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**Skagit Transit
Board Of Directors
Agenda**

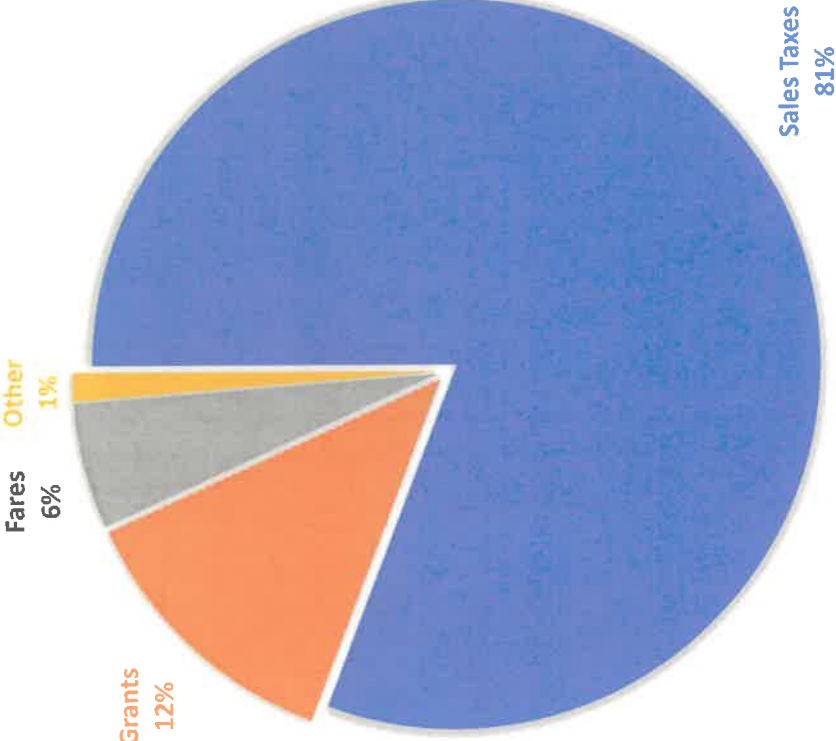
Fall Workshop
November 9, 2020
10:30-12:30

1. Call to Order
2. Roll Call of Members
3. 2021 Budget Presentation
4. Phase I Construction Plans for MOA-2
5. Purchase of Land Adjacent to MOA-2

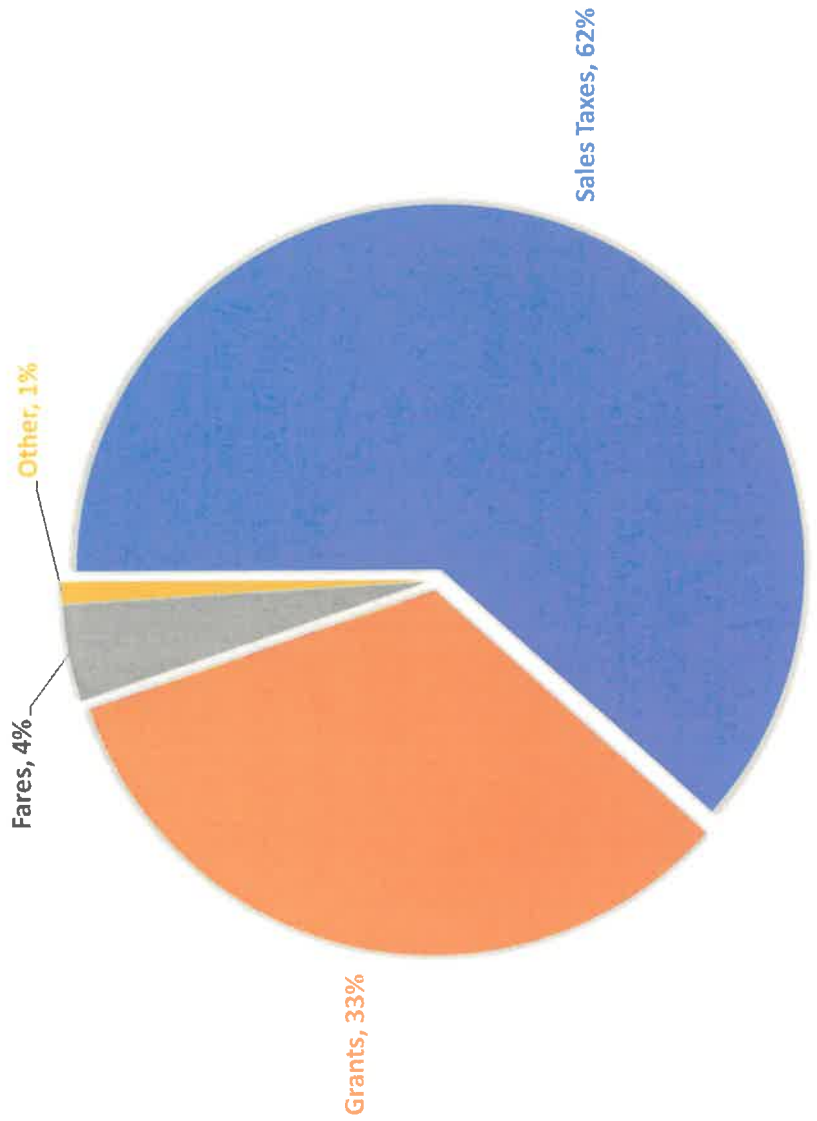
Skagit Transit

2021 Budget Presentation

Where does our operating revenues come from? (2020 Budget)



2020 Revenues – Projected thru year end



Revenues

	2020 Budget	2020 Actuals (Projections)	2021 Budget
Sales Taxes	12,748,147	12,428,994	11,186,095
Op Grants	2,346,484	7,000,000	4,915,023
Fares	1,084,850	300,353	545,000
TOTAL	16,179,481	19,729,347	16,646,118

Sales Taxes

	2020 Budget	2020 Actuals (Projections)	2021 Budget
Sales Taxes	12,748,147	12,428,994	11,186,095

- 2020 Collections – not as severely impacted by pandemic as we first thought it would be
- 2021 budget – estimated at 90% of 2020 collections
- Conservative estimate for 2021 – assumption that factors that contributed to sales tax continuity during pandemic will slow down

Operating Grants

	2020 Budget	2020 Actuals (Projections)	2021 Budget
Op Grants	2,346,484	7,000,000	4,915,023

- FY 2020 – received \$5.9M in CARES 5307 Grant
- FY 2020 CARES (PSRC) 5307 Grant (Restricted to Commuter routes) – \$1.1M carried over to FY 2021
- 2020 Regular 5307 Grant \$1.75M – \$1M carried over to FY21
- 2021 Regular 5307 Grant \$2.0M
- Potential favorable effects of resolution of Initiative 976 – will add to the budget as we know more

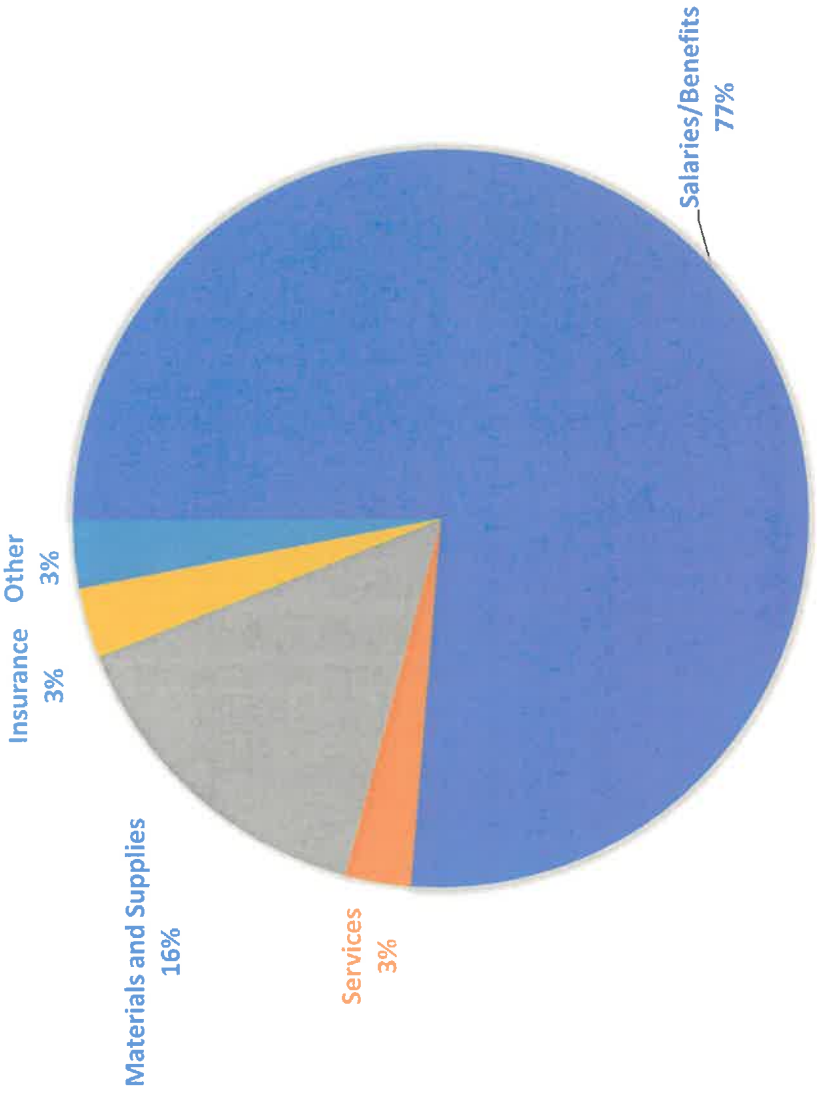
FARES

	2020 Budget	2020 Actuals (Projections)	2021 Budget
Fares	1,084,850	540,078	545,000

	2020 Budget	2020 Actuals (Projections)	2021 Budget
Buses	492,250	213,328	251,000
Paratransits	77,000	26,397	54,000
Vanpools	515,600	300,353	240,000

- Estimates based on pattern for last quarter of FY 2020
- Started paratransit fare collection Aug 2020
- Vanpools dropped from 47 Groups before pandemic to current of 31

Operating expenditure categories – 2020 Budget



Operating Expenditures – 2020 Summary

	2020 Budget	2020 Actual/Projection	Difference
Salaries and Wages	7,419,457	6,816,034	603,423
Benefits	4,950,329	4,558,629	391,701
Services	420,450	361,617	58,833
Supplies and Materials	2,176,822	1,057,270	1,119,552
Utilities	201,200	245,436	-44,436
Casualty and Liability	501,851	493,170	8,681
Assessments	22,600	25,116	-2,516
Leases and Rentals	68,800	47,253	21,277
Miscellaneous	229,550	153,602	75,948
TOTAL	15,990,859	13,758,396	2,232,463

2021 – Proposed Operating Budget highlights

- 2% COLA
- 150 FTE's compared to 147 for FY2020
 - 2 Janitorial FTE's added – Additional cleaning/sanitation requirements to Skagit Station, Park and Rides, and MOA – hire rather than increasing the amount of our Janitorial contract.
 - Pandemic Safety Coordinator (Temporary position) – 1FTE
- Increase in medical insurance premiums 4% for Regence, 9% for Kaiser

Proposed 2021 Budget

	2020 Budget	2020 Actual/Projection	2021 Budget
Salaries and Wages	7,419,457	6,816,034	7,840,192
Benefits	4,950,329	4,558,629	5,096,967
Services	420,450	361,617	434,560
Supplies and Materials	2,176,822	1,057,270	2,185,724
Utilities	201,200	245,436	215,600
Casualty and Liability	501,851	493,170	380,651
Assessments	22,600	25,116	22,600
Leases and Rentals	68,800	47,253	52,800
Miscellaneous	229,550	153,602	206,200
TOTAL	15,990,859	13,758,396	16,435,295

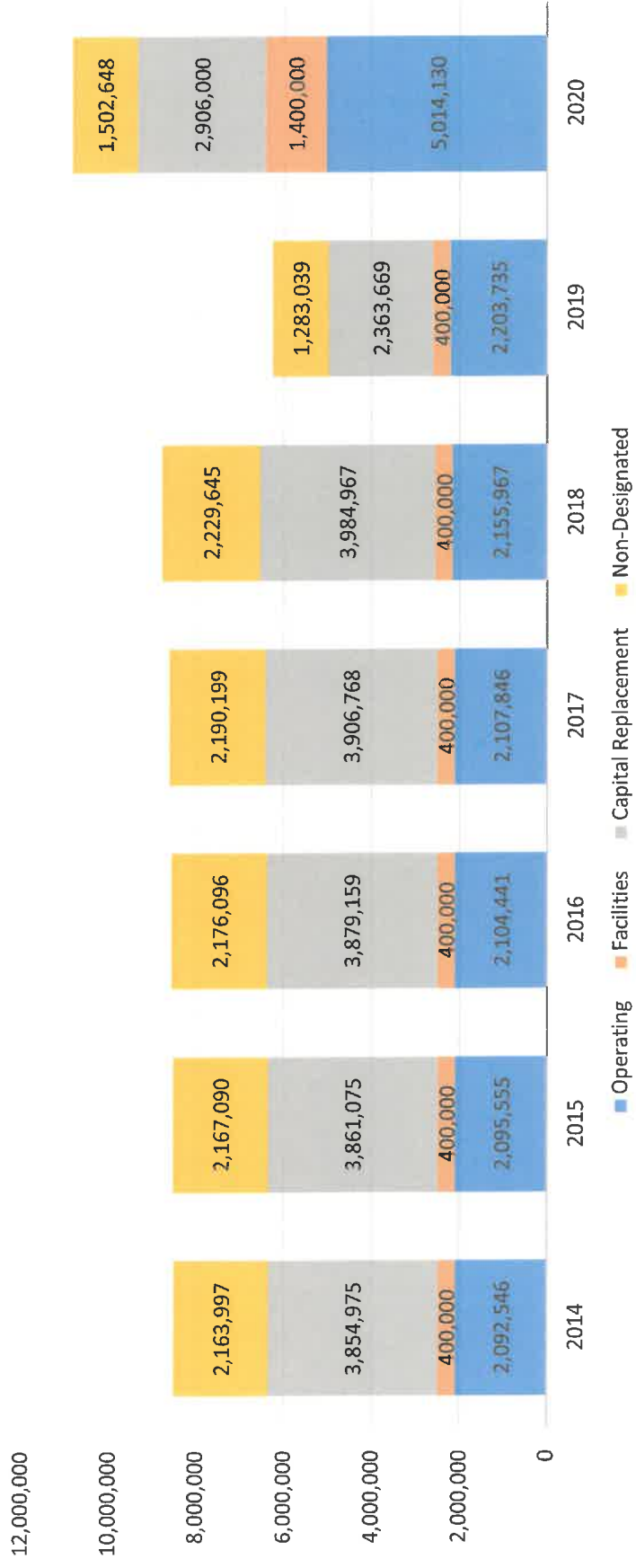
2021 – Proposed Capital Budget highlights

- Total Capital Budget - \$8.8M
- Notables:
 - Vehicles: (5) Buses & (2) Paratransits - \$3.3M
 - Phase I Construction of new Maintenance, Operations and Administration (MOA2) Facility - \$3.8M
 - MOA 2 Land purchase - \$1M
 - Mechanic Tool Sets - \$136K
- Capital Grants fund approximately \$5.9M of total Capital Budget

FY 2021 Budget Summary

Operating Revenues	16,637,317
Capital Revenues	5,890,825
	22,528,142
Operating Expenditures	16,435,295
Capital Expenditures	8,787,632
	25,222,927
Surplus(Deficit)	(2,694,785)

Reserves



Questions?

Skagit Transit Maintenance Operations and Administration Facility Project

Phase I Scope

Phase 1: "Shell Core" of the east portion of the building

Demolish existing interior and exterior building elements in phase 1 scope area only, including walls, doors, window, HVAC, select electrical, exterior siding.

Select rough in for under slab electrical conduit and plumbing

Install demising wall

Install Mezzanine footing but no framing

Install new brace frame in northeast corner

Install canopy footings and columns at the perimeter of the building along the north elevation as well as at the northeast corner

Very limited to no site work

Minimal heating, to keep the space above freezing

Minimal lighting, to meet code

New exterior envelope including insulation, windows, doors, metal siding, vestibules, main public entry and additional interior roof insulation

Frame in fire sprinkler room and add small heater

Ceiling insulation

No work west of demising wall

Skagit Transit Maintenance Operations and Administration Facility Project

Phase 1 Budget (October 28, 2019)

Site work:	\$29,650
Buildings:	\$2,852,426
Sales Tax:	\$249,876
Special Testing:	\$7,500
Permitting/Misc Fees:	\$10,000
Owner's Management Reserve:	\$190,157
Ceiling insulation:	\$186,871
<u>Escalation:</u>	<u>\$61,379</u>
Phase I Construction Total	\$3,587,859
<u>Construction Management</u>	<u>\$241,000</u>
TOTAL	\$3,828,859

Construction Management is 6.3% of total costs

Grant funding will participate in total project costs at an 80/20 ratio. Current project ratio based on information presented above: Grant funds \$3,063,087 Local Match: \$765,772

Maximum amount of grant funding available for this project is: \$3,314,688. That would

Project costs would need to total \$4,143,360 to be able to receive the maximum grant funding available.



Project Name: Stagitt Transit - MOA II Phase 1
 Client Project No.: 19-013-F
 KBA Project No.: BR #19-075-01
 Contract Type: Cost + Net Fee (w/ DSC+OH)
 Date Prepared: 12/17/2019
 Prepared by: Dave Mohler
 Salary Escalation 5%

Month	Determination of Hours											
	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
Days/No	22	20	22	22	20	20	22	21	21	22	22	
Hrs/No	176	160	176	176	160	176	176	168	168	176	176	
Extra Work	6.0%	8.0%	10.0%	12.5%	12.5%	12.5%	12.5%	12.5%	12.5%	12.5%	12.5%	
Adj Hr/No	187	173	194	198	180	198	198	189	189	198	198	

KBA Labor Hours

Employee	Title	2019 Rate	2020 Rate	Total Hours	2019 Total	2020 Total	Schedule															
K. Wendel Adams	(M4) Principal in Charge	\$90,000	\$93,360	2	-	-	Construction															
Dave Mohler	(E6) Project Manager	\$56,000	\$58,000	172	-	-	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Closeout					
TBD	(A5) CA	\$42,640	\$44,400	30	-	-	24	8	12	12	18	18	18	18	18	16						
Micael Serrano	(E4) Resident Engineer	\$46,000	\$46,000	1,320	-	-	48	32	40	40	176	160	176	176	168	176						
Ed Field	(E5) Sr. Inspector	\$48,000	\$55,000	36	-	-	32	4	4	-	-	-	-	-	-	-						
Brian Hanson	(E3) Inspector	\$42,000	\$45,000	1,112	-	-	112	50	55	55	372	340	372	372	357	366						
Subtotal - KBA Labor Hours				2,672	-	-	112	50	55	55	372	340	372	372	357	366						
Direct Expenses																						
Item		Total Costs		2019 Total	2020 Total																	
Mileage @ IRS approved rate		\$	\$	200	200																	
Copy/Scanner/Printer		\$	\$	2,100	2,100																	
Misc. Supplies, Equipment, Copies, Postage		\$	\$	148	148																	
Subtotal - Direct Expenses				2,448	2,448																	

Subcontractants	Total Costs	2019 Total	2020 Total
Geo Test	\$ 5,000	-	5,000
Subtotal - Subcontractant Costs	\$ 5,000	-	5,000

Employee	Title	2019 Rate	2020 Rate	Total DSC	2019 Total	2020 Total	Schedule																
K. Wendel Adams	(M4) Principal in Charge	\$90,000	\$93,360	187	-	-	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20							
Dave Mohler	(E6) Project Manager	\$56,000	\$58,000	9,976	-	-	1,392	696	696	1,044	1,044	1,044	1,044	1,044	93	928							
TBD	(A5) CA	\$42,640	\$44,400	1,332	-	-	355	89	89	89	89	89	89	89	89	266							
Micael Serrano	(E4) Resident Engineer	\$46,000	\$46,000	60,720	-	-	2,208	1,472	1,840	8,096	7,360	8,096	8,096	7,728	8,096	8,086							
Ed Field	(E5) Sr. Inspector	\$48,000	\$55,000	1,980	-	-	1,760	220	-	-	-	-	-	-	-	-							
Brian Hanson	(E3) Inspector	\$42,000	\$45,000	50,040	-	-	5,715	2,477	2,718	7,920	7,200	7,920	7,920	7,560	7,560	3,960							
Direct Salary Costs				124,235	124,235																		
Overhead Home @				167,655%	19,271	19,271	2,929	1,316	1,472	1,899	1,899	1,899	1,899	1,899	16,514	13,250							
Overhead Field @				144,909%	163,360	163,360	5,750	2,452	2,666	23,207	21,097	23,207	23,207	22,152	22,152	17,469	2,002						
Subtotal (DSC + OH)				306,866	306,866																		
Fee (on DSC + OH) @				10.00%	30,687	30,687	14,394	6,244	6,857	42,255	38,689	42,255	42,255	4,226	4,072	40,472	32,722						
Subtotal (DSC + OH + Fee)				337,552	337,552																		
Direct Expenses (No Merit)				2,448	2,448																		
Subtotal(s)				5,000	5,000																		
TOTAL ESTIMATED COSTS				\$ 345,000	\$ 345,000																		

Rounded to nearest whole dollar.

CONFIDENTIAL & PROPRIETARY TO KBA, INC.

(Net Revenue/Direct Labor) = Labor Multiplier of: **2.71705**

Contracted Labor Multiplier:

Home 2.94415
 Home 2.69390
 Field

Home Hours % 7.63%
 Field Hours % 92.37%

Adjacent land to Skagit Transit MOA -2

3 acres – parcel # P127387

Details for Parcel: P127387



Jurisdiction: SKAGIT COUNTY in the BAY VIEW RIDGE UGA

Overlay: Airport Environs

Zoning Designation: Skagit County - [Bayview Ridge Light Industrial](#)[Recorded Documents](#) Documents scanned and recorded by the Auditor's office[Excise Affidavits](#) Document scans of excise affidavits

Parcel Number

P127387

XrefID

8073-000-003-0000

Quarter Section Township Range

SE 34 35 03

Owner Information

WALLACE BAY VIEW PROPERTIES LLC

PO BOX 372

BURLINGTON, WA 98233

Site Address(es) _

Map Links

[Open in iMap](#)

Assessor's Parcel Map:

[PDF](#) | [DWF](#)Current Legal Description [Abbreviation Definitions](#)(3.0000 ac) CU F&A #188 AF#791911 1975 LOT 5C BAY RIDGE BUSINESS PARK BSP PHASE 5 [AF#200801220120](#) PREVIOUSLY A PORTION OF LOT 4C OF PHASE 4 [AF#200607280039](#), EXCEPT THE WESTERNMOST 318.65 FEET THEREOF.2019 Values for 2020 Taxes* [Current Use](#)

Building Market Value \$.00

Land Market Value +\$463,900.00

Total Market Value \$463,900.00

Current Use Adj -\$463,300.00

Assessed Value \$600.00

Taxable Value \$600.00

Sale Information

Deed Type WARRANTY DEED

Sale Date 2008-02-20

Sale Price \$3,995,057.00

Sale requires NRL disclosure ([more info](#))

2020 Property Tax Summary

2020 Taxes will be available after 2/15/2020

Use the Taxes link above for 2019 taxes

* Effective date of value is January 1 of the assessment year (2019)

[Legal Description at time of Assessment](#)

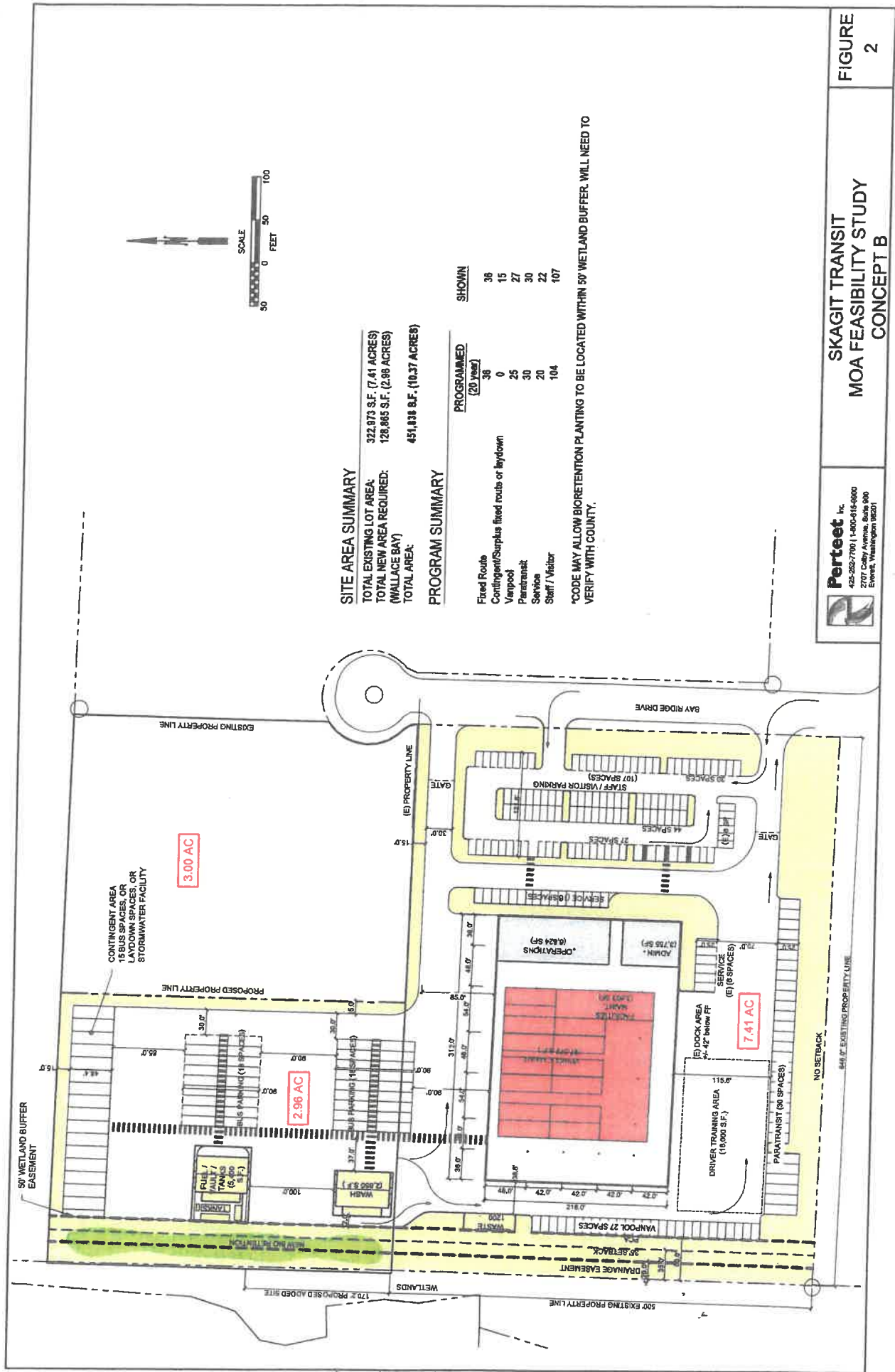
*Land Use	(830) CURRENT USE FARM AN AG		WAC 458-53-030	
Neighborhood	(7L2BURL) BURLINGTON INDUSTRIAL LAND			
Levy Code	1195	Fire District	F06	
School District	SD100	Exemptions		
Utilities		Acres	3.00	
Improvement 1 Attributes Summary				
Building Style	COMMERCIAL REAL PROPERTY			
Year Built		Foundation		
Above Grade Living Area		Exterior Walls		
Finished Basement		Roof Covering		
*Total Living Area		Heat/Air Conditioning		
Unfinished Basement		Fireplace		
*Total Garage Area		Bedrooms		
Bathrooms				
For additional information on individual segments see Improvements tab				

* Land Use codes are for assessment administration purposes and do not represent jurisdictional zoning. Please contact the appropriate planning department in your jurisdiction for land use questions.

* Total living area includes above grade living area and finished basement area.

* Garage square footage includes all garage areas; basement garages, attached garages, detached garages, etc.

Assessment data for improvements is based on exterior inspections. Please contact the Assessor's office if the information does not accurately reflect the interior characteristics.



SITE AREA SUMMARY

TOTAL EXISTING LOT AREA: 322,973 S.F. (7.41 ACRES)
 TOTAL NEW AREA REQUIRED: 128,065 S.F. (2.96 ACRES) (WALLACE BAY)
 TOTAL AREA: 451,038 S.F. (10.37 ACRES)

PROGRAM SUMMARY

	PROGRAMMED (20 Year)	SHOWN
Fired Route	36	38
Contingent/Suppluss fitted route or laydown	0	15
Van/pool	25	27
Paratransit	30	30
Service	20	22
Staff / Visitor	104	107

*CODE MAY ALLOW BIORETENTION PLANTING TO BE LOCATED WITHIN 50' WETLAND BUFFER. WILL NEED TO VERIFY WITH COUNTY.



**SKAGIT TRANSIT
 MOA FEASIBILITY STUDY
 CONCEPT B**



Westland
Distilley



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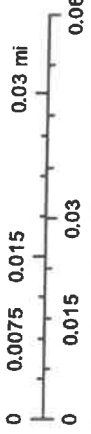
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January 2, 2020

Legend

-  County Boundary
-  Tax Parcels
-  Pre Tax Account Property

1:1,128



Data Accuracy Warning: All GIS data was created from available public records and existing map sources. Map features have been adjusted to achieve a best-fit registration. While great care was taken in this process, maps from different sources rarely agree as to the precise location of geographic features. Map discrepancies can be as great as 300 feet.

Details for Parcel: P127386



Jurisdiction: SKAGIT COUNTY in the BAY VIEW RIDGE UGA
Overlay: Airport Environs
Zoning Designation: Skagit County - [Bayview Ridge Light Industrial](#)

Parcel Number P127386	XrefID 8073-000-002-0000	Quarter SE	Section 34	Township 35	Range 03
Owner Information WALLACE BAY VIEW PROPERTIES LLC PO BOX 372 BURLINGTON, WA 98233		Site Address(es) _		Map Links Open in iMap Assessor's Parcel Map: PDF DWF	
Current Legal Description Abbreviation Definitions (6.0000 ac) CU F&A #188 AF#791911 1975 LOT 5B BAY RIDGE BUSINESS PARK BSP AF#200801220120 PREVIOUSLY A PORTION OF LOT 4C OF PHASE 4 AF#200608280039					

2019 Values for 2020 Taxes* [Current Use](#)

Building Market Value	\$.00
Land Market Value	+\$927,800.00
Total Market Value	\$927,800.00
Current Use Adj	-\$926,600.00
Assessed Value	\$1,200.00
Taxable Value	\$1,200.00

Sale Information

Deed Type	WARRANTY DEED
Sale Date	2008-02-20
Sale Price	\$3,995,057.00
Sale requires NRL disclosure	(more info)

2020 Property Tax Summary

2020 Taxes will be available after 2/15/2020
 Use the Taxes link above for 2019 taxes

* Effective date of value is January 1 of the assessment year (2019)

[Legal Description at time of Assessment](#)

*Land Use	(830) CURRENT USE FARM AN AG			WAC 458-53-030
Neighborhood	(7L2BURL) BURLINGTON INDUSTRIAL LAND			
Levy Code	1195	Fire District	F06	
School District	SD100	Exemptions		
Utilities		Acres	6.00	
Improvement 1 Attributes Summary				
Building Style	COMMERCIAL REAL PROPERTY			
Year Built		Foundation		
Above Grade Living Area		Exterior Walls		
Finished Basement		Roof Covering		
*Total Living Area		Heat/Air Conditioning		
Unfinished Basement		Fireplace		
*Total Garage Area		Bedrooms		
Bathrooms				
For additional information on individual segments see improvements tab				

* Land Use codes are for assessment administration purposes and do not represent jurisdictional zoning. Please contact the appropriate planning department in your jurisdiction for land use questions.

* Total living area includes above grade living area and finished basement area.

* Garage square footage includes all garage areas; basement garages, attached garages, detached garages, etc.

Assessment data for improvements is based on exterior inspections. Please contact the Assessor's office if the information does not accurately reflect the interior characteristics.

Westland Distillery

Transfer History For Parcel: P127386

Ordered by Transfer Date

SALE NUMBER 1

Sale Date : 2/20/2008
Sale Price : \$3,995,057.00
Deed Type : WARRANTY DEED
Seller : BOUSLOG INVESTMENTS LLC & JBK INVESTMENTS LLC
Buyer : WALLACE BAY VIEW PROPERTIES LLC
Auditor File Number : [200802280138](#)
Excise Number : 2008616
Reval Area : 100
Sale Parcels : P127387, P127385, P127386, P125000

Permits for Parcel: P127386

Permit Number: PL19-0662

Application Date: 11/22/2019

Parcel ID: P107502

Permit Number: PL19-0662

Site Address:

Permit Type: Land Use Approval

City:

Permit Status: Applied

OWNER: Jensen Larry R

Composition: State Environmental Policy

15356 Produce Lane

Description: Future Distillery / Rackhouses / Events Center

Mount Vernon, WA 98273

Application Date: 11/22/2019

Phone:

Preapp Date:

APPLICANT: Westland Distillery Skagit Valley

Approval Date:

Phone:

Issue Date:

Completion Date:

Square Feet: 0

Approvals

Description	Action	Date
Brandon- Project Mgr.	Information	12/16/2019
Fees paid	Waiting for applicant	11/26/2019
Notice of Development	Information	11/27/2019
Notice of Development	APPROVED	12/16/2019
Pre App	APPROVED	11/26/2019
Routing Assignment	APPROVED	11/26/2019
SEPA/State Environ. Policy Act	Information	11/27/2019



_____, 2020

WALLACE BAY VIEW PROPERTIES LLC
ATTN: Jack R. Wallace, Governor
P.O. Box 372
Burlington, WA 98233

Sent Regular Mail and Certified Mail, Receipt No. _____

Re: Notice of Intention to Acquire
Site Address: XXX Bayview Drive, Burlington, WA
Parcel #P127387 / XRefID #8073-000-003-0000
3.00 Acres: Lot 5C, Bay Ridge Binding Site Plan,
except the westernmost 318.65 feet

Dear Mr. Wallace:

As you know, Skagit Transit System (Skagit Transit) owns 10.37 acres adjacent to your property described above (Property), including the 2.96 immediately west, which was acquired from you in 2018 for Skagit Transit's Maintenance and Operations Base (MOA) Project. This letter is to advise you that Skagit Transit has identified your Property as necessary for expansion of the MOA, to meet Skagit Transit's infrastructure needs and continue to serve the public safety and welfare of its public transportation benefit area.

While public transit systems have the power of eminent domain under Washington law, Skagit Transit would like to work with you cooperatively to acquire the Property by agreement, consistent with FTA guidelines as well as RCW Chapter 8.26.¹

You will probably recall that Skagit Transit's acquisition of real property is subject to FTA concurrence and a process that involves a Phase I Environmental Site Assessment and other requirements, including but not limited to an appraisal and review appraisal to determine the amount of just compensation. Accordingly, a formal offer of a specific purchase price will await

¹ Please note that State law (RCW 8.26) and Federal regulations (49 CFR Part 24) provide for relocation assistance to certain owners/occupants who meet the definitions of "displaced person" under RCW 8.26.020(4)(a) or 49 CFR §24.2(a)(9), although that definition would not appear to apply here since the Property is vacant of improvements and personal property.

_____, 2020
Re: Parcel #P127387
Page 2

the outcome of that determination. However, since the prescribed process gathers information about the Property equivalent to a private purchaser's feasibility investigation, once the process has been followed, Skagit Transit anticipates being able to close the purchase in an expeditious manner.

To facilitate this process, please sign and return the attached letter which confirms the ability of Skagit Transit and its agents to access the Property for the purpose of making the needed assessments, as well as Skagit Transit's agreement to indemnify you for all of its activity relating to the Property. An extra copy is enclosed for your records.

Skagit Transit looks forward to working with you. We will keep you informed regarding the status of the acquisition process, and you will be given the opportunity to accompany the appraiser during his or her inspection. If you have any questions, please do not hesitate to contact me at (360) 757-8801.

Sincerely,

SKAGIT TRANSIT SYSTEM

Dale O'Brien
Executive Director



LETTER OF AUTHORIZATION AND INDEMNIFICATION

**Parcel #P127387 / XRefID #8073-000-003-0000
Lot 5C, Bay Ridge Binding Site Plan,
except the westernmost 318.65 feet (Property)**

This Letter of Authorization and Indemnification (Authorization/Indemnification) is entered by Skagit Transit System, a Washington municipal corporation and public transportation benefit area (Skagit Transit), and Wallace Bay View Properties LLC, a Washington limited liability company and the owner of the above-referenced Property (Owner).

Skagit Transit has identified the Property as necessary for expansion of its adjacent Maintenance and Operations Base and has notified the Owner of its intent to acquire the property, subject to a process governed by Federal Transportation Authority (FTA) guidelines and other applicable laws, which process includes FTA concurrence, a Phase I Environmental Site Assessment, and an appraisal and review appraisal to determine the amount of just compensation.

Skagit Transit would like access to the Property to facilitate the acquisition process, and Owner is willing to authorize Skagit Transit's entry onto the Property on the terms set forth in this Authorization/Indemnification.

Skagit Transit and its agents, contractors, consultants, employees and other representatives are hereby authorized to enter onto the Property during reasonable business hours to perform investigations related to its acquisition process, including but not limited to a Phase I Environmental Site Assessment, appraisal and review appraisal, at Skagit Transit's sole risk, cost and expense. Skagit Transit will provide Owner with notice (by telephone, email, facsimile or hand delivery) of its intention to enter the Property at least _____ () business day(s) prior to entry. Owner will be given the opportunity to accompany any appraiser during that appraiser's inspection of the Property.

In consideration of being allowed access to the Property, Skagit Transit agrees to indemnify, defend and hold harmless Owner and Owner's members, partners, agents, and employees (collectively, Agents), and their successors, from and against all claims, liens, actions, losses, liabilities, damages, costs and expenses (including, but not limited to, reasonable attorneys' fees and costs) arising out of Skagit Transit's entry onto and investigation of the Property. This indemnification does not apply to any pre-existing conditions merely discovered by Skagit Transit or to any Claims caused directly by negligence of the Owner or its Agents.

This Authorization/Indemnification creates only a license to enter the Property for the purposes set forth above, and Skagit Transit has not been granted an option, lease, tenancy, leasehold or right or interest of any other kind. Skagit Transit's authority to enter the Property shall continue for a period of _____ beginning on the date this Authorization/Indemnification is signed by Owner and Skagit Transit, and Skagit Transit's indemnification obligations shall survive the expiration or earlier termination of the authority to enter.

SKAGIT TRANSIT SYSTEM

WALLACE BAY VIEW PROPERTIES LLC
(Owner)

By: Dale O'Brien, Executive Director

By: Jack R. Wallace, Its Governor

Dated: _____

Dated: _____