Virginia Passenger Rail Authority Board Meeting

December 14, 2020

For technical assistance, call Michael Henderson (804) 592-7985

Workshop Agenda	Presenter	Estimated Time Allotted
Board Chair Update	Jennifer Mitchell, Chairperson	10 mins
Transforming Rail in Virginia – Major Capital Projects	Michael McLaughlin, Chief of Rail – DRPT	20 mins
Virginia Passenger Rail Authority Organizational Structure	Jennifer Mitchell, Chairperson	20 mins
Draft VPRA Budget – Operating and Capital	Steve Pittard, Chief Financial Officer – DRPT	30 mins
Virginia Railway Express – Decades of Transformation	Rich Dalton, CEO – Virginia Railway Express	15 mins
Closed Session		30 mins
Break - Lunch		60 mins
Draft VPRA Personnel Policy	Jeremy Latimer, Director of Rail Programs – DRPT	15 mins
Virginia Passenger Rail Authority Administrative Items	Steve Pittard, Chief Financial Officer – DRPT	10 mins
Public Comment		
Action Agenda	Presenter	Estimated Time Allotted
Public Comment		10 mins

Board Chair Update

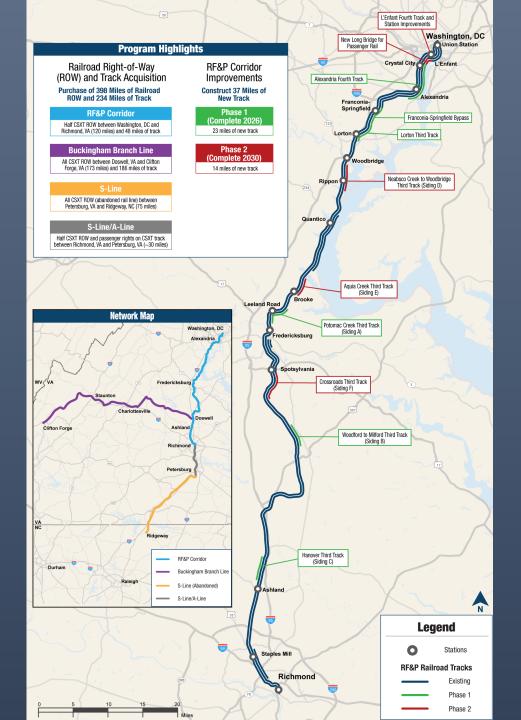
Jennifer Mitchell, Chairperson

Transforming Rail in Virginia Major Capital Projects

Michael McLaughlin, Chief of Rail – DRPT

Transforming Rail in Virginia Capital Program

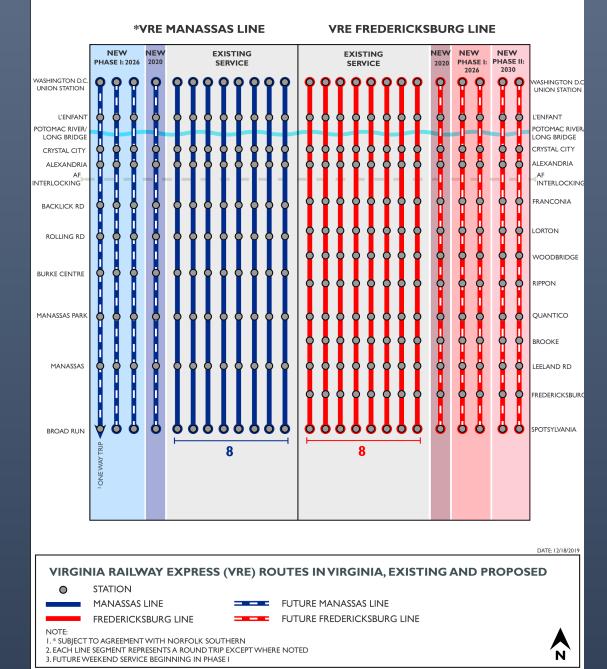
- Of the \$3.7 Billion TRV Program, \$3.2 billion is for capital projects.
- The projects will be constructed in phases:
 - Phase 1 to be completed ~ 2026
 - Phase 2 to be completed ~ 2030
- Virginia is close to finalizing the definitive legal agreements with CSX, Amtrak, and VRE on the \$3.7 billion TRV Program.



Completion of Phases Correspond with New Passenger Service

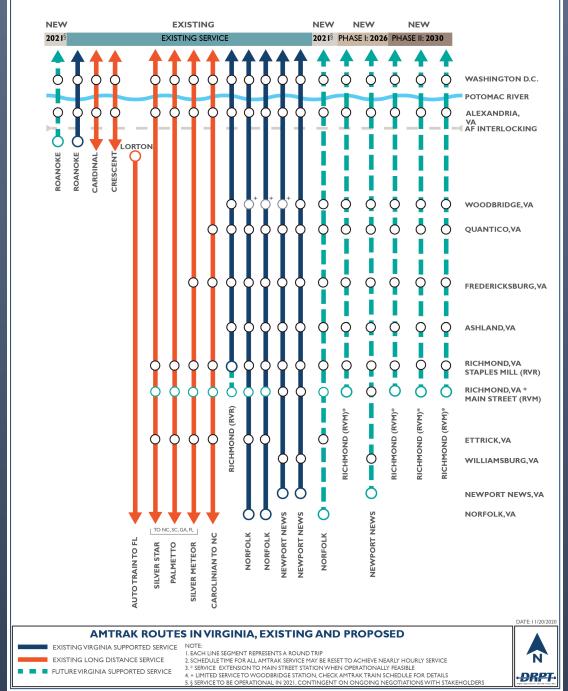
 Proposed Future Virginia Railway Express (VRE) Service Plan

VIRGINIA-CSX RAIL PROPOSAL VRE SERVICE PLAN



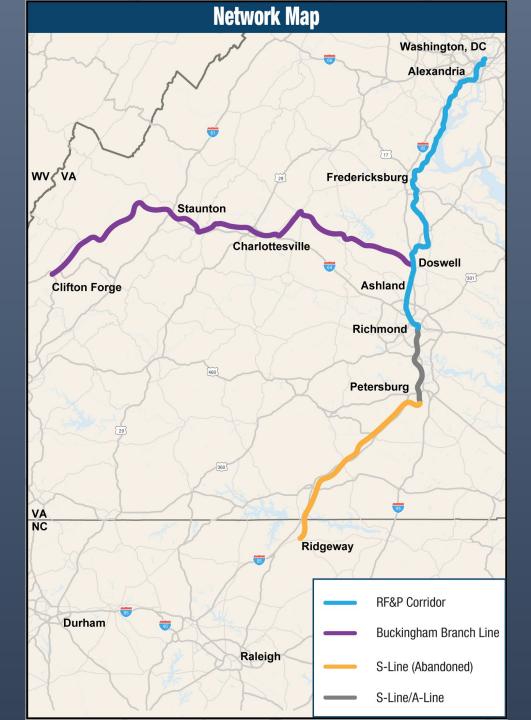
• Proposed Future Amtrak Service Plan

PROPOSED VIRGINIA PASSENGER RAIL SERVICE PLAN

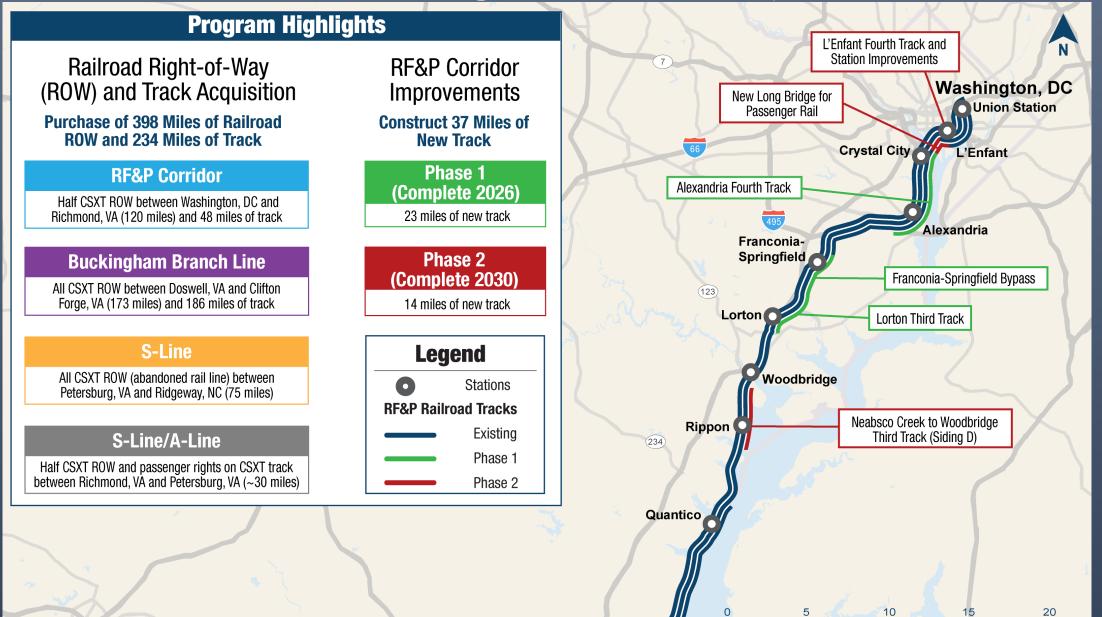


Acquisition

- The acquisition map stretches from the nation's capital to the Allegheny Mountains to North Carolina.
- Phases 1 and 2 are concentrated on the RF&P from Washington to Richmond

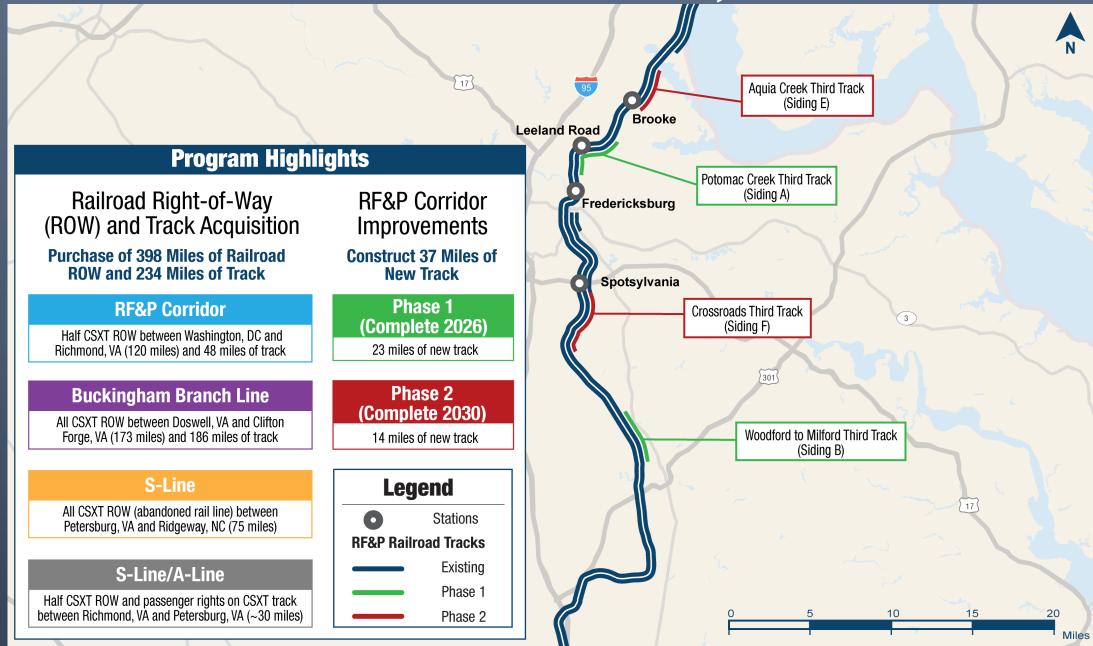


Northern Virginia and DC Projects

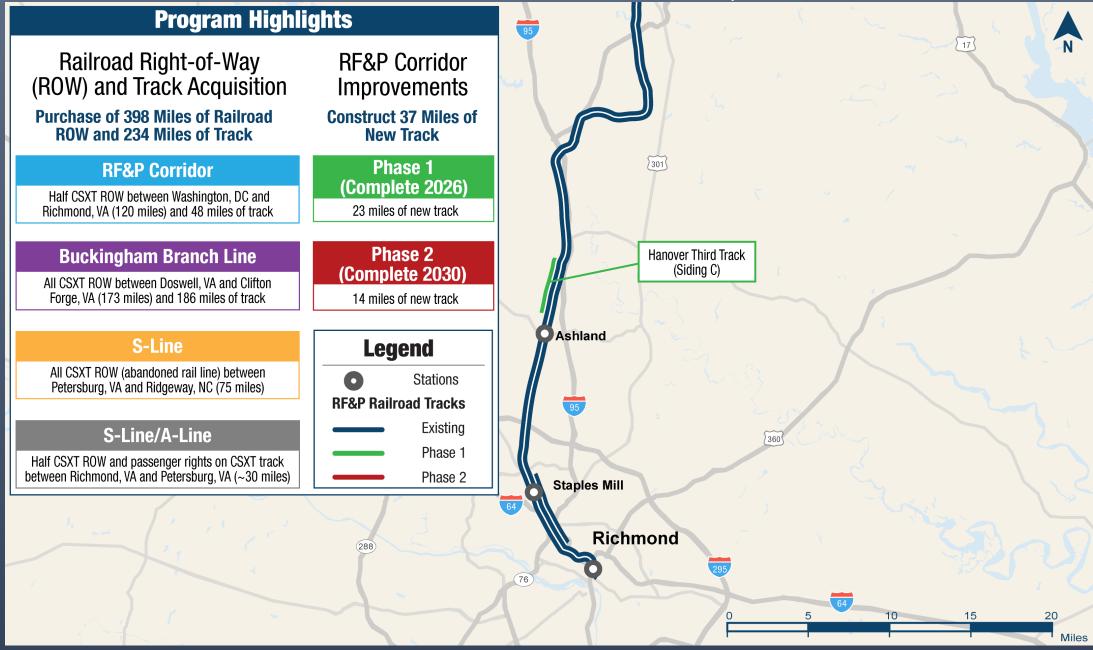


Miles

Central RF&P Area Projects



Southern RF&P Area Projects



Individual Project Profiles

Long Bridge

- In order to add more freight and passenger rail, the biggest rail bottleneck on the East Coast Long Bridge – needs to be addressed.
- Long Bridge carries almost 80 trains a day over a 100-year old 2-track bridge.
- The bridge is at 98% capacity during peak hours.
- Environmental clearance started in 2016 and was finalized in September 2020; names Virginia as the lead on design and construction.



Current Status and Next Steps

- Estimated \$1.9 billion cost
- Project is currently at 15% design Virginia is close to hiring a contractor to complete 30% Preliminary Engineering.
- In 2021 Virginia will apply to enter the FTA's "Project Development" phase for its 5309 "Core Capacity" program this could fund up to 50% of the project's transit component (~\$800 million).
- During Preliminary Engineering Virginia will determine the procurement method for construction i.e. Design-Bid-Build or Design-Build or an alternative method.
- Virginia is also working with other stakeholders such as the District of Columbia Department of Transportation (DDOT), Amtrak, and VRE to coordinate various engineering and construction issues.
- PE will take 2 years and Final Design and Construction is estimated to be complete by 2030.



4th Track Project: "AF to RO"

- 3 Fredericksburg line tracks and 2 Manassas line tracks

 which carry all of the Commonwealth's VRE and
 Amtrak passenger trains in addition to freight traffic –
 converge into 3 tracks at the AF interlocking in
 Alexandria.
- The project will design & construct 6 miles of fourth track between the AF (Alexandria) and RO (Rosslyn) Interlockings.
- The new track will be coordinated with the Crystal City Station and Alexandria Station projects performed by VRE.
- Project received a \$45 million FASTLANE grant from US DOT in 2016.
- When complete CSX will convey an existing track on the west to Virginia.



Project Status and Next Steps

- \$161 million estimated project cost.
- DC2RVA Tier II EIS complete in Sept. 2019 environmental clearance for AF to RO achieved through DC2RVA project.
- PE plans were completed for the full DC2RVA project corridor and DRPT is close to finalizing AF to RO PE Signature Plans.
- Early works PE design plans for a Crash wall at Airport Access Road will satisfy the grant requirement of construction start w/in 18 months of DOT grant agreement execution.
- CSX will be leading final design and construction as the right of way to build the project is on the east on CSX land.
- When complete CSX will convey an existing track on the west to Virginia.
- Final Design estimated to be complete in 2022 and Construction estimated for 2025 completion

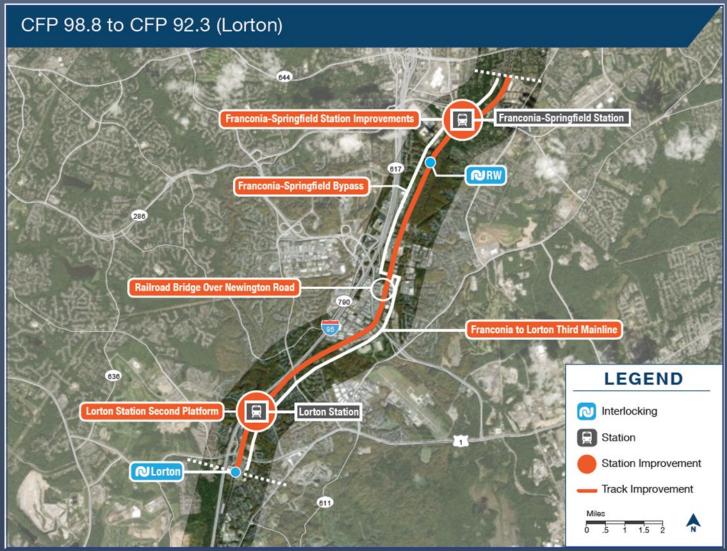




Franconia to Lorton Projects

 Franconia to Lorton 3rd track is a 6+-mile Segment that will extend the 3rd track that is currently from Franconia to Alexandria.

 Franconia Bypass just south of the Franconia Station will allow passenger trains to crossover to serve VRE Stations on the west north of Franconia and on the east south of Franconia.



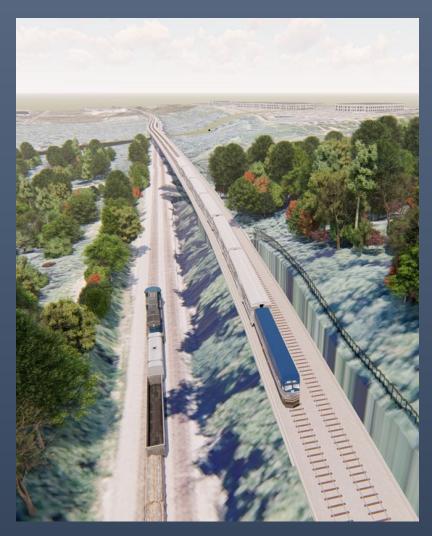
Project Status and Next Steps

<u>3rd Track</u>

- \$162 million cost
- PE complete
- Environmental Clearance in-progress: Categorical Exclusion
- Final Design will begin in 2021 and construction will begin in 2023 with completion in 2025

Bypass

- \$340 million cost
- Concept Level design
- Environmental Clearance in-progress: Categorical Exclusion
- Design to begin in 2021 and construction will begin in 2023 with completion in 2026

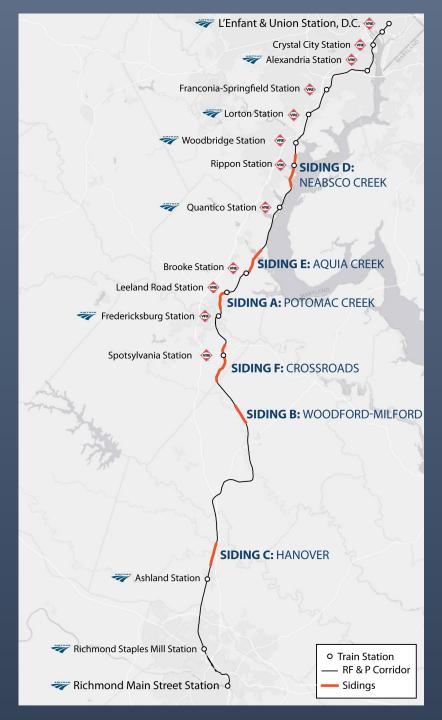


DC to Richmond Sidings

• The Phase 1 and 2 sidings are located from Woodbridge to Hanover County are approximately 3-4 miles in length and will allow for strategically placed 3rd tracks that will allow freight and passenger trains to utilize the sidings to fluidly move from Washington, DC to Richmond.

6 sidings:

- Siding A: Potomac Creek near Leeland Station
- Siding B: Woodford Milford in Caroline County
- Siding C: Hanover Siding north of Ashland
- Siding D: Neabsco Creek south of Rippon
- Siding E: Aquia Creek north of Brook Station
- Siding F: Crossroads south of Spotsylvania
- 4 of these sidings, when combined with other 3rd tracks on the ground or in development, will be the start of a dedicated 3rd track passenger corridor (to be completed in Phases 3 and 4) from Alexandria to Spotsylvania, which is the end of the VRE Territory.



Project Status and Next Steps

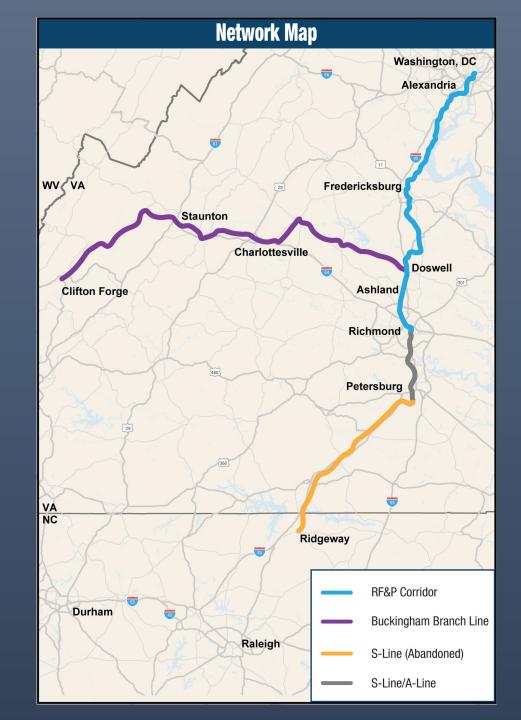
- Estimated cost of \$472 Million.
- All sidings were cleared environmentally by DC2RVA, as was 30% design for most of the sidings.
- Of the 3 sidings that are part of "Phase 1", final design procurement will begin in 2021.
- The other 3 sidings in "Phase 2" will begin final design in 2026.
- Construction Dates: 2022-2025 for Phase 1 sidings; 2027-2030 for Phase 2 sidings

Siding C: Hanover County



Future Phases

- As identified in the CSX agreement there are future phases that would complete a 3rd track from DC to Spotsylvania.
- The CSX agreement also identifies the goal of Virginia building a 4 track corridor from Washington to Richmond in the future, with 2 tracks dedicated to passenger rail.
- 4 tracks would allow for skip stop service and reverse-flow VRE trains
- Additional projects are in planning for:
 - Main Street Station in Richmond to allow all Amtrak trains to serve Main Street
 - The Commonwealth Corridor utilizing the Buckingham Branch
 - The S-Line from Petersburg to North Carolina
 - Roanoke to Christiansburg





Michael McLaughlin

michael.mclaughlin@drpt.virginia.gov

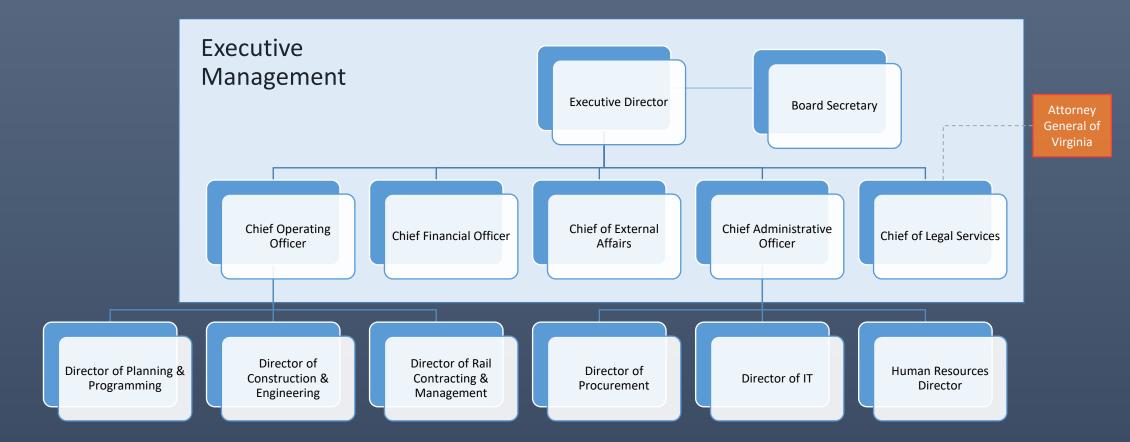
www.drpt.Virginia.gov

www.drpt.virginia.gov/rail/transforming-rail-in-virginia/

VPRA Organizational Structure

Jennifer Mitchell, Chairperson

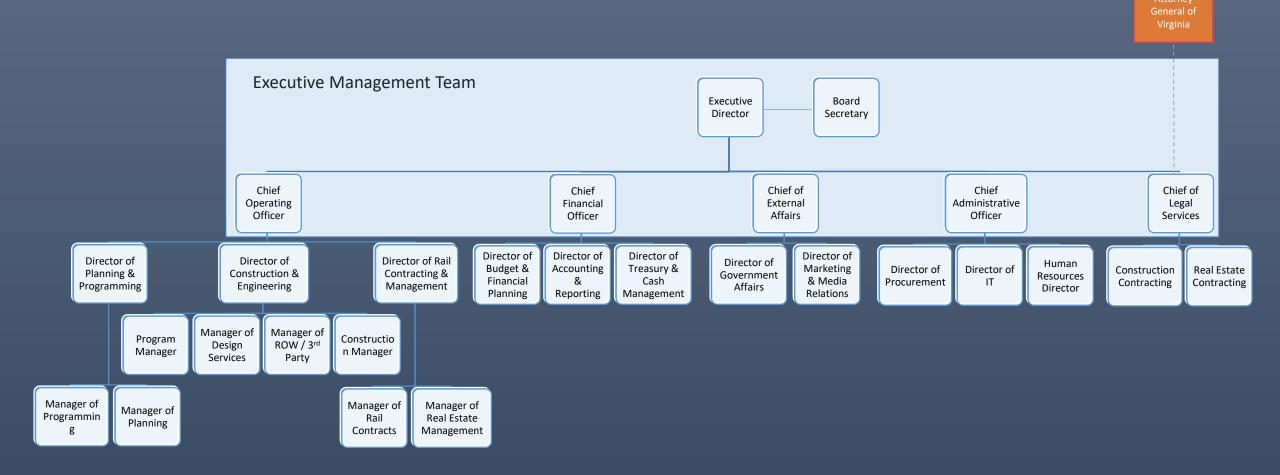
VPRA DRAFT Management Organization



Note: "Chief" and "Director" nomenclature is used to illustrate common reporting levels within the management structure but may not hold in all cases as positions are better defined in future phases of the organizational design.

Management

VPRA DRAFT Expanded Management Organization



FY2022 Draft Operating and Capital Budget

Steve Pittard, Chief Financial Officer – DRPT

Code of Virginia

The law establishing the Virginia Passenger Rail Authority (VPRA) also established that the CTB should prescribe the form of the VPRA operating plan and budget.

• <u>33.2-298</u>. Annual budget.

The Authority shall prepare and submit a detailed annual operating plan and budget to the Transportation Board by February 1 of each fiscal year. The Authority shall also prepare and submit for approval any proposed capital expenditures and projects for the following fiscal year to the Transportation Board by February 1. The Transportation Board shall have until May 30 to approve or deny any capital expenditures, and, in the event the Transportation Board has not approved or denied the Authority's proposed capital expenditures by such deadline, such expenditures shall be deemed approved. The operating plan and budget shall be in a form prescribed by the Transportation Board and shall include information on expenditures, indebtedness, and other information as prescribed by the Transportation Board.

VPRA Budget Requirements

- By February 1st of each year, submit an annual operating and capital budget to the CTB
- The CTB has until May 30th each year to approve or deny any capital expenditures in the budget
- CTB provided the ability to prescribe the format and contents of the operating budget

Basic Assumptions – Operating Budget

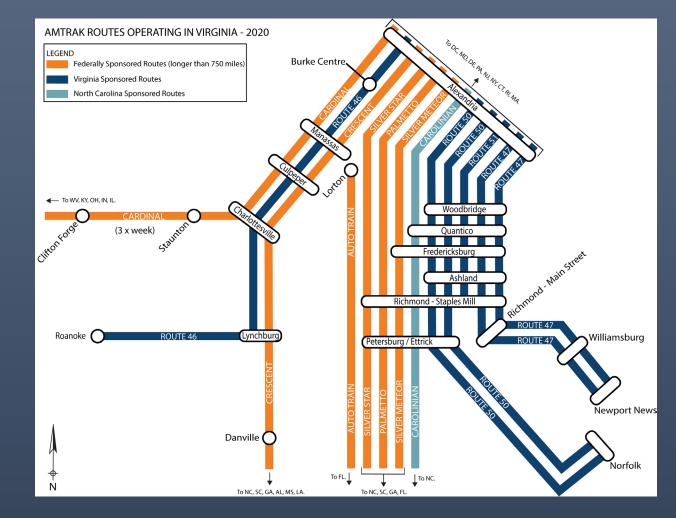
- One year budget (FY2022); will include an estimate for FY2021 for comparison
- Based on anticipated expenditures as accrual basis required
- Zero-based estimate for FY2022
- Two main elements of Operating Budget:
 - Amtrak Operations Costs
 - VPRA Administration

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Project Description	FY21	FY22
	(Millions)	(Millions)
Administrative Budget	\$ 2.3	\$ 5.2
Roanoke Service - Amtrak Route 46 (1 daily roundtrip)		
Operating Support	3.5	6.0
Capital Equipment Charge	-	-
Subtotal	3.5	6.0
Newport News Service - Amtrak Route 47 (2 daily round trips)		
Operating Support	6.5	12.0
Capital Equipment Charge	1.2	1.2
Subtotal	7.7	13.2
Norfolk Service - Amtrak Route 50 (2 daily roundtrips)		
Operating Support	2.9	7.5
Capital Equipment Charge	2.4	2.4
Subtotal	5.3	9.9
Richmond Service - Amtrak Route 51 (1 daily roundtrip)		
Operating Support	0.8	6.0
Capital Equipment Charge	0.9	1.0
Subtotal	1.7	7.0
Future Roanoke/NRV Operations		
Operating Support	-	6.0
Capital Equipment Charge	-	-
Subtotal	-	6.0
Future Norfolk Train 3 Operations		
Operating Support	-	2.2
Capital Equipment Charge	-	0.5
Subtotal	-	2.7
Bedford Amtrak Thruway Intercity Bus Connector	0.3	0.3
Amtrak Marketing Costs	0.9	0.9
Total Operating Budget	\$ 21.7	\$ 51.2

Amtrak State-Supported Operating Budget

- Presents the costs of the six state-supported Amtrak trains
- Includes funding for marketing, train operating costs, and for Virginia's share of contributions for Amtrak equipment
- Presents net subsidy required by route



VPRA Administration Budget

• Developed at general ledger account level using DRPT's current chart as a base

- Present using a roll-up by certain classifications of expenditures. For example:
 - Payroll includes base salaries and all fringes
 - IT includes telecomm, network, hardware, software and maintenance

TOTAL PAYROLI TELECOMM SERVICE VOICE/DATA TRANS. EQUIP COMPUTER SYSTEMS & SUPPORT MOBILE CLIENT COMPUTERS NETWORK COMPONENTS OTHER COMP. EQUIPMENT COMPUTER SOFTWARE PURCHASES COMPUTER OPERATING SUPPLIES TOTAL INFORMATION TECHNOLOGY CLERICAL SERVICES AUDITING SERVICES CONSULTING SERVICES PERSONNEL MANAGEMENT SERVICES LEGAL SERVICES MANUAL LABOR SERVICES TOTAL OUTSIDE SUPPORT SERVICES EMPLOYEE INCENTIVES EMP TRNG COURSE, WKSHP, CONF TRAVEL, SUBSISTENCE AND LODGING ORG. MEMBERSHIPS FOOD AND DIETARY SERVICES APPAREL SUPPLIES TOTAL TRAINING TRAVEL OTHER PROPERTY INSURANCE **BUILDING RENTALS** OFFICE APPURTENANCES OFFICE FURNITURE CONSTRUCTION, BLDG IMP **TOTAL OFFICE BUILDING & RELATED** PUBL SUBSCRIPTIONS OFFICE SUPPLIES PRINTING SERVICES EQUIP. REPAIR & MAINT. POSTAL SERVICES TOTAL OTHER ADMINISTRATIVE

TOTAL FY2022 BUDGET

Draft VPRA Administration Budget

- Payroll includes 28 potential employees at an average employment length for the year of 75%
- Training Travel Other includes: employee training, conferences, work travel to oversee projects; employee incentives - bus pass subsidy or tuition reimbursement; organizational memberships; work apparel; food and dietary costs
- Outside support services include professional services (audit, legal) and consultants needed for the standup of the organization
- Information Technology includes the purchase / install / maintenance of ERP financial system
- After organization standup period some categories should decrease

EXPENSE CATEGORY	FY 20	21	FY 2022			
PAYROLL	\$ 1,95	0,000	\$	3,423,000		
TRAINING TRAVEL OTHER	1	.8,000		138,700		
OFFICE FUNCTIONS		5,000		12,300		
OUTSIDE SUPPORT SERVICES	14	6,500		531,000		
INFORMATION TECHNOLOGY	g	8,000		904,000		
OFFICE BUILDING & RELATED	4	5,000		157,000		
TOTAL	\$ 2,26	2,500	\$	5,166,000		

Basic Assumptions – Capital Budget

- Will include current year expenditures and (FY2021), budget for following fiscal year (FY2022) and five-year forecast (FY2023-FY2027)
- Based on cash flows approximate accrual based expenditures
- Includes existing projects (~30 projects) and planned future efforts (Transforming Rail Initiative)
- Two sections:
 - > Capital Projects section: VPRA-managed projects
 - > Capital Grants section: Projects managed by external grantees
- Will include one-page narrative description with status update on each project

DRAFT VPRA CAPITAL PROJECTS BUDGET (IN MILLIONS)

	Total Budget	Expenses June 30, 2020	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total FY21 - FY27
New Long Bridge for Passenger Rail	\$1,979.3	\$2.6	\$15.8	\$7.5	\$4.0	\$60.7	\$665.1	\$742.8	\$380.7	\$1,876.6
Alexandria 4th Track	163.8	10.4	22.2	38.4	27.6	28.4	29.3	7.5	-	153.4
Franconia to Lorton 3rd Mainline	161.7	1.3	2.2	5.4	90.6	62.2	-	-	-	160.4
Franconia-Springfield Bypass	342.2	3.2	5.6	23.1	35.5	90.4	121.7	62.7	-	339.0
Richmond to DC Sidings - Phase 1	233.1	-	8.4	25.1	46.5	79.1	74.0	-	-	233.1
Richmond to DC Sidings - Phase 2	236.4	-	-	-	-	-	-	3.8	15.1	18.9
TRV Right of Way Acquisition	525.0	-	200.0	200.0	125.0	-	-	-	-	525.0
TRV Other Infrastructure	116.6	-	35.6	19.8	0.1	0.7	0.5	23.4	7.3	87.4
Total TRV	3,758.1	17.5	289.8	319.3	329.3	321.5	890.6	840.2	403.1	3,393.8
Purchase of St. Julian's Yard: Amtrak Train Service Facility	1.8	-	-	1.8	-	-	-	-	-	1.8
Total	\$3,759.9	\$17.5	\$289.8	\$321.1	\$329.3	\$321.5	\$890.6	\$840.2	\$403.1	\$3,395.6

DRAFT VPRA CAPITAL GRANTS BUDGET (IN MILLIONS)

Project Description	Grantee	Total Project Budget	Expenses June 30, 2020	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Total FY21-FY27
Crystal City Platform Study	VRE	\$ 1.0	-	-	\$ 0.7	-	-	-	-	-	\$ 0.7
L'Enfant Platform Study	VRE	3.2	-	-	1.1	1.1	-	-	-	-	2.2
Alexandria Station Pedestrian Tunnel	VRE	6.9	-	-	2.3	2.3	2.3	-	-	-	6.9
Brooke/Leeland Road/Potomac Shores Station Improvements: Design & Construction	VRE	36.0	-	-	2.0	1.9	3.8	3.8	7.6	-	19.1
Broad Run Station & 3rd Track Improvements	VRE	71.4	2.3	0.5	0.4	6.8	19.3	25.7	12.9	-	65.6
Lorton Platforms	VRE	4.0	-	-	0.3	0.5	-	-	-	-	0.8
Manassas Station Platform Extension	VRE	9.2	-	-	2.3	4.6	2.3	-	-	-	9.2
Real Time Multimodal Information	VRE	3.5	-	-	-	-	-	1.7	1.8	-	3.5
Manassas Park Parking Garage and Bridge	VRE	23.5	-	-	3.9	3.9	3.9	3.9	3.9	4.0	23.5
Quantico Station Improvements	VRE	19.2	0.6	1.8	2.0	11.9	1.5	-	-	-	17.2
Rolling Road Platform Extensions	VRE	2.0	0.1	0.3	-	-	-	-	-	-	0.3
Track Lease Payment-Amtrak	VRE	52.5	-	5.8	6.4	6.4	6.4	6.4	6.4	6.4	44.2
Track Lease Payment-CSX	VRE	44.4	-	7.1	5.0	5.0	5.0	5.0	5.0	5.0	37.1
Track Lease Payment-Norfolk Southern	VRE	25.7	-	2.8	3.1	3.1	3.1	3.1	3.1	3.1	21.4
Construction Storage Locations - WAS	VRE	14.5	-	-	1.1	1.1	1.1	1.1	-	-	4.4
Rehab Rail Facility - WAS	VRE	10.0	-	-	1.2	1.0	1.2	-	-	-	3.4
Newport News Station Platform	Newport News	43.9	-	5.1	5.1	5.1	5.2	-	-	-	20.5
Ettrick Station Improvements	Chesterfield County	4.6	-	-	0.5	1.0	-	-	-	-	1.5
Amtrak PIDS: Ashland, Richmond Main Street, Staples Mill Station	Amtrak/DRPT	1.2	-	0.4	0.4	0.4	-	-	-	-	1.2
Amtrak Station State-of-Good-Repair	Amtrak	7.1	-	-	1.3	1.4	1.4	1.5	1.5	-	7.1
Positive Train Control	Amtrak	7.0	0.2	-	1.8	1.0	1.0	1.0	1.0	1.0	6.8
Arkendale to Powell's Creek Third Track Construction and Island Platforms	CSX	101.4	77.3	5.7	5.3	6.6	6.5	-	-	-	24.1
Improvements Lynchburg to Roanoke	Norfolk Southern	102.1	80.1	2.0	7.5	7.5	5.0	-	-	-	22.0
Route 29 Rail Corridor Improvements	Norfolk Southern	31.6	-	-	7.9	7.9	7.9	7.9	-	-	31.6
Total		\$ 625.9	\$ 160.6	\$ 31.5	\$ 61.6	\$ 80.5	\$ 76.9	\$ 61.1	\$ 43.2	\$ 19.5	\$ 374.3

Next Steps

- Late December: complete detailed budget document and provide to VPRA Board
- December Mid January: update budgets based on feedback from VPRA Board and Audit and Budget Committee
- Late January: final budgets presented to the VPRA Board for approval to submit to the Commonwealth Transportation Board
- February May: update budgets based on feedback received from CTB and any other significant changes
- Early June: final VPRA Board adoption of FY2022 budgets

Questions?



VRE Presentation

Rich Dalton, Chief Executive Officer – Virginia Railway Express

Decades of Transformation

VRE's Role in the Expansion of Passenger Rail Service

Presented by

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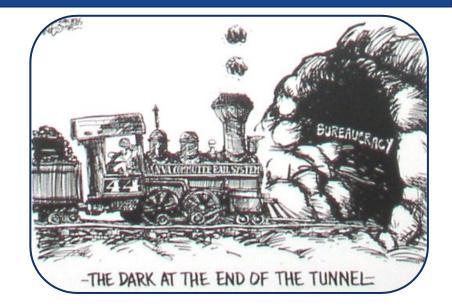
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Rich Dalton Chief Executive Officer

December 14, 2020 via Webex

In the Beginning

1950Commuter rail abandoned
in Northern Virginia



1964



Northern Virginia Transportation Commission initiates discussions on reestablishment of commuter rail service

1967- Numerous studies validate the1984 viability of commuter rail service



Early Milestones

1984 Planning for commuter rail begins in earnest. Grassroots effort garners community support.

> NVTC and PRTC establish the 1988 Virginia Railway Express Operations Board









Early Milestones

1989 Operating and storage agreements are put in place





AMTRAK



1992 First locomotive arrives (January)



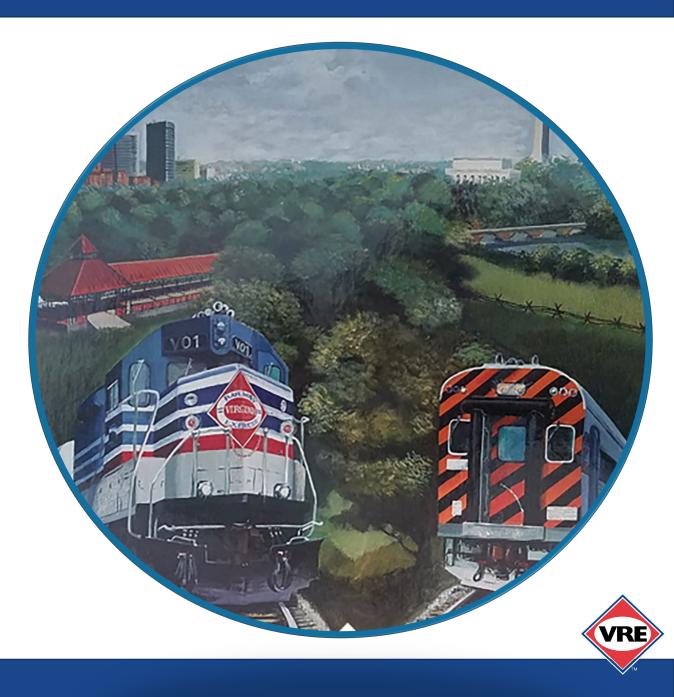
1992 Inaugural ride with Governor (June)



Service Begins

1992 Manassas Line – June 22, 1992 Fredericksburg Line – July 20, 1992





Corridor Infrastructure Improvements

1991 To avoid the retirement of 11.5 miles of track north of Manassas, VRE agrees to pay Norfolk Southern \$150,000 annually





1995 To allow VRE to operate bi-level rail cars, an agreement is reached with Amtrak to share in the cost of enlarging the First Street Tunnel under the U.S. Capitol.

Corridor Infrastructure Improvements

CSX agrees to permit \$10 million of state-funded improvements to the AF interlocking near Telegraph Road in Alexandria, plus upgrades to signals north to RW interlocking, and a third mainline track north of Slater's Lane

VRE completes its largest project to date, a new Quantico Bridge, to provide a double mainline crossing over Quantico Creek and greatly improve operational efficiency.



Corridor Infrastructure Improvements

VRE constructs a west platform at its Woodbridge station. The \$3.9 million project includes an overhead pedestrian bridge connecting the second platform to the existing parking garage.





VRE constructs 2.5 miles of third track on the CSX right of way from the VRE Crossroads Yard to Hamilton. The project includes a longer yard lead to accommodate the VRE Spotsylvania station.



What VRE Is Known For

- Safe and Healthy Operations
- High Customer Satisfaction
- Quality Service
- Reliable Service
- Strong Partnerships



Operations

Service (Pre-Pandemic)

- 82 route miles of leased track
- 2 lines
 - Fredericksburg
 Manassas
- 16 trains daily on each line
- 19 stations
- 5 stations connect to Metrorail

Staff

- 50+ at headquarters/warehouse
- 140+ contracted employees
 - Operations (Keolis)
 - Station upkeep (Fresh Air)

Maintenance (Keolis)





Equipment



20 MP36 diesel-electric locomotives



49 Gallery IV trailers with restrooms (132 seats)

30 Gallery IV trailers without restrooms (144 seats)





21 Gallery IV cab cars (123 seats)

VRE COVID-19 Response



SYSTEM UTILIZATION AVERAGE		
MAX CAPACITY FOR SOCIAL DISTANCING		
90%		
75%		
60%		
45%		
30%		
15%		







VRE's Future

As a partner with the commonwealth in improving mobility options in the region, VRE looks forward to working with the Virginia Passenger Rail Authority in implementing Virginia's visionary \$3.7 billion Transforming Rail in Virginia program.



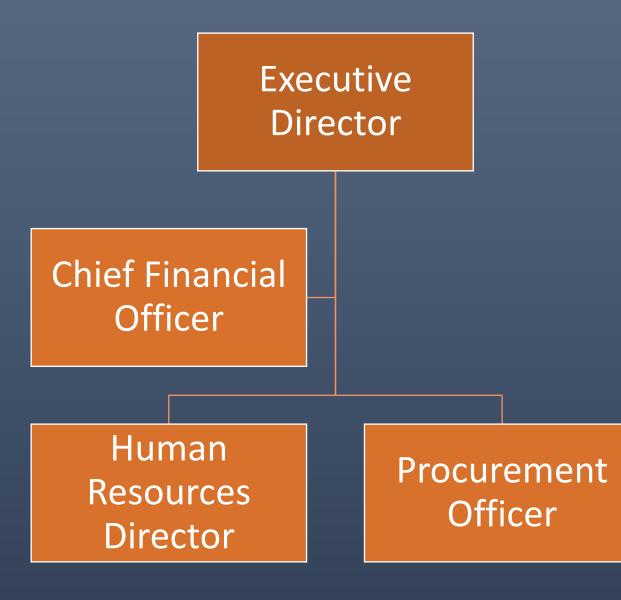


Break & Closed Session VPRA Board Meeting will resume at 1:30pm after Closed Session

Draft Personnel Policy

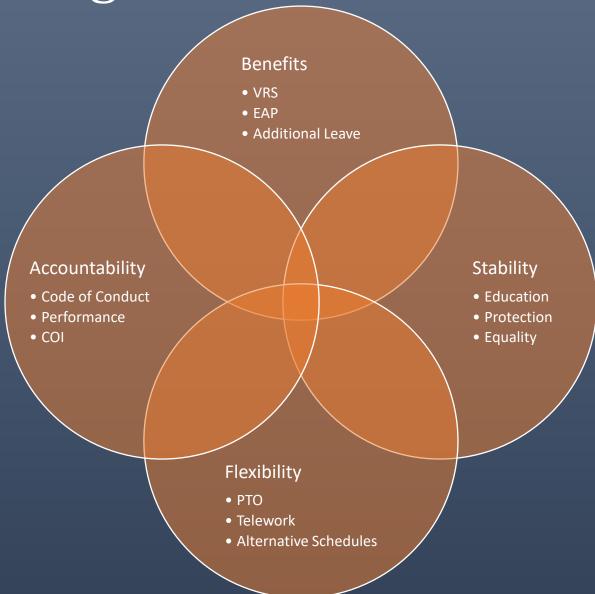
Jeremy Latimer, Director of Rail Programs – DRPT

Priority Hires



- "The Board shall employ an Executive Director of the Authority..."
- CFO to oversee finances currently managed by DRPT.
- Human Resources Director to begin hiring VPRA Staff.
- Procurement Officer to utilize Authority powers to advance projects.

Attracting the Right Work Force



Employee Manual Development



• VPA | DHRM | VA 529

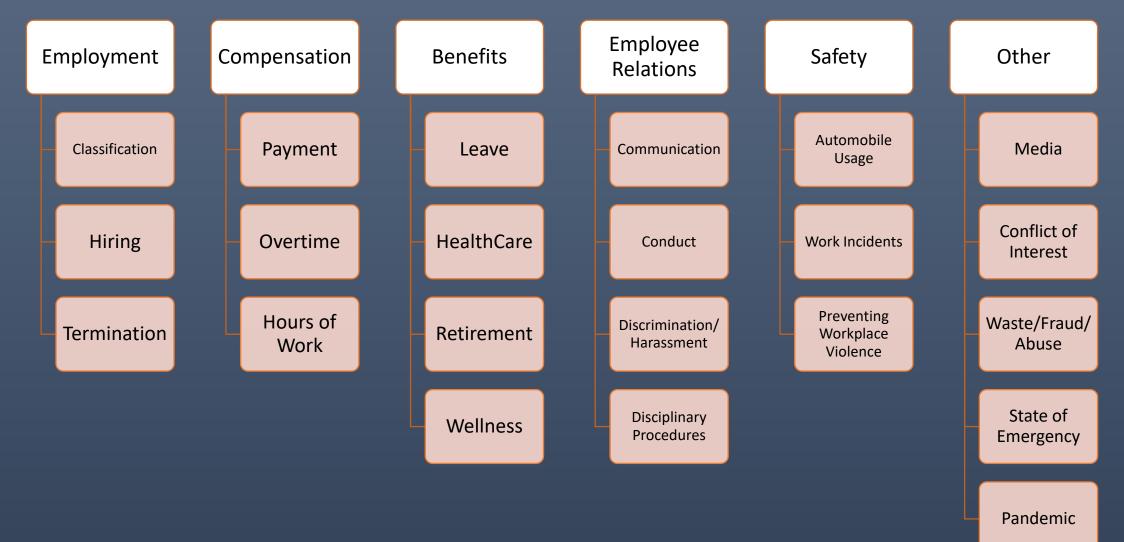
Consultation:

• OAG | VDOT | DHRM

Result:

VPRA Employee Manual

Major Components



VPRA Administrative Items

Steve Pittard, Chief Financial Officer – DRPT

Public Comment

Live Public Comment

If you would like to provide comment:

- Please raise your hand in the participant panel
- If you are calling in, press *3 to Raise Hand and press *6 to unmute yourself
- We will unmute you when it's your turn to speak
 - > Please mute all other devices to avoid audio interference
- You will have 3 minutes to share your comments
- Share comment offline: <u>drptpr@drpt.Virginia.gov</u>



Live Public Comment

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- You will have 3 minutes to share your comments
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Action Item

Assignment of VPRA Board Committees

Resolution for Committee Assignments

Finance and Audit Committee	Executive Director Search Committee	Governance Committee
Chair: Mr. Hossein Sadid	Chair: Mr. Wick Moorman	Chair: Ms. Cynthia Moses-Nedd
Mr. James Spore	Ms. Sharon Bulova	Mr. Jay Fisette
Ms. Patricia Doersch	Mr. Victor Cardwell	Mr. Rod Hall
Ms. Deborah Painter	Mr. Rod Hall	Ms. Mariia Zimmerman
	Ms. Deborah Painter	Mr. Paul Nichols