

**RICHMOND REGIONAL PLANNING DISTRICT COMMISSION**  
**Minutes of Meeting**  
**December 11, 2014**

**Members (Alternates) Present**

Parker C. Agelasto.....	City of Richmond
Daniel Arkin.....	City of Richmond
Jonathan T. Baliles.....	City of Richmond
Timothy M. Davey.....	Chesterfield County
Steve A. Elswick.....	Chesterfield County
Evan Fabricant.....	Hanover County
Daniel A. Gecker, Treasurer.....	Chesterfield County
Kathy C. Graziano.....	City of Richmond
Russell J. Gulley.....	Chesterfield County
Dorothy Jaeckle.....	Chesterfield County
Angela Kelly-Wiecek.....	Hanover County
David A. Kaechele.....	Henrico County
Eric Leabough.....	Henrico County
John H. Mitchell.....	Henrico County
Patricia S. O'Bannon.....	Henrico County
C. Harold Padgett.....	Hanover County
Ken Peterson, Chairman.....	Goochland County
Edward W. Pollard.....	New Kent County
Faye O. Prichard.....	Town of Ashland
Charles R. Samuels.....	City of Richmond
Randall R. Silber (A).....	Henrico County
Frank J. Thornton.....	Henrico County
Carson Tucker.....	Powhatan County
Arthur S. Warren.....	Chesterfield County
David Williams, Vice Chairman.....	Powhatan County

**Members Absent**

Karin Carmack.....	Powhatan County
Richard W. Glover.....	Henrico County
James M. Holland.....	Chesterfield County
Floyd H. Miles, Secretary.....	Charles City County
Tyrone E. Nelson.....	Henrico County
W. Canova Peterson.....	Hanover County
Rodney Poole.....	City of Richmond
C. Thomas Tiller.....	New Kent County

**Others Present**

John Amos ..... RRPDC Legal Counsel  
Kartik Athreya ..... Federal Reserve Bank of Richmond  
Lloyd Lynhart ..... Office of Congressman Dave Bratt  
Jack Van Vleck ..... Citizen

**Staff Present**

Robert A. Crum ..... Executive Director  
Jo A. Evans ..... Assistant Executive Director  
Julie H. Fry ..... Executive Secretary  
Sulabh Aryal ..... Associate Planner  
Anne Darby ..... Senior Planner  
Chuck Gates ..... Communications Coordinator  
Barbara Jacocks ..... Principal Planner  
Jin Lee ..... Senior Planner  
Daniel N. Lysy ..... Director, Urban Transportation  
Kathy Robins ..... Senior Planner  
Jackie Stewart ..... Director, Planning  
Sarah Stewart ..... Senior Planner  
Peter M. Sweetland ..... Finance and Contracts Administrator

**Call to Order**

Chairman Peterson called the regularly scheduled December 11, 2014 RRPDC meeting to order at approximately 9:10 a.m. in the RRPDC Board Room. He then led members in the pledge of allegiance to the flag.

**I. ADMINISTRATION**

**A. Certification by Commission Executive Director of Meeting Quorum**

Mr. Crum certified that a quorum of members was present.

**B. Requests for Additions or Changes to the Order of Business**

As there were no changes to be made to the agenda, Chairman Peterson said the agenda will be accepted as presented.

**C. Open Public Comment Period**

There were no requests from the public to address the Commission, and Chairman Peterson closed the public comment period.

#### **D. Chairman's Report**

Chairman Peterson asked Mr. Crum to provide information regarding the January 8 RRPDC meeting.

Mr. Crum said typically the January RRPDC meeting is cancelled unless there is an item presented for discussion. He said staff believes such an item has been identified.

At a previous RRPDC Board meeting, Mr. Tucker suggested that information be provided and shared on biosolids disposal. There are a number of proposals that have been introduced to address this issue, and several jurisdictions have begun the application process. In today's Richmond *Times-Dispatch*, there is an article related to the biosolids permitting issue.

RRPDC staff, led by Sarah Stewart, the agency's Senior Planner who works on environmental issues, has reached out to a panel of experts on the issue who have agreed to come before the Board to provide an informational presentation during the January meeting. It is not being proposed that the RRPDC Board take any action on this issue. Staff's goal is to provide a venue to share information, science, and background information on the permitting process and on biosolids disposal.

Some of those who have agreed to attend the meeting are representatives from the Department of Environmental Quality (DEQ), Synagro Industries, a scientist from Virginia Tech, and staff is working to contact someone from a local waste water treatment plant.

Mr. Crum said if the meeting is held on January 8, staff is recommending that the Executive Committee meeting be cancelled. The Executive Committee took action this morning to cancel their January 8 meeting. The biosolids disposal issue would be the only item on the RRPDC Board agenda for discussion.

Chairman Peterson restated that the issue was suggested by an RRPDC Board member and based on the consensus of interest, staff has contacted several experts to address the Board on the biosolids disposal issue. Chairman Peterson asked if there is consensus to hold the meeting on January 8.

Mr. Kaechele asked if this topic could be discussed during the February meeting.

Chairman Peterson said this option was discussed during the Executive Committee meeting. It was determined that the information may be more helpful to jurisdictions if it was received prior to the start of the General Assembly session in January.

Mr. Williams said this will also provide an opportunity for locality staffs to attend as well regardless of whether the meeting is held in January or February.

Chairman Peterson said the meeting will be open to anyone who has an interest in hearing about the issue. He said it was felt there may be greater interest in the more rural jurisdictions.

Ms. Kelly-Wiecek asked if the panelists who have agreed to speak will provide a balanced discussion on the issue and not all speak to the same side of the issue. Mr. Crum said staff believes it is a fairly balanced panel. He said if any members have other suggestions for speakers on this topic, to please let him know.

Mr. Tucker said this issue will not go away and will need to be addressed sooner than later. He said he would prefer to hear the presentation in January in order to be prepared to discuss the issue with legislators if needed.

Ms. Prichard noted that she will not be able to attend in January and will encourage staff from the Town of Ashland to attend. She said she would not want to schedule the meeting unless there will be enough interest generated to have good attendance. She asked if a straw poll can be taken to gauge interest.

Chairman Peterson asked for those members who would be interested in attending the meeting to raise their hands. Based on the show of hands, it appeared there is sufficient interest to hold the January meeting. Chairman Peterson reminded members that the RRPDC meetings are already on everyone's calendar and action is needed only to cancel a meeting. The January Board meeting will be held as scheduled on January 8 and there will be only this one topic on the agenda. Members will not be asked to take any position on the issue following the presentation. He encouraged members to bring any staff who will be interested in the topic.

Mr. Tucker asked if RRPDC staff would make sure information on the meeting was publicized widely so that anyone who may be interested in hearing the presentation could make plans to attend.

Chairman Peterson said the only other item he wanted to report is that the Capital Region Collaborative (CRC) has formed working teams to meet on the three top regional priorities as identified by the CRC's Organizing Council – Job Creation, Workforce Development, and Indicators. He said each of these groups has already met or will be meeting.

## **E. Executive Director's Report**

Mr. Crum noted there had been a fairly quick turnaround time from the last meeting, so the monthly Staff Status Report is not included in today's agenda packet.

Mr. Crum announced that with regard to workforce development and economic issues, Secretary of Commerce Maurice Jones will speak to members during the February meeting to discuss the administration's job creation efforts and workforce development.

Last year, technical assistance work was completed by staff on behalf of the City of Richmond along a section of Midlothian Turnpike, from Chippenham Parkway to Belt Boulevard. This year staff will be offering technical assistance to Chesterfield County on its portion of Midlothian Turnpike.

Mr. Crum reported that the new Transportation Planner, Sarah Rhodes, has been working on gathering information on transportation projects from the jurisdictions to begin the prioritization process for funding. About \$24 million is received each year and the Richmond Regional Transportation Planning Organization (TPO) has direct authority to allocate these funds to transportation projects. Over 30 submissions have been received to date for funding that will be allocated over the next five to six years. Ms. Rhodes will be meeting with locality staffs as the process moves forward. The projects will be recommended by the Technical Assistance Committee to the TPO Board in February for consideration and action. Mr. Crum said the TPO has done a good job over the years to reach a consensus on how these funds are allocated.

#### **F. Environmental and Intergovernmental Reviews**

Chairman Peterson asked Mr. Crum to provide information on this item.

Mr. Crum said RRPDC staff contacts partner agencies to ask for comments regarding each review and then compiles the comments to return to the appropriate reviewing agency. This report is provided for members' information only and requires no action. He said these are provided to members to inform them of the work being done by RRPDC staff in cooperation with local staffs as part of the statutory requirements for the agency and to let members know about development activities in their neighboring jurisdictions.

Mr. Crum pointed out three items included in this month's report:

1. completion of the next phase in the Virginia Capital Trail; the Trail is scheduled to be completed by September, 2015
2. Chesterfield County Airport 5-year development plan
3. Synagro permit application in Goochland and New Kent Counties

## **II. CONSENT AGENDA**

Chairman Peterson said the Executive Committee recommended approval of the items listed on the Consent Agenda:

- A. Meeting Minutes – November 13, 2014
- B. Financial Reports – October 2014

Chairman Peterson asked if there were any questions on these items.

Ms. Graziano made a motion that the Consent Agenda be approved as presented. Ms. Prichard seconded the motion. There was no additional discussion and the motion carried unanimously.

### **III. UNFINISHED BUSINESS**

There was no Unfinished Business to bring before the Board.

### **IV. NEW BUSINESS**

#### **A. Workforce Development and the Role of Human Capital**

Chairman Peterson asked Mr. Crum to introduce today's guest speaker.

Mr. Crum introduced Dr. Kartik Athreya, who is an economist with the Federal Reserve Bank of Richmond. Dr. Athreya has completed some interesting research around workforce development and human capital that he will share with members today. Dr. Athreya also has interesting information on economic trends in the Richmond Region.

Dr. Athreya thanked members for the opportunity to speak with them today. He said he would provide a brief overview on what is happening locally and then he'll discuss workforce development.

Dr. Athreya provided information on the following:

- Richmond average monthly job change from 2004 – 2015
- Richmond total employment from 2007 – 2014
- Richmond industry growth from October 2014 in the following industries
  - natural resources and construction
  - manufacturing
  - trade, transportation, and utilities
  - information
  - financial activities
  - professional and business services
  - education and health service
  - leisure and hospitality
  - government
  - other services
- MSA comparison payroll employment growth in Virginia in the following areas
  - Harrisonburg
  - Richmond
  - Winchester
  - Charlottesville
  - Blacksburg
  - Virginia Beach
  - Danville

- Lynchburg
- Roanoke
- Northern Virginia
- Virginia
- United States
- Richmond building permits (single family homes) from 2004 – 2014
- Richmond house price growth from 2004 – 2014

Dr. Athreya said the next part of his presentation will provide information on the Federal Reserve's interest in workforce development and the role of human capital. The Bank believes it can offer an unbiased assessment of what scientific data can bring to this discussion.

The Federal Reserve has a monetary policy mandate to promote maximum employment. This mandate and the labor market's slow recovery from the recession has motivated the Richmond Federal Reserve to study long-run strategies to improve labor market outcomes for individuals by asking what can be done to:

1. improve the nation's skills and average earnings
2. workers' adaptability to changing labor market conditions

Dr. Athreya said the basic question is what can be done to develop the workforce.

Workforce development has several dimensions:

- the "coordination" side – regional, state, or local efforts to coordinate schools, firms, and workers
- the "adult workforce" side – retraining and assisting with job search and matching
- the "human capital" side – focus is on individual-level decisions to invest in skills

The focus today is on the role of human capital in workforce development. Dr. Athreya said he will provide information on some aspects of human capital that have bearing for the population that workforce development efforts aim to assist. A central implication is that adult workforce development is fighting a heroic battle at the "back end" when research suggests that it could really use help at the "front end."

College completion typically leads to a positive labor market experience, with two caveats:

1. not everyone who enrolls in college graduates; at the 8-year mark, statistics show that half of students who enrolled do not have a degree or are no longer enrolled
2. college may not be the best path for all students; the current K-12 system may not be preparing students for college

Chairman Peterson ask if the 8-year reference was to Richmond specifically. Dr. Athreya said that was a national average for public institutions. Private institutions seem to have better completion rates than public institutions.

Preparedness and good information are important for choosing the right path and for succeeding. Challenges faced by adult workforce efforts may be mitigated by targeting people when they are young.

A chart was shown on how college completion inoculates against unemployment with comparisons of four levels of education over the time period of 1992 – 2014 (less than high school; high school; some college or associate's degree; bachelor's degree or higher). This is for adults 25 years of age or older. The chart shows those with the highest level of education experience an unemployment rate of about one-fourth that of those with the least amount of education.

Dr. Athreya also showed a similar chart outlining how average weekly earnings compare between the same levels of education from 1979 – 2011. As with the previous chart, those with the higher levels of education earn on average more per week than those with a lower level of education. Since about the mid-1980s, average weekly income levels have fallen more for those with less than a high school diploma than for those with higher levels of education.

Information was also provided on a finer breakdown of types of degrees with regard to average weekly income (doctorate, master's, professional, bachelor's, associate's, some college/no degree, high school, less than high school).

Ms. Prichard asked where those who have some type of technical certification would fall on this chart. Dr. Athreya said those who hold some types of certification and are successful would fall more in line with those persons who hold a college degree. However, he pointed out that advanced manufacturing jobs account for only about seven percent of the workforce.

Ms. Kelly-Wiecek asked if this meant a bachelor's degree or an associate's degree. Dr. Athreya said if the person is successful, it would be closer to a bachelor's degree.

Information was provided on the percentage of US population age 25 years and older that hold each type of educational level – master's or higher; bachelor's; associate's; some college/no degree; high school; less than high school. The sector of those with some college but no degree is about 21 percent of the population, which brings the question as to whether this sector was adequately prepared to attend college.

Dr. Athreya said there are biases in just looking at snapshots of the population – ability and selection. If these biases are controlled, there are still two caveats to consider – averages don't show the various deviations; and a person must finish high school to be admitted into college and college must be finished to enjoy the returns benefit. In the labor market, a General Equivalency Diploma does not carry the same weight as a high school diploma.

Information was provided on how many of those who went on to pursue certification, an associate's degree, or a bachelor's degree had realized what they expected, had left with

no certification/degree, and the average amount of debt each of these three sectors carried. These questions were asked within six years of completing high school.

There are three dimensions of preparedness: academic ability, work habits, and knowing options. Early childhood experiences seem to matter a lot for hard and soft skills. Middle and high school appear to be good for exploring options and further building soft skills. Community college can help students assess preparedness and explore other post-secondary options.

Ms. O'Bannon said statistics she's seen indicate that early childhood refers to all children before they enter fourth grade. Dr. Athreya said the studies he's seen indicate that non-cognitive aspects can be remedied even later than fourth grade.

Mr. Fabricant asked if the Federal Reserve shows benefits of financial rewards or quality of life rewards when the information on preparedness is presented to other groups, such as schools. Dr. Athreya said the model presented by the Federal Reserve to schools starts off by asking students what type of life style they want to enjoy. Mr. Fabricant said he believes many people are too focused on the financial benefits and are not aware of the trade-offs with respect to quality of life.

Dr. Athreya said he feels that formal education is valuable because it allows one to have a better appreciation of various aspects of life.

Mr. Fabricant said he feels many young people now are coming out of college feeling that they are entitled to certain benefits without having to do the work to achieve them.

Dr. Athreya continued by discussing adult workforce considerations:

- adult population that needs workforce training is usually highly “selected”
- numerous risks during work life
  - unemployment
  - displacement (rare for long-tenured workers but very scarring when it does happen)
  - occupational
- individuals' resilience tends to increase with their level of broad-based human capital investment
  - half of the dispersion in earnings is attributable to learning experience prior to labor market entry
- don't know whether people are fully aware of long-term consequences of their early human capital decisions

Key takeaways from today's presentation are:

- completion is important at every stage
- preparedness (including having good information) can help students choose the best path for themselves and ultimately complete that path

- workforce development efforts targeting younger populations can have high payoffs in the long run
- success of adult workforce partly depends on early-life decisions and outcomes

Dr. Athreya said he would be glad to answer any questions members may have.

Mr. Pollard asked if there are specific areas of concentration, such as healthcare, that students should consider based on future needs. Dr. Athreya said it is very difficult to determine if current trends are going to carry forward long term. There's no question that as baby boomers age, there will be a need for more healthcare workers. Another area that has been rewarding workers over the past 20 years or so is any STEM-related job. If he had to make any sort of broad prediction, Dr. Athreya said he would say that STEM jobs are the current area of concentration that students need to consider.

Ms. Kelly-Wiecek asked if the Federal Reserve has looked at the impact of non-traditional colleges such as Strayer University or other online institutions. Dr. Athreya said he believes that community colleges will continue to play a very important role in education as the curriculum can be adjusted as needed. However, these completion rates tend to be very low as the community colleges spend a lot of time remediating their students.

Ms. Kelly-Wiecek said students can only go so far in the community college system. She said many adults go to the non-traditional schools in order to complete their degree work. Dr. Athreya said that on average, it has been shown these types of paths do not offer the same rewards as a traditional four-year school. He said some of the non-traditional schools are coming under the scrutiny of regulators because the school are not delivering what they promise.

Ms. Kelly-Wiecek asked if the Federal Reserve is looking at any models that can help educate parents on the benefits of technical training versus a four-year institution. She said the perception of parents needs to be changed. Dr. Athreya said the model already provided to schools by the Federal Reserve points out the variety of options for students without pushing to change the nature of conversations that educators have with parents.

Mr. Elswick asked if Dr. Athreya could discuss the benefits of an online degree versus that from a four-year institution. Dr. Athreya said he did not know enough about online degrees to offer a comparison. He said that online studies are becoming more popular even from the larger schools such as MIT.

Mr. Agelasto said he believes employers look not only at the education of an applicant but also at the experience. He asked if experience was given any thought with regard to success rates in addition to education. He said as the workforce ages and retires at an older age, this may put a downward pressure on those just entering the workforce. There will be less jobs available and those with more experience may have an upper hand. Mr. Agelasto asked if this may impact unemployment rates. Dr. Athreya said in most cases, the degree becomes the differentiator. Those with higher formal skills will have higher wages in

general. Those who are staying in the workforce longer don't seem to be having an impact on those entering the workforce.

Mr. Gecker said the net result of these statistics should translate to policy. He said if there is no focus on the generation raising the students, then it's hard to know how to keep the students on the right path. He asked if the Federal Reserve is looking at ways to break this cycle. Dr. Athreya said other research is ongoing on how mobility across generations is impacted. There is systematic evidence that these conversations do need to take place in order to keep the need for remediation down.

Mr. Gecker asked if any work is being done to determine how to increase the number of useful jobs instead of shifting them around the country. Dr. Athreya said there is no data to show any relationship between per capita prosperity and the rate of unemployment in the population. He said shifts in technology can disrupt individual lives with regard to what they have to do.

Mr. Gecker asked how this can relate to the significant cycle of poverty in the country. Dr. Athreya said if a person does not have some type of "insurance" such as a parent or family unit to fall back on, then poverty can be cycled from one generation to the next. He said the failure rate of first generation college graduates is much higher than subsequent generations.

Ms. O'Bannon said a key takeaway is that a person with a higher level of education has more skills to use in order to adapt. Dr. Athreya said he would agree that having basic skills is key.

Mr. Pollard said he believes that if a person is able to read, write, and perform basic math, then the person can do anything.

Chairman Peterson thanked Dr. Athreya for being so generous with his time this morning. He asked if staff could make sure they have copies of the presentation and Dr. Athreya's contact information to provide to those members who want copies.

## **B. FY15 Revised Budget and FY16 Draft Budget**

Chairman Peterson asked Mr. Crum to provide information on this item.

Mr. Crum noted that the Executive Committee has recommended approval of both budgets as presented. He said more detailed information sheets are included in the agenda packet under Tab 4.

What will be presented today is a look at the revised current year (FY15) budget to show how the agency is tracking with revenues and expenses. A preliminary FY16 budget will also be presented.

At the end of FY14, on June 30, 2014, it was anticipated that the undesignated fund balance would be about \$152,589. The actual ending fund balance was \$181,993. Staff anticipates being able to return approximately \$4,700 to the undesignated fund balance at the end of FY15. The total fund balance on June 30, 2015 is expected to be approximately \$1,186,693, which includes the designated fund balance of \$1 million. Mr. Crum reminded members that there is a \$1 million designated fund balance to help the agency meet expenses while waiting for reimbursements from state and federal agencies.

Mr. Crum reviewed some factors that are favorably impacting this year's budget:

- restoration of state funding proposed to be cut
- two new one-year grants
- expenses cut 3.3 percent from the initial budget

Mr. Crum said the agency is at a point where it will be very difficult to cut expenses any further. He said six fulltime positions have been eliminated and professional development funds have been cut to a minimal level.

There have been some budget challenges:

- \$3,800 reduction in member dues for TPO assistance
- fringe and indirect cost recovery rates remain flat
- part-year staffing for a Principal Planner and Senior Planner in the RRTPO program; these vacant positions impact indirect costs that can be charged to grants

For FY16, which will begin on July 1, 2015, agency staff is working with very preliminary numbers for items such as:

- member dues population estimates will be released in January, 2015
- state funding under the Regional Cooperation Act
- Richmond Regional TPO adoption of the Unified Work Program (UWP); this information will be available in March

Mr. Crum said staff has taken a very conservative approach to the FY16 budget, keeping most amounts flat. During FY16, the agency will lose three short-term grants. Mr. Crum said staff is looking at different options to replace these funds. He said it is also assumed that there will be full staffing for the entire year.

Mr. Crum said revenue projections are:

Urban Transportation	58.9%
Local Member Dues	23.8%
State Appropriation	4.3%
Emergency Mgt.	3.9%
Regional Indicators	2.9%
Rural Transportation	2.2%

Sublease, Fund Balance, Misc.	2.8%
Environmental	1.1%

Projected member dues amounts were also provided for members' information. These are charged at a rate of \$0.55 per capita plus \$0.05 to support the TPO. Mr. Crum reminded members that RRPDC has the lowest per capita assessment of all of the PDCs in the state.

Operating costs are expected to be:

Personnel	78.8%
Rent	12.8%
IT Operations	2.5%
Legal, Audit, Insurance	1.3%
Training, Travel, Org. Dues	1.2%
All Other	3.4%

Mr. Crum said that other options for the rental space are being explored in conjunction with the Executive Committee. He said both long and short term options will be taken into consideration.

At the end of FY16, on June 30, 2016, it is anticipated that approximately \$40,000 from the fund balance will be used to meet operating costs. The budget will be presented again in May and a better estimate of the fund balance use will be available at that time. The total fund balance at the end of FY16 is expected to be approximately \$1,146,693.

Mr. Crum said that in 2004, the Board completed financial projections that indicated the agency would be below the \$1 million threshold in 2009. It was determined that once that happened, the Board would need to evaluate whether a dues increase would be required. Mr. Crum said that the preliminary FY16 budget indicates that this threshold will not be met seven years after it was anticipated to happen.

Mr. Crum said that he believes the time is coming when the Board will need to take a hard look at costs. He said he does not see how any additional staff resources and expenses can be cut any further. Mr. Crum said he believes that a lease renegotiation or securing space at a lower rent rate will be the best option. He noted that many of the agency's staff positions are undervalued as compared to similar positions in the localities and state government. Mr. Crum said he sees these as the most significant challenges and he will continue to work with the Executive Committee to address these.

Ms. O'Bannon said she has been suggesting for several years that staff should try to renegotiate the rent rate. She noted that the Greater Richmond Partnership recently renegotiated its lease and is now saving about \$20,000 to \$30,000 per year.

Mr. Crum said staff is working on this issue. He said the Board signed a ten-year lease in 2007, and whenever staff has reached out to the landlord to discuss renegotiations, the

landlord has not been as interested in discussing a renegotiation. Mr. Crum said as the end of the lease term nears, he hopes the landlord will be more receptive to those discussions.

Ms. O'Bannon said she believed that the designated fund balance was in place to cover expenses if the agency closed. She asked if the \$1 million amount was still enough to cover those types of costs. Mr. Crum said these costs were developed, and while he did not have a specific number today, he will find out that amount and report back.

Mr. Crum said staff is asking that members take action to approve the FY15 revised budget and the FY16 draft budget. He said a final look at the FY16 budget will be provided in May. Mr. Crum said the information Ms. O'Bannon requested can be included in that review.

Ms. Graziano made a motion that the revised FY15 budget and the draft FY16 budget be approved as presented. Mr. Williams seconded the motion. There was no additional discussion and the motion carried unanimously.

**V. OTHER BUSINESS**

Chairman Peterson asked if there was any other business or any announcements. He wished members and their families a very happy and safe holiday season.

**VI. ADJOURNMENT**

As there was no additional business to bring before the Board, Chairman Peterson adjourned the meeting at approximately 10:45 a.m.

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Robert A. Crum, Jr.  
Executive Director

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Ken Peterson  
Chairman