bottom line budget is not exceeded. If all line item budget numbers are fixed, unexpected expenses could bring operations to a halt.

Response: The management will be responsible for preparing its own budget, according to the agreement it reaches with the County. For instance, under the terms of the agreement with TAG Events, TAG received an amount certain for operations and how it chose to utilize those funds was in TAG's discretion.

33. Page 16, paragraph 3.4.1.27. **Income Tax Liability of employees** - Is the contractor responsible for income tax liabilities for contractor employees. This section suggests "he/she shall be responsible for all income tax liabilities arising from the operations of the facilities".

Response: The management is responsible for all income tax liabilities for its employees. These are NOT employees of the County and thus the County has no liability for those costs.

34. Page 16, paragraph 3.4.2.2. **Types of Insurance** - What is the difference between General liability and property damage insurance and professional Liability Insurance?

Response:

General Liability and Property Damage - protects agency from a bodily injury, property damage, personal injury or advertising injury claim. It will kick in and protect, up to the limits carried, from financial loss resulting from unforeseen negligence.

Professional Liability - provide liability coverage from negligence, misrepresentation, violation of good faith and fair dealing, and inaccurate advice as a professional.

Please contact your Insurance Carrier to confirm definitions.

35. Page 16, paragraph 3.4.2.3. **Personal Autos** - Does this include the contractor's personal family automobile(s)?

Response: Please contact your insurance carrier to confirm.

36. Could we get a copy of the Profit and Loss Statement for the CMEC.

Response: See attached for January through December 2012 & 2013.

The County is not the author of the financial information and therefore cannot attest to its completeness and accuracy.

- The attached was based upon information provided from TAG Events, and does not constitute detail that may constitute trade secrets.
- Utility expenses with TAG financials are reported net of a 50% reimbursement by the County.
- Payroll expenses do not reflect the cost of services donated by TAG's owners.
- Equipment rental expenses have been incurred pursuant to a "related party" arrangement (i.e. rented from Mike Teel).
- There may have been one or more instances of donated services or below-market pricing received for certain expenses which result in understatement of overall expenses.

37. Page 18, paragraph 3.4.7. **Security Deposit** How will bench marks be determined upon execution of the contract to compare with the condition of the property at termination? See questions and comments on existing deferred maintenance items page 15, paragraph 3.4.1.16.
Response: There will be a walk-through of the entire property upon execution of the contract. Pictures will accompany the written description of property.
38. Page 20, paragraph 4.1.2.4. **Mandatory requirements** – What are they, how are they identified?
Response: See paragraph 4.1.4.2. and 4.1.4.3. The word “shall” depicts the required minimum, mandatory requirements.
39. Page 22, 4.1.4.10. **Audited Financial Statements** – What statements? Is this intended to mean personal, family financial statements?
Response: The County reserves the right under this section to inquire further into the Offeror’s financial stability, which may include a request to provide financial statements.
40. Page 23, paragraph 4.1.4.17. **Element of Service** – What is this?
Response: For instance, if the management proposes to create another events site within the CMEC, and for that purpose will need to expend substantial dollars before the site generates any revenue stream, this could be termed an “element of service.”
41. Page 25, paragraph 5.4. **Renewal increase** – How can this be determined? The results of increased marketing are unpredictable. The cost for year two will depend upon how many more events are scheduled, the number of which is impossible to know now?
Response: The experiences of TAG Events and other facilities or entities in the same business should be helpful in determining whether the market will bear an increase or not.
42. Page 25, paragraph 5.5. **Days required for service** – Which service? Pre-Opening Management Services, or actual operational services?
Response: Operations by the new management team.
43. Page 32, Attachment D. #4 **Federal Excise Tax** – Is contractor liable for federal excise tax, state or county sales or use taxes?
Response: The Contractor's various tax liabilities should be confirmed with the Contractor's own tax professionals.
44. Page 32, Attachment D. #15 Titled Date – Is this applicable to contractor purchases?
Response: It is not anticipated that the Contractor will be selling the county vehicles, which is the situation contemplated in #15 of the County' standard terms and conditions.
45. Page 34, Attachment E - Pre-Opening Management Services. #1 **Pre-opening budget** – See notes page 16, section 3.4.1.23 on which the budget is to be agreed upon.
Response: It is desired that the response be as detailed as possible under the circumstances.

46. Page 34, Attachment E - Pre-Opening Management Services. #5 **Marketing Plan** – How can a realistic marketing plan be established before the hiring of a marketing person July 1 or later?
Response: It is desired that the response outline a plan as detailed as possible with the information available.
47. Page 34, Attachment E - Pre-Opening Management Services. #6 **Operations Manual** – How can this be done prior to July 1st? The operations manual is a printed version of how you do business. Much of operations will not be known prior to July 1st.
Response: It is anticipated that TAG Events will have its operations manual available by March 1, 2014 and that this manual can serve as a basis for the new management's creation of an operations manual.
48. Page 34, Attachment E - Pre-Opening Management Services. #7 **Event Services in house** – How can this be done prior to July 1st, when the marketing person is not yet hired, and additional events are not known?
Response: See response to 46 supra.
49. Page 34, Attachment E - Pre-Opening Management Services. #8 **Third Party Vendor Service Programs** – What does this mean? Give an example.
Response: Referring to vendors with which the management contracts, this would entail trying to reach a deal whereby some stream of income might be dedicated to the County to offset capital improvements.
50. Page 34, Attachment E - Pre-Opening Management Services. #9 **Advertising Plan** – How can this be done before July 1st with no marketing person, and additional events not known. Is this for already scheduled events? Are we to assume that each vendor will advertise their own event(s)?
Response: See response to 46 supra.
51. Page 34, Attachment E - Pre-Opening Management Services. #11 **Reports, agreements** – How can this be done before the starting date? Until then there will be no license agreements, monthly performance reports or accounting reports?
Response: See response to 46 supra.
52. Page 34, Attachment E - Pre-Opening Management Services. #12 **Partnerships** – Does this include Boone County Extension and Special Olympics?
Response: Under #13, the partnership listed is the Convention & Visitors Bureau. It is anticipated that this entity, along with other entities that promote the use of facilities such as CMEC, will be contacted and engaged in this process.
53. Page 34, Attachment E - Pre-Opening Management Services. #18 **Exposure** - Will there be a budget for this prior to July 1?
Response: It is intended that this be part of the management's book of services, since it will be directing the solicitation of business.
54. Page 34, Attachment E - Pre-Opening Management Services. #19 **Web Site** - Will there be a budget for this prior to July 1?
Response: The website is functional and will remain with the CMEC after TAG Events' contract with the County expires. It is anticipated that the management of the CMEC will take over operation of the website and will further develop it and other mechanisms by which the CMEC can be promoted.

55. Page 34, Attachment E - Pre-Opening Management Services. #21 **Budget** - What do you mean "all-inclusive detail for each expense". Please give an example. This is redundant. Page 16 Section 3.4.1.23 and page 34, Attachment E #1.

Response: Give as much detail as possible.

56. Was there someone living on the site prior to TAG? Where and How?

Response: Yes. The former manager of the CMEC, George Harris, lived in a small home then located on site. The home has since been removed.

57. Will the contractor be involved with discussions with Boone County Extension, Special Olympics, or other groups that may desire long term leases and use of the property?

Response: Yes, for informational purposes only and to the extent that the long-term leases may impact the management team. The management team will have no ultimate decisional authority with respect to these discussions.

58. Will the contractor be involved in any land use planning, such as recreational facilities in cooperation with the P & R Department of the City of Columbia, or additions to the Atkins tract?

Response: See response to 58 supra.

59. How shall repairs & improvements to the RV sites be addressed?

Response: Since this involves substantial cost, it is not contemplated that the RV sites will be improved in the near future. This issue will ultimately be addressed through the Foundation.

60. Is a breakdown of the payroll line item from the 2013 P & L available, number of employees and salaries?

Response: TAG Events employs five full time employees at the CMEC, including a facility manager, an events coordinator, an assistant facility manager and two facilities maintenance employees.

61. How much was TAG paid during 2013?

Response: \$200,000.00 as an operating subsidy/management fee.

62. 2012 equipment rental was \$154,xxx. What was it for 2013? Is detail available?

Response: Equipment rental was similar in 2013. This covered the use of two tractors, a flat bed truck, a Gator, an arena tool, a skid loader, a grooming mower, a brush hog, a riding lawn mower, a forklift, a manure spreader, weed eaters, a water wagon, a disc, a box blade, hand tools, and kitchen equipment.

63. What is the Depreciation amount of \$96,000 listed in the TAG 2014 budget?

Response: This was an attempt to begin putting in place a depreciation schedule for the property.

64. Rent for TAG 2014 budget is listed at \$120,000. What was that for?

Response: There was an attempt to have a placeholder in the budget that would take the place of the management fee.

65. Will a final copy of the 2013 financials be available prior to Feb 11, so questions can be submitted about it?

Response: Yes.

66. How shall the existing deferred maintenance items be addressed and paid for?

Response: It is hoped that items of deferred maintenance will be addressed, in part, through referring those items to the Foundation. The items will be placed on a list, with the most serious at the top of the list, and will be addressed as funding is obtained.

67. Will TAG allow one or more persons to "shadow" TAG employees prior to July 1st?

Response: Yes

68. Does the County own the Ice Shaving equipment?

Response: No

69. Who owns the food service equipment? Who has the contract in 2014?

Response: Tag Events owns the food service equipment. No contract for food for 2014. Tag owns the equipment and employs those that work in the kitchen. There is no contract with any outside vendor.

70. If food and beverage is contracted out, what is the income of \$156,xxx and expenses of \$81,xxx in the 2014 TAG budget?

Response: See response to 70 supra

71. Is it to be assumed that additional expenses for new events will be funded from the event revenue?

Response: Yes.

72. Are the tables and chairs purchased in 2012 of about \$7,9xx owned by TAG?

Response: Tables are not owned by the County. Booths outside the concession stand are owned by Tag Events. The only fixed assets owned by the County are listed in paragraph 3.3.5.1.

73. Do the records and reports of the Contractor fall under the Sunshine law? Are they public? I assume those that are provided to the County are public. What about employee payroll records, insurance etc?

Response: Records or reports provided to the County would become public records. Contractor records that are available to appropriate County staff for inspection do not typically become public records. The facts of any particular situation would influence the outcome of this analysis, and appropriate legal guidance would need to be sought as to any particular record.

74. Page 13, paragraph 3.4.1.1 Pre-Opening Management Services says Attachment F when it is really Attachment E.

Response: That is correct. Page 13, paragraph 3.4.1.1 Pre-Opening Management Services is Attachment E.

75. Page 22 section 4.1.4.4 Attachment F should be changed to Attachment E.

Response: That is correct. Page 22 section 4.1.4.4 Attachment F is actually Attachment E.

76. The current Resource Management webpage doesn't say anything about use permits. Where can I find it?

Response: There is a not a "use permit" for this property (or any property) - all property is regulated through the county zoning regulations, which the citation in the RFP directs you to. The property is zoned M-L (Light Industrial) and any permitted use listed in the regulations is allowed. The M-L zoning also allows those commercial activities listed under the C-G (General Commercial), C-N (Neighborhood Commercial) and C-O (Office Commercial) districts, so there is an extensive list of permitted uses.

However - there are limits on building use and occupancy loads (how many people can be inside) primarily based upon the type of design and construction. For example, the stable buildings cannot be used for a day care facility. Most such uses are fairly obvious. The Sapp Building is correctly identified in the RFP as being for equestrian/agricultural events. It was not built to be used as a "place of assembly" and the fire district monitors its restricted use closely.

If you have additional questions regarding zoning, please contact Boone County Resource Management planning staff by calling (573) 886-4336.

By: 
Melinda Bobbitt, CPPO, CPPB
Director of Purchasing

OFFEROR has examined copy of Addendum #2 to Request for Proposal **10-06MAR14 – Central Missouri Events Center – Facility Management Services** receipt of which is hereby acknowledged:

Company Name: _____

Address: _____

Phone Number: _____ Fax Number: _____

E-mail: _____

Authorized Representative Signature: _____ Date: _____

Authorized Representative Printed Name: _____



5. Response/Pricing Page

In compliance with this Request for Proposal and subject to all the conditions thereof, the Offeror agrees to furnish the services/equipment/supplies requested and proposed and certifies he/she has read, understands, and agrees to all terms, conditions, and requirements of this proposal and is authorized to contract on behalf of the firm named below. (Note: This form must be signed. All signatures must be original and not photocopies).

Company Name: TAG Events, LLC

Address: 4709 Paris Road
Columbia, MO 65202

Telephone: 573-881-8080 Fax: 573-474-7302

Federal Tax ID (or Social Security #): 45-3127323

Print Name: Michael C. Teel Title: Member

Signature:  Date: 10/18/2011

E-Mail Address: bgibson@mclumber.com

5.1. Attach Cost of Services for any items that may be charged to Boone County at the beginning of the contract and throughout the contract period. Attach to this page and place at the beginning of your proposal response: List individual cost items and a grand total for proposed services. We understand there may be no associated costs. If so, please provide a statement to that affect.

5.2. Describe any proposed pricing structure. Pricing structure may include a monthly lease rate paid to Boone County for the lease of the property described in this request, may include a percentage of commission provided to Boone County, may include a base plus bonus, or any other pricing structure proposed by Offeror.

5.3. Provide a contact person who will be responsible for coordinating the efforts and personnel of all parties involved in the response, to include, but not be limited to, oral presentations, demonstrations, site visits and responses to request for clarification, if any. Provide the following:

RFP #: 42-25OCT11

23

10/3/11

Name: Michael C. Teel
Organization: TAG Events, LLC
Address: 4709 Paris Road, Columbia, MO 65202
E-mail: mteel@clumber.com
Phone Number: 573-881-8080
Fax: 573-474-7302

5.4. Renewal Option:

The County shall have the sole option to renew the contract in one year increments for a total accumulated period of three additional years. If the options are exercised, the Contractor shall charge the County the same prices as quoted originally except as modified in the paragraph below. Offerors are to state if prices are firm for these renewal periods.

Yes xxx No _____

If no, please indicate the maximum percentage of increase or decrease off proposed rates:

First Renewal (through 12/31/14): + _____% - _____%

Second Renewal (through 12/31/15): + _____% - _____%

Third Renewal (through 12/31/16): + _____% - _____%

Note: These renewal options will be used in the evaluation.

5.5. The Offeror MUST state the number of days required before the services described herein could be provided: zero (0) days after effective date of contract award.



BOONE COUNTY, MISSOURI
Request for Proposal #: 42-25OCT11 – Boone County
Fairgrounds Facility Management Service

ADDENDUM #1 - Issued October 17, 2011

This addendum is issued in accordance with the Introduction and General Information in the Request for Proposal and is hereby incorporated into and made a part of the Request for Proposal Documents. Offerors are reminded that receipt of this addendum **should** be acknowledged and submitted with Offeror's *Response Page*.

Specifications for the above noted Request for Proposal and the work covered thereby are herein modified as follows, and except as set forth herein, otherwise remain unchanged and in full force and effect:

1) Attached for Information Purpose is the following:

- a. Boone County Fairgrounds Facilities Rate Card**
- b. Previous Utilities**
 - i. Water & Sewer – City of Columbia
 - ii. Gas – Ameren UE
 - iii. Electric – Boone Electric Cooperative
- c. Fairground Event Schedule**

By: Melinda B. Bobbitt
Melinda Bobbitt, CPPB
Director of Purchasing

OFFEROR has examined copy of Addendum #1 to Request for Proposal # 42-25OCT11 – Boone County Fairgrounds Facility Management Service, receipt of which is hereby acknowledged:

Company Name: TAG Events, LLC
Address: 4709 Paris Road
Columbia, MO 65202

Phone Number: 573-881-8080 Fax Number: 573-474-7302
E-mail address: bgibson@mcclumber.com

Authorized Representative Signature: [Signature] Date: 10/18/2011

Authorized Representative Printed Name: Michael C. Teel

RFP #: 42-25OCT11

1

10/17/11



BOONE COUNTY, MISSOURI
Request for Proposal #: 42-25OCT11 – Boone County
Fairgrounds Facility Management Service

ADDENDUM 2 - Issued October 17, 2011

This addendum is issued in accordance with the Introduction and General Information in the Request for Proposal and is hereby incorporated into and made a part of the Request for Proposal Documents. Offerors are reminded that receipt of this addendum **should** be acknowledged and submitted with Offeror's *Response Page*.

Specifications for the above noted Request for Proposal and the work covered thereby are herein modified as follows, and except as set forth herein, otherwise remain unchanged and in full force and effect:

The County has received the following question and is providing a response.

- 1) **Question:** Does Addendum #1 mean that the rental rates are fixed for 2011? Or will the responder be able to set their own rates?

Response: The County is providing for informational purpose the previous historical utilities and rate structure. This is not a representation of fixed rental rates. The County is also providing the current list of scheduled fairground events.

By: Melinda Bobbitt
Melinda Bobbitt, CPPB
Director of Purchasing

OFFEROR has examined copy of Addendum #2 to Request for Proposal # 42-25OCT11 – Boone County Fairgrounds Facility Management Service, receipt of which is hereby acknowledged:

Company Name: TAG Events, LLC
Address: 4709 Paris Road
Columbia, MO 65202

Phone Number: 573-881-8080 Fax Number: 573-474-7302
E-mail address: bgibson@mclumber.com

Authorized Representative Signature: [Signature] Date: 10/18/2011

Authorized Representative Printed Name: Michael C. Teel

(Please complete and return with Contract)

Certification Regarding
Debarment, Suspension, Ineligibility and Voluntary Exclusion
Lower Tier Covered Transactions

This certification is required by the regulations implementing Executive Order 12549, Debarment and Suspension, 29 CFR Part 98 Section 98.510, Participants' responsibilities. The regulations were published as Part VII of the May 26, 1988, Federal Register (pages 19160-19211).

(BEFORE COMPLETING CERTIFICATION, READ INSTRUCTIONS FOR CERTIFICATION)

- (1) The prospective recipient of Federal assistance funds certifies, by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.
- (2) Where the prospective recipient of Federal assistance funds is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

Brent Gibson, Member
Name and Title of Authorized Representative


Signature

12/28/2011
Date


COUNTY OF BOONE - MISSOURI
WORK AUTHORIZATION CERTIFICATION
PURSUANT TO 285.530 RSMo
(FOR ALL AGREEMENTS IN EXCESS OF \$5,000.00)

County of Boone)
)ss
State of Missouri)

My name is Brent Gibson. I am an authorized agent of TAG Events, LLC
(Bidder). This business is enrolled and participates in a federal work authorization program for all employees working in connection with services provided to the County. This business does not knowingly employ any person that is an unauthorized alien in connection with the services being provided. **Documentation of participation in a federal work authorization program is attached to this affidavit.**

Furthermore, all subcontractors working on this contract shall affirmatively state in writing in their contracts that they are not in violation of Section 285.530.1, shall not thereafter be in violation and submit a sworn affidavit under penalty of perjury that all employees are lawfully present in the United States.


Affiant 12/28/2011 Date
Brent Gibson
Printed Name

Subscribed and sworn to before me this 28 day of December, 2011.

Notary Public

MARILYN BISHOP
Notary Public - Notary Seal
STATE OF MISSOURI
COUNTY OF RANDOLPH
My Commission Expires: January 27, 2013
Commission # 09407653

**WORK AUTHORIZATION CERTIFICATION
PURSUANT TO 285.530 RSMo
(FOR ALL AGREEMENTS IN EXCESS OF \$5,000.00)**

County of Boone)
)ss
State of Missouri)

My name is Brent Gibson. I am an authorized agent of TAG
Events, LLC (Bidder). This business is enrolled and participates in a federal work authorization program for all employees working in connection with services provided to the County. This business does not knowingly employ any person that is an unauthorized alien in connection with the services being provided. Documentation of participation in a federal work authorization program is attached hereto.

Furthermore, all subcontractors working on this contract shall affirmatively state in writing in their contracts that they are not in violation of Section 285.530.1, shall not thereafter be in violation and submit a sworn affidavit under penalty of perjury that all employees are lawfully present in the United States.

 10/18/2011

Affiant Date

Brent Gibson

Printed Name

Subscribed and sworn to before me this 18th day of October, 20 11.

MARILYN BISHOP
Notary Public - Notary Seal
STATE OF MISSOURI
COUNTY OF RANDOLPH
My Commission Expires: January 27, 2018
Commission # 09407653



Notary Public

Attach to this form the E-Verify Memorandum of Understanding that you completed when enrolling.

RFP #: 42-25OCT11

28

10/3/11



Company ID Number: 455472

**THE E-VERIFY PROGRAM FOR EMPLOYMENT VERIFICATION
MEMORANDUM OF UNDERSTANDING**

ARTICLE I

PURPOSE AND AUTHORITY

This Memorandum of Understanding (MOU) sets forth the points of agreement between the Department of Homeland Security (DHS) and **TAG Events, LLC** (Employer) regarding the Employer's participation in the Employment Eligibility Verification Program (E-Verify). This MOU explains certain features of the E-Verify program and enumerates specific responsibilities of DHS, the Social Security Administration (SSA), and the Employer. E-Verify is a program that electronically confirms an employee's eligibility to work in the United States after completion of the Employment Eligibility Verification Form (Form I-9). For covered government contractors, E-Verify is used to verify the employment eligibility of all newly hired employees and all existing employees assigned to Federal contracts or to verify the entire workforce if the contractor so chooses.

Authority for the E-Verify program is found in Title IV, Subtitle A, of the Illegal Immigration Reform and Immigrant Responsibility Act of 1996 (IIRIRA), Pub. L. 104-208, 110 Stat. 3009, as amended (8 U.S.C. § 1324a note). Authority for use of the E-Verify program by Federal contractors and subcontractors covered by the terms of Subpart 22.18, "Employment Eligibility Verification", of the Federal Acquisition Regulation (FAR) (hereinafter referred to in this MOU as a "Federal contractor with the FAR E-Verify clause") to verify the employment eligibility of certain employees working on Federal contracts is also found in Subpart 22.18 and in Executive Order 12989, as amended.

ARTICLE II

FUNCTIONS TO BE PERFORMED

A. RESPONSIBILITIES OF SSA

1. SSA agrees to provide the Employer with available information that allows the Employer to confirm the accuracy of Social Security Numbers provided by all employees verified under this MOU and the employment authorization of U.S. citizens.
2. SSA agrees to provide to the Employer appropriate assistance with operational problems that may arise during the Employer's participation in the E-Verify program. SSA agrees to provide the Employer with names, titles, addresses, and telephone numbers of SSA representatives to be contacted during the E-Verify process.
3. SSA agrees to safeguard the information provided by the Employer through the E-Verify program procedures, and to limit access to such information, as is appropriate by law, to individuals responsible for the verification of Social Security Numbers and for evaluation of the E-Verify program or such other persons or entities who may be authorized by SSA as governed



Company ID Number: 455472

To be accepted as a participant in E-Verify, you should only sign the Employer's Section of the signature page. If you have any questions, contact E-Verify at 888-464-4218.

Employer TAG Events, LLC	
Brent Gibson	
Name (Please Type or Print)	Title
<i>Electronically Signed</i>	10/11/2011
Signature	Date
Department of Homeland Security – Verification Division	
Name (Please Type or Print)	Title
Signature	Date

Information Required for the E-Verify Program

Information relating to your Company:

Company Name:	TAG Events, LLC
Company Facility Address:	5212 Oakland Gravel Road
	Columbia, MO 65202
Company Alternate Address:	4709 Paris Road
	Columbia, MO 65202
County or Parish:	BOONE
Employer Identification Number:	453127323

(Please complete and return with Proposal Response)

**Certification Regarding
Debarment, Suspension, Ineligibility and Voluntary Exclusion
Lower Tier Covered Transactions**

This certification is required by the regulations implementing Executive Order 12549, Debarment and Suspension, 29 CFR Part 98 Section 98.510, Participants' responsibilities. The regulations were published as Part VII of the May 26, 1988, Federal Register (pages 19160-19211).

(BEFORE COMPLETING CERTIFICATION, READ INSTRUCTIONS FOR CERTIFICATION)

- (1) The prospective recipient of Federal assistance funds certifies, by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.
- (2) Where the prospective recipient of Federal assistance funds is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

Brent Gibson, Member

Name and Title of Authorized Representative



Signature

10/18/2011

Date



PROPOSAL TO PROVIDE
MANAGEMENT SERVICES
FOR THE
BOONE COUNTY FAIRGROUNDS

RFP # 42-25OCT11
PREPARED BY TAG EVENTS, LLC
FOR THE BOONE COUNTY COMMISSIONERS
OCTOBER 25, 2011

Executive Summary

Tag Events, LLC would be contracted by the County to provide day-to-day operations of the Boone County Fairgrounds and related facilities. We can provide expertise in event management, provide economic savings from private sector performance, and offer an investment return on County assets. By accepting this proposal, the County will be preserving County assets for future needs, increase asset value from a continuing operation, receive an economic impact from events hosted on the grounds and a much greater transparency of financial transactions involving County assets.

Fairground Operations History

In 1999, the Boone County Commissioners entered into an agreement with the Boone County Fair Board that allowed the BCFB to manage and operate the grounds on a month-to-month lease. Since the BCFB was a volunteer non-profit organization, there was little direct involvement with the day-to-day operations. The BCFB was created to organize the Boone County Fair and not as an event planner or grounds keeper. The BCFB hired Heartland Management to handle the fairground operations. By having a volunteer board, there was little expertise in events management and even less transparency between Heartland, BCFB and the Boone County Commissioners.

Effective October 1, 2011, Heartland Management resigned as managers of the fairgrounds. The BCFB acknowledges its lack of expertise and the County Commissioners have decided to put in place its own management agreement of the grounds and facilities.

This is an opportune time for the County to restructure how the grounds are operated and by whom. The County can have a greater say in selecting the management and operations by dealing directly with a management company or manager rather than going through a volunteer board. County officials and the public realize the importance of maintaining the property and how it can provide additional tax revenues. It needs a management team that provides expertise, accountability and direct communication with County officials. That is exactly what Tag Events, LLC has to offer.

Management Services Overview

The team of Tag Events, LLC has extensive experience in managing equestrian events as well as care and maintenance of the necessary facilities. Our approach would be to work with the County to provide much needed maintenance to the stalls and grounds. We would host the events already booked and attract additional events through advertising. We would work with the City of Columbia's Office of Cultural Affairs and the Convention and Visitors Bureau to expand the offerings at the grounds.

With the implementation of a new sales tax at the fairgrounds, it is even more important to have sound recordkeeping of revenues generated at the site. Tag Events, LLC has the expertise to design control systems to safe guard the County's assets. Our accounting personnel can work with the County Auditor to make sure the information the County receives is current, relevant, accurate and complete.

Costs

For the past three fiscal years, Boone County Fair, Inc. had an average operating expense of \$429,239 excluding the annual fair. While we believe these expenses may be accurate. Tag Events, LLC is convinced that after 3 years of funding, events can sustain the operations and even provide a return on investment to the County.

We are proposing the County pay Tag Events, LLC a fee of \$504,000 per year for two years. Tag Events, LLC will manage the facilities, book events and retain the event revenues to offset the additional expenses. We would also request a cost sharing arrangement on the fairground utilities. We would like to see the County absorb 75% of the utility costs as the current systems are outdated and very inefficient. This would provide incentive for Tag Events, LLC and the County to minimize waste in utility expense.

Management Team

Michael Teel, Member/Manager

Mike is the President and majority shareholder of Mid-City Lumber Company, Ltd. He is a Boone County native with strong ties to the community. He is active member of the AQHA and participates in various equestrian events including reigning, cutting, racing and halter. Mike was a past 4-H member and realizes the importance of keeping an agricultural presence at the Boone County Fairgrounds. His strong management skills and keen vision as to the potential the Fairgrounds offer the County make him instrumental in providing guidance to the Fairgrounds direction.

Brent Gibson, CPA, Member/Manager

Brent is the CFO of Mid-City Lumber Company, Ltd. He is a Boone County native and has been active in 4-H, Leadership Columbia, SCORE, Rainbow House and other charitable activities. He is a graduate of the University of Missouri-Columbia with a BS in Accounting. Prior to accepting his position at Mid-City Lumber Company, Ltd., he had his own CPA practice with an emphasis in auditing small businesses and not-for-profits.

Experience and Expertise

- 4.1.4.2. Tag Events, LLC is a new entity specifically created for involvement with the management of the Boone County Fairgrounds. As such there are no previous references regarding this entity. Both members of the LLC have had extensive dealings with their other respective companies (Mid-City Lumber Company, Ltd. & Gibson & Company, P.C.), including but not limited to the City of Columbia, Boone County, Columbia Public Schools, Missouri Department of Revenue, Missouri Department of Corrections, and the University of Missouri.
- 4.1.4.3. The members of Tag Events, LLC have previously performed management services similar to this with residential rental activities, trade show events, commercial leasing and concession activities. These have primarily been done through Mid-City Lumber Company, Ltd. as contractor lunches and trade shows. Rental management has been done on both a personal and company level.
- 4.1.4.4. As TAG Events, LLC has been operating the grounds during the short-term; many of the necessary pre-opening services have been provided. We would anticipate additional legal and professional fees depending upon what final services are agreed upon. Those fees would not exceed \$25,000.
- 4.1.4.5. Certificate of Organization—Attached
- 4.1.4.6. Necessary business licenses and permits will be obtained upon notification of proposal's acceptance.
- 4.1.4.7. **Management Team**

Michael Teel, Member/Manager

Mike is the President and majority shareholder of Mid-City Lumber Company, Ltd. He is a Boone County native with strong ties to the community. He is active member of the AQHA and participates in various equestrian events including reigning, cutting, racing and halter. Mike was a past 4-H member and realizes the importance of keeping an agricultural presence at the Boone County Fairgrounds. His strong management skills and keen vision as to the potential the Fairgrounds offer the County make him instrumental in providing guidance to the Fairgrounds direction.

Brent Gibson, CPA, Member/Manager

Brent is the CFO of Mid-City Lumber Company, Ltd. He is a Boone County native and has been active in 4-H, Leadership Columbia, SCORE, Rainbow House and other charitable activities. He is a graduate of the University of Missouri-Columbia with a BS in Accounting. Prior to accepting his position at Mid-City Lumber Company, Ltd., he had his own CPA practice with an emphasis in auditing small businesses and not-for-profits.

- 4.1.4.8. The proposed team will consist of the LLC's members, grounds manager, promotional staff, concessions staff, support staff and laborers. They will work along with the County's legal department and Sheriff's department to lease the facilities under appropriate legal and safety guidelines.
- 4.1.4.9. The organizational structure is with Mike Teel, member/owner and controlling interest. Brent Gibson, member/owner and minority interest. Grounds manager and supporting staff will report to Mike Teel. Brent Gibson will work with staff and County departments maintaining adequate books and records.
- 4.1.4.10. Both members of the LLC have the financial stability and resources to accomplish the proposed agreement.

Method of Performance

- 4.1.4.11. As time is of the essence, a transition plan would be implemented as soon as practical. The plan would include obtaining any current leases, hiring support staff and working with County officials to implement a record keeping system which can provide the County with the information they need.

4.1.4.11-4.1.4.12

Currently, there are several events already booked for 2012. Our plan calls for honoring all those events as well as booking additional events. At once, we will hire a qualified events manager with a background in equestrian events. This is one area we feel the grounds are under utilized.

We will utilize laborers to clean the area, remove debris and do a general sprucing up just to provide an operational basis. After that, we will work with the County upon additional improvements which could attract better quality events.

Those improvements include a revitalization of the horse barns, landscaping, roof repairs, HVAC improvements, electrical wiring, RV hookups, restroom renovations, and better storm water management. Future improvements of a new Coliseum façade, sports fields, amphitheater, and equestrian riding areas are additional improvements which could provide further revenues and public use.

- 4.1.4.13. The facilities were originally designed for equestrian and agricultural events. We believe this is still the most appropriate use and as such will continue with various horse shows such as the Missouri Painted Horse Club and trade shows like the Small Farm Today Trade Show, both of which have already been booked for 2012.
- 4.1.4.14. The LLC shall either lease or purchase the necessary personal property to be used in the operation of the facilities. Attached is a list of property necessary for the grounds maintenance. Members of TAG Events, LLC have already acquired these items. The anticipated cost of equipment being provided is \$238,000.

4.1.4.15-4.1.4.16

The previous management was hired by a non-profit entity. The Fair Board's primary concern was the annual Boone County Fair. There was no incentive for the management company to make a profit. By making this a for-profit activity and incentivizing the management and staff, there is a stronger desire to make money. That is the management style that has enabled the members to succeed in their current businesses and will be the model that drives the Fairground management.

There cannot be a one size fits all rate structure. Standard rates limit the amount of revenue that can be generated. The current rates are out dated and low for the areas leased. You would not necessarily charge the same amount to a local youth club as you would a national trade conference. We anticipate our rates to vary depending upon the types of services provided as well as the length of the events.

4.1.4.17 Elements of Service

We realize in the current state, there is insufficient information to anticipate what revenues can be expected in the first year due to contracts previously in place. That being said, we have estimated \$100,000 of Gross Revenue based upon current bookings.

Event Management and Operations:

This element includes the setup, tear down, booking and overall operations of the grounds. It will require a permanent staff as well as various day laborers based upon event needs. Estimated cost: \$425,000.

Promotional

This will be the active promotion of the facilities and grounds for coming attractions. Staff will sell advertising and space for sponsorships as well as generating public presence and goodwill. Estimated cost: \$50,000.

Concessions

Allow food service to be provided during events and other times. Depending upon need, it could become full service dining. Estimated cost: \$20,000.

Equipment

This will be providing various machinery and equipment to service the grounds and events. As previously discussed, the estimated cost: \$238,000.

Financial

This element will bring all activities together. Various event based accounting as well as operational reporting will provide the County with much needed information. Estimated cost: \$60,000.

4.4.1.18 We anticipate implementing a modified accrual system of accounting and the related policies and procedures necessary to control and account for the financial information.

Under this system, we will keep track of receivables, payables, deposits and other assets. Our recognition will happen when the event happens or expense is incurred. Strict control of cash will be had at all times, with a policy of no cash left on premises overnight.

Due to the small nature of the business, segregation of duties will be of limited benefit. Hands on management directly by the owners override segregation failures. The owners will be involved in reviewing contracts, paying expenses and making deposits. Pre-numbered sales receipts, daily deposits, monthly bank reconciliations and weekly inventory of concessions will mitigate omissions in the financial information.

Cost of Services

Accounting	\$	2,400
Contract Labor		4,215
Equipment Expense		2,734
Fuel & Oil		5,953
Insurance		16,626
Janitor Services/Labor		4,156
Janitor Supplies		9,888
Equipment Depreciation		85,000
Miscellaneous		2,933
Office Expense		1,632
Postage & Shipping		1,152
Rental & Lease		5,365
Repairs & Maintenance		35,494
Salaries, Wages & Taxes		380,718
Telephone		2,895
Trash Service		4,694
Utilities		28,493
Other Expenses		5,652
		<u>\$ 600,000</u>

Proposed Pricing Structure

Proposed pricing is \$42,000.00 per month for the term of the lease with an annual total of \$504,000. Should there be a profit after expenses and members compensation, 30% of the remaining monies would be returned to the County for further improvements on the premises.

TAG Events, LLC

Invoice No.

INVOICE

Customer			
Name	Boone County--Estimated Equipment Needs		
Address	5212 Oakland Gravel Road		
City	Columbia	State	MO
Phone		ZIP	65202

Misc	
Date	9/8/2011
Order No.	
Rep	
FOB	

Qty	Description	Unit Price	TOTAL
1	Tractor w/ Loader	\$ 47,000.00	\$ 47,000.00
1	Skid Loader	\$ 45,000.00	\$ 45,000.00
1	4N1 Reveal	\$ 8,000.00	\$ 8,000.00
1	Manure Spreader	\$ 10,000.00	\$ 10,000.00
1	Box Blade	\$ 3,000.00	\$ 3,000.00
1	Brush Hog	\$ 4,000.00	\$ 4,000.00
1	Grooming Mower	\$ 15,000.00	\$ 15,000.00
1	Gator w/ Cab	\$ 10,000.00	\$ 10,000.00
1	Truck Dump	\$ 15,000.00	\$ 15,000.00
1	Pickup Truck	\$ 25,000.00	\$ 25,000.00
200	Tables	\$ 125.00	\$ 25,000.00
200	Chairs	\$ 55.00	\$ 11,000.00
1	Kitchen Equipment	\$ 20,000.00	\$ 20,000.00

SubTotal	\$ 238,000.00
Shipping	
TOTAL	\$ 238,000.00

Payment	Other
Comments	
Name	
CC #	
Expires	

Tax Rate(s)

Office Use Only

This is an estimate of the necessary equipment to maintain the grounds and facilities

At TAG Events, You Are Ill

Missouri Secretary of State, Robin Carnahan

SOS Home :: Business Services :: Business Entity Search

- Search
 - By Business Name
 - By Charter Number
 - By Registered Agent
 - For New Corporations
 - Verify
 - Verify Certification
 - Registration Report
 - File Online
 - File Fictitious Name
 - Registration
 - File Online
 - Renew Online
 - File LLC Registration
 - File Online
 - Online Orders
 - Register for Online
 - Orders
 - Order Good Standing
 - Order Certified Documents

Filed Documents
 Date: 10/21/2011 (Click above to view filed documents that are available.)

Business Name History

Name	Name Type
TAG Events, LLC	Legal

Limited Liability Company - Domestic - Information

Charter Number: LC1166648
Status: Active
Entity Creation Date: 8/30/2011 3:57:13 PM
Expiration Date: Perpetual

Registered Agent

Agent Name: Teel, Mike
Office Address: 4709 Paris Road
 Columbia MO 65202

Mailing Address:

Organizers

Name: Mike Teel
Address: 4709 Paris Road
 Columbia MO 65202

600 West Main Street
 Jefferson City, MO 65101
 (573) 751-4936

12:31 PM
02/13/14
Accrual Basis

TAG Events, LLC
Profit & Loss Prev Year Comparison
January through December 2013

	<u>Jan - Dec 13</u>	<u>Jan - Dec 12</u>
Ordinary Income/Expense		
Income		
Society HS Income	36,055.78	0.00
Horse Stall Sales	5,000.00	24,500.00
Management Fees From County	200,000.00	200,000.00
Events Rental	292,250.91	297,463.63
Lodging Rentals	37,095.00	40,248.00
Food and Beverage Sales	126,359.97	131,146.63
Shavings Sales	18,626.10	25,157.90
Total Income	<u>715,387.78</u>	<u>718,516.26</u>
Cost of Goods Sold		
Quality Horse Stalls	4,499.98	22,771.27
Food & Beverage Costs	58,371.54	63,928.77
Shavings and Event Supplies	18,672.64	18,623.10
Total COGS	<u>81,544.16</u>	<u>105,323.14</u>
Gross Profit	633,843.60	613,193.12
Expense		
Event Prizes	6,735.00	0.00
Travel	1,674.42	0.00
Supplies	2,410.99	0.00
Security Expense	-1,200.00	1,200.00
Licenses & Permits	210.00	150.00
Pest Control	0.00	400.00
Freight	166.72	140.67
Payroll Expenses	220,194.95	221,815.93
Advertising and Promotion	1,541.72	7,443.41
Bank Service Charges	68.20	-28.00
Dues and Subscriptions	1,223.64	761.02
Equipment Rental	153,962.60	154,576.00
Fuel & Oil	2,915.79	20.00
Insurance Expense	23,949.07	28,923.20
Janitorial Expense	11,965.63	13,380.52
Meals and Entertainment	40.25	33.25
Miscellaneous Expense	0.00	107.40
Office Supplies	4,872.92	6,212.62
Postage and Delivery	149.65	144.00
Professional Fees	11,609.26	480.00
Repairs and Maintenance	15,303.16	36,637.33
Contract Labor	10,503.00	9,827.24
Telephone Expense	3,489.90	3,285.82
Utilities	57,444.59	50,906.29
Cash Short (Long)	582.10	1,364.91
Total Expense	<u>529,813.46</u>	<u>537,780.61</u>
Net Ordinary Income	104,030.14	75,412.51
Other Income/Expense		
Other Income	638.79	380.35
Total Other Income	<u>638.79</u>	<u>380.35</u>
Other Expense		
Profit Split to County of Boone	73,268.25	53,055.00
Total Other Expense	<u>73,268.25</u>	<u>53,055.00</u>
Net Other Income	<u>-72,629.46</u>	<u>-52,674.65</u>
Net Income	<u><u>31,400.88</u></u>	<u><u>22,737.86</u></u>