

# Lafayette College 2019 Referrals to the Board

Organization Project Description	Recommended Amount
<b>Lafayette College / Kirby Athletics Enhancement Endowment Fund</b> Easton, PA <i>For: Kirby Athletics Enhancement Endowment Fund</i>	\$100,000
<b>Lafayette College / Alumni Endowment</b> Easton, PA <i>For: Alumni Association Endowment Fund</i>	\$25,000
<b>Lafayette College / Alumni (Annual) Fund</b> Easton, PA <i>For: Alumni Fund - Class of '68-\$7,500 in honor of William J. Raver; Class of '80-\$5,000; Class of '81-\$5,000; Class of '84-\$15,000; Class of '87-\$5,000; Class of '13-\$1,000</i>	\$38,500
<b>Lafayette College / Bailey Endowment</b> Easton, PA <i>For: Carolyn Huntington Bailey Health Center Endowment Fund</i>	\$15,000
<b>Lafayette College / F.M. Kirby Foundation, Inc. Scholars Fund</b> Easton, PA <i>For: The F.M. Kirby Foundation, Inc. Scholars Fund-toward the President's Challenge for Financial Aid</i>	\$50,000
<b>Lafayette College / Kirby Athletic Merit Scholarships Annual Fund</b> Easton, PA <i>For: Kirby Athletic Merit Scholarships Annual Fund</i>	\$50,000
<b>Lafayette College / Kirby Athletics Enhancement Gift Fund</b> Easton, PA <i>For: Kirby Athletics Enhancement Gift Fund</i>	\$275,000
<b>Lafayette College / Maroon Club</b> Easton, PA <i>For: Maroon Club-\$6,000; Friends of Lafayette Football Program-\$13,000; Maroon Club-Lacrosse Program-\$25,000 (Men's-\$10,000 and Women's-\$15,000); Maroon Club-Swimming Program-\$6,000</i>	\$50,000
<b>Grand Total</b>	<b>\$603,500</b>

**F.M. KIRBY FOUNDATION SOLICITATION EVALUATION FORM**

**DATE:** March 18, 2019

**REQUEST DATE:** February 25, 2019

**Last grant acknowledgement:** Yes

**Program Area:** Education

**APPLICANT:**

Lafayette College

Kirby Athletics Enhancement Endowment Fund

Easton, PA 18042-1768

**CONTACT:** Ms. Kimberly A. Spang, Vice President for Development and College Relations

**PHONE:** 610-330-5892

**PAYEE OTHER THAN ADDRESSEE:**

**AMOUNT REQUESTED:** \$150,000 **NATURE OF REQUEST:** For the Kirby Athletic Enhancement Endowment Fund

**GRANT HISTORY**

**LAST GRANT DATE:** 4/23/2018 **LAST GRANT AMOUNT:** \$150,000 **AFS DATE:** 12/14/18

2014	\$200,000	4/14/2014	For: Kirby Athletics Enhancement Endowment Fund
2015	\$175,000	4/13/2015	For: Kirby Athletics Enhancement Endowment Fund
2016	\$150,000	4/4/2016	For: Kirby Athletics Enhancement Endowment Fund
2017	\$150,000	4/28/2017	For: Kirby Athletics Enhancement Endowment Fund
2018	\$150,000	4/23/2018	For: Kirby Athletics Enhancement Endowment Fund

**JWK endorsement received.**

**DLK COMMENTS:** See financial analysis.

**SDK COMMENTS:** The stewardship reports and details continue to just get better and better from the College; not sure if that is due to Alison, Kim, or Roger. I imagine it is a combination, and as far as the financial transparency, I give Roger lots of credit. It is well organized and, while complicated, he tries to make it user friendly.

The meeting, late last August, that JWK and I had with Kim, Sherryta Freeman (the new AD), and Maurice was informative, as were the numerous back and forth exchanges we had with Maurice regarding the Art Gallery Study project. I was relatively impressed by Sherryta at first introduction, and while the clarity of direction in creating a championship culture at Lafayette seems relatively well developed, Sherryta entered during the middle of the process, and my sense is that she probably had to diplomatically embrace and dismiss aspects that were likely already formulated. JWK would know much better than I in terms of how she has been “received” and performed to date. I do note more regular, high quality communications on the website and email blasts from the athletic department.

Based on the requests versus what we targeted this year and what we approved last year, I don’t see any big directional changes. The special request for a Lead Investment in “Creating A Championship Culture” is not particularly “meaty.” The 9,500 sq. ft. expansion for lacrosse space is likely to have an appeal here, but there is no price tag provided. Not sure how high a priority at

**APPLICANT: Lafayette College / Kirby Athletics Enhancement Endowment Fund**

this point or just being floated. It is probably a \$4+ million project simply based on sq. ft. If it rose to the level that JWK has a keen interest, then I think we could explore with the college the vision/budget and would then likely contribute through some portion of our RFD account, with a balance currently in the \$2.5 million range. This cannot be properly deliberated by our April Board meeting, but rather I may best seek concurrence from the Board that we could make some allocation from the RFD account for this project if JWK and management deems appropriate without having to wait another year to decide. Certainly, Lafayette women's and men's lacrosse programs have taken on increased interest to our family.

As for the special request for operating support related to the "Championship Culture," I think we are already contributing to that via the significant athletic related allocations, and in addition we are being responsive through renewed support of the two relatively new funds; Scholars Fund-toward the President's Challenge for Financial Aid, and the Kirby Athletic Scholarship Annual Fund. How many ways can we support the athletics program?

I also feel that the commission of an additional painting to be hung within Kirby Hall, probably of a woman as articulated in the request, makes sense. It is JWK's and my intent to pursue this with the college. When funds are needed, I think again a good time to access the RFD account, as we did with the Thurgood Marshall painting. The Distinguished Lecture on Civil Rights in recognition of the centennial of the Kirby Chair in June 1920 has a real appeal. I did a quick google on the candidates suggested and looks like a good list, at least perhaps none that are so radically left that it would upset the founder of the Kirby Chair. A woman might be preferred and Danielle Allen is African American and has quite the credentials. Overall, I think Akhil Reed Amar has the most star power. I imagine it will come down to cost and who they can best secure and don't think we wish to micromanage the speaker selection process. As for a special speaker at time of unveiling of next commissioned portrait, we have plenty of time to consider. Not sure necessary, as I liked the format we used with Thurgood, with the artist speaking. (The mention of Nat Philbrook is included, I think, simply given that I had helped to arrange for his visit to the campus last September when he was traveling on research for his next book. I have met him a few times in Nantucket and Morristown through Finn Wentworth. Maurice was most gracious with his visit, taking good care of him, which I appreciated.)

Otherwise, I think we basically stay the course from last year with a couple of tweaks. Specifically, given the ambitious athletic plans, that we increase our allocation to the Athletics Enhancement Gift Fund by \$50K and decrease the corresponding Endowment Fund by \$50K, hence giving more dollars for immediate use without increasing our overall support. We had actually targeted a \$25K drop overall this year, but with the strength of this request and the strong college stewardship efforts, I don't think we want to send a slight negative message if we can afford it, so the aggregate \$603,500 remains as the recommendation. (All of this is subject to JWK input.)

(We shall want to "target" for 2020, an extra \$1k under alumni funds for Jane Kirby Class of '19, for next year!)

**FM KIRBY FOUNDATION**  
**Financial Statement Analysis**

<b>Grantee Name:</b>	Lafayette College	<b>Date:</b>	<u>3/14/2019</u>
<b>Prepared By:</b>	DLK		
<b>Grant Request Amt.</b>	<u>Varies by request</u>	<b>Type of Financial Report Submitted</b>	<u>Audit</u>
<b>Budgeted Amt.</b>	<u>Varies by request</u>	<b>Period Covered in Financial Report</b>	<u>FYE 6/30/18</u>
<b>Audit Firm</b>	<u>CliftonLarsonAllen LLP</u>	<b>Date of Report Issuance</b>	<u>12/14/2018</u>
<b>Opinion</b>	<u>Present fairly</u>		
<b>Basis of Acctg.</b>	<u>GAAP</u>		

<b>Current Ratio (Liquidity Ratio/Working Capital Ratio)</b>	3.12	<b>Amount of Unrestricted Net Assets (Operating Reserve)</b>	\$ <b>305,160,000</b>
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**Note:** A current ratio measures an organization's ability to pay short-term and long-term obligations. The higher the ratio, the more capable the organization is of paying its obligations. A ratio under 1 indicates that the organization's liabilities are greater than its assets.

Allocation of Functional Expenses	6/30/2018	%	Must Read Financial Statement Notes
<b>A. Program Service Expenses</b>	\$ 137,015,000.00	80%	Ideally program expenses should be at least 70% of total budget.
<b>B. Management and General</b>	\$ 27,752,000.00	16%	
<b>C. Fundraising</b>	\$ 5,446,000.00	3%	
<b>D. Total Expenses</b>	<u>\$ 170,213,000.00</u>	<u>100%</u>	

**Comments/ Notes:**

Budget: The operating budget is projected to break even, with a 4.5% increase in revenues and a 4.6% increase in expenses. Tuition and fee revenue are budgeted to increase by 6% (4% cost increase, coupled with increased enrollment) and account for 64% of the College's revenues. Auxiliary services (dining services, residence halls, College store) account for another 17% of the College's revenues. Philanthropic and endowment support remain flat to FY18. Financial aid represents 46% of the College's operating budget with the College targeting a 36.7% financial aid rate for first-year students. The College had budgeted for three faculty and one admin position to reflect the growing enrollment. Debt service interest remains flat.

Audit: The College had a \$2.9M operating surplus for FY18, down from \$4.8M for FY17. Grants declined by \$3.7M (31%). Overall net assets increased by \$53.5M over FY17. The College had investments of \$902M, of which \$870.7M were endowment related. The College has two unsecured lines of credit, neither of which had any borrowings as of June 30, 2018. The College awarded \$46.7M in student aid for FY18 vs.

**APPLICANT: Lafayette College / Kirby Athletics Enhancement Endowment Fund**

**DISPOSITION:**

- Rejection
- Hold for review on/about:
- Approval for: **\$100,000**
- Hold for Board Review
- Insert Information: **For: Kirby Athletics Enhancement Endowment Fund**
- Other:

Initials:    jdh    Date:    3/21/19     
Check #: \_\_\_\_\_ Date: \_\_\_\_\_

**F.M. KIRBY FOUNDATION SOLICITATION EVALUATION FORM**

**DATE:** March 18, 2019

**REQUEST DATE:** February 25, 2019

**Last grant acknowledgement:** Yes

**Program Area:** Education

**APPLICANT:**

Lafayette College  
Alumni Endowment  
Easton, PA 18042-1768

**CONTACT:** Ms. Kimberly A. Spang, Vice President for Development and College Relations

**PHONE:** 610-330-5892

**PAYEE OTHER THAN ADDRESSEE:**

**AMOUNT REQUESTED:** \$30,000 **NATURE OF REQUEST:** For the Alumni Association Annual Fund

**GRANT HISTORY**

**LAST GRANT DATE:** 4/23/2018 **LAST GRANT AMOUNT:** \$25,000 **AFS DATE:** 12/14/18

2010	\$12,500	12/15/2010	For: Alumni Association Endowment Fund
2011	\$12,500	12/16/2011	For: Alumni Association Endowment Fund
2016	\$25,000	4/4/2016	For: Alumni Association Endowment Fund
2017	\$25,000	4/28/2017	For: Alumni Association Endowment Fund
2018	\$25,000	4/23/2018	For: Alumni Association Endowment Fund

**No request received in 2012 per FMKF suggestion. 2013, 2014 and 2015 requests rejected.**

**SDK COMMENTS:** All supplemental information and comments are included with the Athletics Enhancement Endowment Fund EF.

**APPLICANT: Lafayette College / Alumni Endowment**

**DISPOSITION:**

- Rejection
- Hold for review on/about:
- Approval for: **\$25,000**
- Hold for Board Review
- Insert Information: **For: Alumni Association Endowment Fund**
- Other:

Initials:   JDK   Date:   3/21/19    
Check #: \_\_\_\_\_ Date: \_\_\_\_\_

## F.M. KIRBY FOUNDATION SOLICITATION EVALUATION FORM

**DATE:** March 18, 2019

**REQUEST DATE:** February 25, 2019

**Last grant acknowledgement:** Yes

**Program Area:** Education

**APPLICANT:**

Lafayette College  
Alumni (Annual) Fund  
Easton, PA 18042-1768

**CONTACT:** Ms. Kimberly A. Spang, Vice President for Development and College Relations

**PHONE:** 610-330-5892

**PAYEE OTHER THAN ADDRESSEE:**

**AMOUNT REQUESTED:** unspecified **NATURE OF REQUEST:** For the Annual Fund

### GRANT HISTORY

**LAST GRANT DATE:** 4/23/2018      **LAST GRANT AMOUNT:** \$38,500      **AFS DATE:** 12/14/18

2014	\$33,500	4/14/2014	For: Alumni Fund - Class of '68-\$7,500 in honor of William J. Raver; Class of '80-\$5,000; Class of '81-\$5,000; Class of '84-\$10,000; Class of '87-\$5,000; Class of '13-\$1,000
2015	\$33,500	4/13/2015	For: Alumni Fund - Class of '68-\$7,500 in honor of William J. Raver; Class of '80-\$5,000; Class of '81-\$5,000; Class of '84-\$10,000; Class of '87-\$5,000; Class of '13-\$1,000
2016	\$33,500	4/4/2016	For: Alumni Fund - Class of '68-\$7,500 in honor of William J. Raver; Class of '80-\$5,000; Class of '81-\$5,000; Class of '84-\$10,000; Class of '87-\$5,000; Class of '13-\$1,000
2017	\$33,500	4/28/2017	For: Alumni Fund - Class of '68-\$7,500 in honor of William J. Raver; Class of '80-\$5,000; Class of '81-\$5,000; Class of '84-\$10,000; Class of '87-\$5,000; Class of '13-\$1,000
2018	\$38,500	4/23/2018	For: Alumni Fund - Class of '68-\$7,500 in honor of William J. Raver; Class of '80-\$5,000; Class of '81-\$5,000; Class of '84-\$15,000; Class of '87-\$5,000; Class of '13-\$1,000

**SDK COMMENTS:** All supplemental information is included with the Athletics Enhancement Endowment Fund EF.

We shall want to target an extra \$1K under alumni funds for Jane Kirby Class of '19, for next year!



**APPLICANT: Lafayette College / Alumni (Annual) Fund**

**DISPOSITION:**

- Rejection
- Hold for review on/about:
- Approval for: **\$38,500**
- Hold for Board Review
- Insert Information: **For: Alumni Fund**
  - Class of '68 - \$ 7,500 in honor of William J. Raver**
  - Class of '80 - \$ 5,000**
  - Class of '81 - \$ 5,000**
  - Class of '84 - \$15,000**
  - Class of '87 - \$ 5,000**
  - Class of '13 - \$ 1,000**
- Other:

Initials:   JDC   Date:   3/21/19    
Check #: \_\_\_\_\_ Date: \_\_\_\_\_

**F.M. KIRBY FOUNDATION SOLICITATION EVALUATION FORM**

**DATE:** March 18, 2019

**REQUEST DATE:** February 25, 2019

**Last grant acknowledgement:** Yes

**Program Area:** Education

**APPLICANT:**

Lafayette College  
Bailey Endowment  
Easton, PA 18042-1768

**CONTACT:** Ms. Kimberly A. Spang, Vice President for Development and College Relations

**PHONE:** 610-330-5892

**PAYEE OTHER THAN ADDRESSEE:**

**AMOUNT REQUESTED:** \$15,000 **NATURE OF REQUEST:** For Carolyn Huntington Bailey Health Center Fund

**GRANT HISTORY**

**LAST GRANT DATE:** 4/23/2018 **LAST GRANT AMOUNT:** \$15,000 **AFS DATE:** 12/14/2018

2014	\$7,500	4/14/2014	For: Carolyn Huntington Bailey Health Center Endowment Fund
2015	\$10,000	4/13/2015	For: Carolyn Huntington Bailey Health Center Endowment Fund
2016	\$10,000	4/4/2016	For: Carolyn Huntington Bailey Health Center Endowment Fund
2017	\$10,000	4/28/2017	For: Carolyn Huntington Bailey Health Center Endowment Fund
2018	\$15,000	4/23/2018	For: Carolyn Huntington Bailey Health Center Endowment Fund

**SDK COMMENTS:** All supplemental information and comments are included with the Athletics Enhancement Endowment Fund EF.

**APPLICANT: Lafayette College / Bailey Endowment**

**DISPOSITION:**

- Rejection
- Hold for review on/about:
- Approval for: **\$15,000**
- Hold for Board Review
- Insert Information: **For: Carolyn Huntington Bailey Health Center Endowment Fund**
- Other:

Initials:   *jad*   Date:   *3/20/19*    
Check #: \_\_\_\_\_ Date: \_\_\_\_\_

**F.M. KIRBY FOUNDATION SOLICITATION EVALUATION FORM**

**DATE:** March 18, 2019

**REQUEST DATE:** February 25, 2019

**Last grant acknowledgement:** Yes

**Program Area:** Education

**APPLICANT:**

Lafayette College

F.M. Kirby Foundation, Inc. Scholars Fund

Easton, PA 18042-1768

**CONTACT:** Ms. Kimberly A. Spang, Vice President for Development and College Relations

**PHONE:** 610-330-5042

**PAYEE OTHER THAN ADDRESSEE:**

**AMOUNT REQUESTED:** unspecified      **NATURE OF REQUEST:** Toward the President's Challenge for Financial Aid

**GRANT HISTORY**

**LAST GRANT DATE:** 4/23/2018      **LAST GRANT AMOUNT:** \$50,000      **AFS DATE:** 12/14/2018

1986	\$25,000	12/31/1986	
1987	\$25,000	12/31/1987	
1989	\$40,000	12/31/1989	
2017	\$50,000	4/28/2017	For: The F.M. Kirby Foundation, Inc. Scholars Fund-toward the 2017 President's Challenge for Financial Aid
2018	\$50,000	4/23/2018	For: The F.M. Kirby Foundation, Inc. Scholars Fund-toward the President's Challenge for Financial Aid

**SDK COMMENTS:** All supplemental information and comments are included with the Athletics Enhancement Endowment Fund EF.

**APPLICANT: Lafayette College / F.M. Kirby Foundation, Inc. Scholars Fund**

**DISPOSITION:**

- Rejection
- Hold for review on/about:
- Approval for: **\$50,000**
- Hold for Board Review
- Insert Information: **For: The F.M. Kirby Foundation, Inc. Scholars Fund-toward the President's Challenge for Financial Aid**
- Other:

Initials: rdL Date: 3/21/19

Check #: \_\_\_\_\_ Date: \_\_\_\_\_

**F.M. KIRBY FOUNDATION SOLICITATION EVALUATION FORM**

**DATE:** March 18, 2019

**REQUEST DATE:** February 25, 2019

**Last grant acknowledgement:** Yes

**Program Area:** Education

**APPLICANT:**

Lafayette College

Kirby Athletic Merit Scholarship Annual Fund

Easton, PA 18042-1768

**CONTACT:** Ms. Kimberly A. Spang, Vice President for Development and College Relations

**PHONE:** 610-330-5042

**PAYEE OTHER THAN ADDRESSEE:**

**AMOUNT REQUESTED:** unspecified **NATURE OF REQUEST:** Toward Athletic Merit Scholarships

**GRANT HISTORY**

**LAST GRANT DATE:** 4/23/2018

**LAST GRANT AMOUNT:** \$50,000 **AFS DATE:** 12/14/2018

2017	\$50,000	4/28/2017	For: Kirby Athletic Merit Scholarship Annual Fund
2018	\$50,000	4/23/2018	For: Kirby Athletic Merit Scholarship Annual Fund

**SDK COMMENTS:** All supplemental information and comments are included with the Athletics Enhancement Endowment Fund EF.

**APPLICANT: Lafayette College / Kirby Athletic Merit Scholarship Annual Fund**

**DISPOSITION:**

- Rejection
- Hold for review on/about:
- Approval for: **\$50,000**
- Hold for Board Review
- Insert Information: **For: Kirby Athletic Merit Scholarship Annual Fund**
- Other:

Initials:    *idc*    Date:    *3/21/19*   

Check #: \_\_\_\_\_ Date: \_\_\_\_\_

**F.M. KIRBY FOUNDATION SOLICITATION EVALUATION FORM**

**DATE:** March 18, 2019

**REQUEST DATE:** February 25, 2019

**Last grant acknowledgement:** Yes

**Program Area:** Education

**APPLICANT:**

Lafayette College

Kirby Athletics Enhancement Gift Fund

Easton, PA 18042-1768

**CONTACT:** Ms. Kimberly A. Spang, Vice President for Development and College Relations

**PHONE:** 610-330-5892

**PAYEE OTHER THAN ADDRESSEE:**

**AMOUNT REQUESTED:** \$225,000 **NATURE OF REQUEST:** For Kirby Athletics Enhancement Gift Fund

**GRANT HISTORY**

**LAST GRANT DATE:** 4/23/2018 **LAST GRANT AMOUNT:** \$225,000 **AFS DATE:** 12/14/18

2014	\$275,000	4/14/2014	For: Kirby Athletics Enhancement Gift Fund
2015	\$250,000	4/13/2015	For: Kirby Athletics Enhancement Gift Fund
2016	\$225,000	4/4/2016	For: Kirby Athletics Enhancement Gift Fund
2017	\$225,000	4/28/2017	For: Kirby Athletics Enhancement Gift Fund
2018	\$225,000	4/23/2018	For: Kirby Athletics Enhancement Gift Fund

**SDK COMMENTS:** All supplemental information and comments are included with the Athletics Enhancement Endowment Fund EF.



**APPLICANT: Lafayette College / Kirby Athletics Enhancement Gift Fund**

**DISPOSITION:**

- Rejection
- Hold for review on/about:
- Approval for: **\$275,000**
- Hold for Board Review
- Insert Information: **For: Kirby Athletics Enhancement Gift Fund**
- Other:

Initials:   *LO*   Date:   3/21/19  

Check #: \_\_\_\_\_ Date: \_\_\_\_\_

**F.M. KIRBY FOUNDATION SOLICITATION EVALUATION FORM**

**DATE:** March 18, 2019

**REQUEST DATE:** February 25, 2019

**Last grant acknowledgement:** Yes

**Program Area:** Education

**APPLICANT:**

Lafayette College  
Maroon Club  
Easton, PA 18042-1768

**CONTACT:** Ms. Kimberly A. Spang, Vice President for Development and College Relations

**PHONE:** 610-330-5892

**PAYEE OTHER THAN ADDRESSEE:**

**AMOUNT REQUESTED:** \$55,000 **NATURE OF REQUEST:** For the Maroon Club

**GRANT HISTORY**

**LAST GRANT DATE:** 4/23/2018 **LAST GRANT AMOUNT:** \$50,000 **AFS DATE:** 12/14/2018

2014	\$37,000	4/14/2014	For: Maroon Club-\$5,000; Friends of Lafayette Football Program-\$12,000; Maroon Club-Lacrosse Program (Men's and Women's)-\$15,000; Maroon Club-Swimming Program-\$5,000
2015	\$40,000	4/13/2015	For: Maroon Club-\$5,000; Friends of Lafayette Football Program-\$12,000; Maroon Club-Lacrosse Program (Men's and Women's)-\$18,000; Maroon Club-Swimming Program-\$5,000
2016	\$45,000	4/4/2016	For: Maroon Club-\$5,000; Friends of Lafayette Football Program-\$12,000; Maroon Club-Lacrosse Program -\$23,000 (Men's-\$9,000 and Women's-\$14,000); Maroon Club-Swimming Program-\$5,000
2017	\$50,000	4/28/2017	For: Maroon Club-\$6,000; Friends of Lafayette Football Program-\$13,000; Maroon Club-Lacrosse Program-\$25,000 (Men's-\$10,000 and Women's-\$15,000); Maroon Club-Swimming Program-\$6,000
2018	\$50,000	4/23/2018	For: Maroon Club-\$6,000; Friends of Lafayette Football Program-\$13,000; Maroon Club-Lacrosse Program-\$25,000 (Men's-\$10,000 and Women's-\$15,000); Maroon Club-Swimming Program-\$6,000

**SDK COMMENTS:** All supplemental information and comments are included with the Athletics Enhancement Endowment Fund EF.

Target a bump up to \$15K for Men's Lacrosse in 2020.

**APPLICANT: Lafayette College / Maroon Club**

**DISPOSITION:**

- Rejection
- Hold for review on/about:
- Approval for: **\$50,000**
- Hold for Board Review
- Insert Information: **For: Maroon Club-\$6,000; Friends of Lafayette Football Program-\$13,000; Maroon Club-Lacrosse Program-\$25,000 (Men's-\$10,000 and Women's-\$15,000); Maroon Club-Swimming Program-\$6,000**
- Other:

Initials: rac Date: 3/21/19

Check #: \_\_\_\_\_ Date: \_\_\_\_\_