



U.S. DEPARTMENT OF COMMERCE
Economic Development Administration
DENVER REGIONAL OFFICE
410 17th Street, Suite 250
Denver, Colorado 80202-4454
(303) 844-4715 FAX (303) 844-3968, -6012

APR - 2 2010

In Reply Refer to:
Investment No.: 05-86-04922

Ms. Patti Kay-Clapper, Chairperson
Northwest Colorado Council of Governments
Post Office Box 2308
Silverthorne, CO 80498-2308

Dear Ms. Kay-Clapper:

I am pleased to inform you that the Department of Commerce's Economic Development Administration (EDA) has approved your application for a **\$35,000** EDA investment to develop and implement a Comprehensive Economic Development Strategy (CEDS) for the counties of Eagle, Grand, Jackson, Pitkin and Summit.

Enclosed are three signed copies of the Financial Assistance Award. Your agreement to the terms and conditions of the award should be indicated by the signature of your principal official on each of the signed copies of the Financial Assistance Award. Two of the executed copies should be returned to Jodi Duncan, Project Officer, Economic Development Administration, 410 17th Street, Suite 250, Denver, CO 80202. If not signed and returned within 30 days of receipt, EDA may declare the Award null and void.

Please do not make any commitments in reliance on this award until you have carefully reviewed and accepted the terms and conditions. Any commitments entered into prior to obtaining the approval of EDA in accordance with its regulations and requirements will be at your own risk.

EDA's mission is to lead the federal economic development agenda by promoting innovation and competitiveness, preparing American regions for growth and success in the worldwide economy. EDA implements this mission by making strategic investments in the nation's most economically distressed communities that encourage private sector collaboration and creation of higher-skill, higher wage jobs. EDA investments are results driven, embracing the principles of technological innovation, entrepreneurship and regional development.

I share your expectations regarding the impact of this investment and look forward to working with you to meet the economic development needs of your community.

Sincerely,

Jodi Duncan
for Robert E. Olson
Regional Director

Enclosures

FINANCIAL ASSISTANCE AWARD

AWARD PERIOD

April 1, 2010 through May 31, 2011

RECIPIENT NAME

Northwest Colorado Council of Governments

AWARD NUMBER

05-86-04922

STREET ADDRESS

Post Office Box 2308

FEDERAL SHARE OF COST

\$35,000

CITY, STATE, ZIP CODE

Silverthorne, CO 80498-2308

RECIPIENT SHARE OF COST

\$35,000

AUTHORITY

Public Works and Economic Development Act of 1965, as amended (42 U.S.C. § 3121 et seq.)

TOTAL ESTIMATED COST

\$70,000

CFDA NO. AND PROJECT TITLE

11.302, Support for Planning Organizations

BUREAU

20

FUND

40

FCFY

10

PROJECT-TASK

000

ORGANIZATION

05

OBJECT CLASS

41-10-22-00

This Award approved by the Grants Officer is issued in triplicate and constitutes an obligation of Federal funding. By signing the three documents, the Recipient agrees to comply with the Award provisions checked below and attached. Upon acceptance by the Recipient, two signed Award documents shall be returned to the Grants Officer and the third document shall be retained by the Recipient. If not signed and returned without modification by the Recipient within 30 days of receipt, the Grants Officer may unilaterally terminate this Award.

- Department of Commerce Financial Assistance Standard Terms and Conditions
- Special Award Conditions
- Line Item Budget
- 15 CFR Part 14, Uniform Administrative Requirements for Grants and Agreements with Institutions of Higher Education, Hospitals, Other Non-Profit, and Commercial Organizations
- 15 CFR Part 24, Uniform Administrative Requirements for Grants & Agreements to State & Local Governments
- OMB Circular A-21, Cost Principles for Educational Institutions
- OMB Circular A-87, Cost Principles for State, Local, and Indian Tribal Governments
- OMB Circular A-122, Cost Principles for Nonprofit Organizations
- 48 CFR Part 31, Contract Cost Principles and Procedures
- OMB Circular A-133, Audits of States, Local Governments, and Non-Profit Organizations
- Other(s) Additional Special Terms and Conditions

SIGNATURE OF DEPARTMENT OF COMMERCE GRANTS OFFICER

Jodi Duncan

Robert E. Olson

TITLE

Regional Director

DATE

4-2-10

TYPED NAME AND SIGNATURE OF AUTHORIZED RECIPIENT OFFICIAL

Patti Kay Clapper

Patti Kay-Clapper

TITLE

Chairperson

DATE

04-07-10

**U. S. Department of Commerce
Economic Development Administration**

Special Award Conditions of Financial Assistance for Planning Assistance Projects
Under Section 203 of the Public Works and Economic Development
Act of 1965, as amended (42 U.S.C. § 3121 et seq.)

Award Number: **05-86-04922**

Recipient: **Northwest Colorado Council of Governments**

Address: **Post Office Box 2308
Silverthorne, CO 80498-2308**

I. This award will extend from **April 1, 2010 through May 31, 2011.**

EDA will make an award payment by the Automated Standard Application Payment (ASAP) system on or near the beginning of each of the periods listed below and in the corresponding amounts when the Recipient draws down advanced funds using the system:

<u>Period</u>	<u>Amount</u>
April 1, 2010 through June 30, 2010	\$ 7,875
July 1, 2010 through September 31, 2010	\$ 7,875
October 1, 2010 through December 31, 2010	\$ 7,875
January 1, 2011 through March 31, 2011	\$ 7,875
April 1, 2011 through May 31, 2011	\$ 3,500

For reimbursements the above schedule does not apply.

II. Under terms of this agreement, the ratio of Federal and nonfederal contributions to the total budget is **50%** and **50%**, respectively. The same ratio will be used to determine Federal and nonfederal shares of total allowable costs, in accordance with provisions of OMB Circulars A-87 and A-133, at the conclusion of the award period. The Federal share of total allowable costs shall not exceed the dollar amount in the approved budget of the original award and subsequent amendments.

III. The following reports are due on the dates indicated:

A. Midpoint Progress Report	October 31, 2010
B. Draft Final Report	March 31, 2011
C. Final Progress Report	May 31, 2011
D. Financial Report:	

Semi-annual report shall include the Federal Financial Report (SF-425) according to schedule below:

<u>Period</u>	<u>Due Date</u>
April 1, 2010 through September 30, 2010	October 31, 2010
October 1, 2010 through March 31, 2011	April 30, 2011
April 1, 2011 through May 31, 2011	June 30, 2011

Note: The final financial report should include all expenses charged to the award. If revisions are necessary, the recipient may elect to submit a separate final financial report for the entire award period no later than 60 days following the expiration of the award period. EDA will close the award on the basis of the final financial report. EDA may, however, revise the eligible project costs based upon the audit report, if required under the Standard Terms and Conditions.

E. Submissions

All reports and correspondence related to this project are to be submitted to the Grants/Cooperative Agreement Specialist:

**Jodi Duncan, Project Officer, West Area Team
Economic Development Administration, Denver Regional Office
410 17th Street, Suite 250, Denver, CO 80202-4454**

In addition, the recipient will submit a copy of the Midpoint Progress Report and the Final Progress Report to the EDA Economic Development Representative:

John Zender, 410 17th Street, Suite 250, Denver, CO 80202

IV. Budget:

A. Under the terms of the award the approved budget is:

Federal Cash Contribution	\$ 35,000
Recipient Contribution	\$ <u>35,000</u>
Total	\$ 70,000

B. Budget Categories

Direct Charges:

1. Personnel	\$ 45,000
2. Fringe Benefits	\$ 10,000
3. Travel	\$ 5,000
4. Equipment	\$ 0
5. Supplies	\$ 5,000
6. Contractual	\$ 5,000
7. Other	\$ <u>0</u>
Total Direct Charges	\$ 70,000
8. Indirect Charges	\$ <u>0</u>
Grand Total	\$ 70,000

V. See the attached Scope of Work (Attachment A) and Authorized Staff Positions (Attachment B).

ATTACHMENT A - SCOPE OF WORK

Grantee: **Northwest Colorado Council of Governments (NWCCOG)**

Project Number: **05-86-04922**

Northwest Colorado Council of Governments will undertake the creation of a Comprehensive Economic Development Strategy (CEDS) to establish a base for the five counties and twenty-two towns within the service area to become an Economic Development District under the auspices of the U.S. Department of Commerce, Economic Development Administration. The five counties of NWCCOG (Eagle, Grand, Jackson, Pitkin and Summit) have worked together on various regional and cooperative efforts since NWCCOG's inception in 1972. The Recipient will perform the following activities:

I. Prepare a CEDS for Eagle, Grand, Jackson, Pitkin and Summit Counties.

A. Establish an Advisory Committee to oversee and advise on the CEDS process. Utilize the NWCCOG Executive Committee as the "founding members". Assure that the Advisory Committee has representation from throughout the Region and that each official local economic development group is represented. NWCCOG will staff the administration of the project and serve as staff to the committee.

B. NWCCOG staff will prepare an outline of a work program and a projected time frame to complete the CEDS. The CEDS will identify and describe needs, potentials and resources for economic growth and diversity within the region. The plan will present the comprehensive economic development vision, goals and objectives. It will identify barriers to meeting those goals and will establish priority programs and projects for the implementation of those goals and objectives. The CEDS will also outline the standards and methods for an annual evaluation and the process for updating and amending the document as described within EDA CEDS guidelines.

C. The work plan will be presented to the Advisory Committee for any modifications and eventual approval.

D. NWCCOG staff and the Advisory Committee will identify an agenda that outlines all of the items necessary to complete the project, including:

- **Data Research and Collection:** NWCCOG staff will undertake data research on the existing and projected economic conditions throughout the region. This data will be used to assist NWCCOG in undertaking and completing the appropriate tasks to produce a CEDS and the designation materials to EDA. At the minimum, the work program for the CEDS will include:
- **Broad community participation:** Economic development stakeholders in each of the five counties in NWCCOG's region will be identified and invited to participate in developing the CEDS. Stakeholders may include local government representatives, economic and business development organizations, the employment and workforce training sector, and community organizations. Women, minorities, aged and disabled representation will be identified as well as members from the healthcare, education, and social services sectors. The role of the district will be defined in terms of existing local, state and regional institutions. Meetings will be held around the region during the first three to four months of the project. Current NWCCOG staff will provide all data collection and compilation, and coordination of this project. A consultant

will be hired to convene elected officials and members of the business and economic development community and will be used for meetings facilitation.

Proposed Meetings Schedule:

- East Eagle County (Vail)
 - West Eagle County (Eagle or Gypsum)
 - East Grand County (Winter Park)
 - West Grand County (Hot Sulphur Springs)
 - Jackson County (Walden)
 - Pitkin County (Aspen)
 - Summit County (Frisco)
-
- **Data Gathering:** Gathering background information including demographics, socioeconomic data, labor force characteristics, geography, climatic, environmental, and natural resources profiles, infrastructure of the project area including all transportation modes, water, sewer, communications, and electrical distribution systems, major sectors of the region's economy and their past, present, and projected contribution to employment, income and revenue.
 - **Analysis of Project Area Economy:** An analysis of the relationship of the project area economy to the State with particular regard to the unemployed and underemployed, location advantages or disadvantages, factors that directly affect economic performance including state and local laws, financial resources, transportation costs, energy costs, business, personal and property taxes, bonding capacity, and land use patterns, other factors that directly affect economic performance including housing, health services, schools and educational facilities, public safety, recreational and cultural facilities, and environmental issues related to flood plains, air quality, wetlands, historic preservation, hazardous waste contamination, and growth initiatives.
 - **Inventory of Economic Developments Tools in the Region:** The collection/inventory and consideration of existing plans and planning processes in the region. All partners in economic development will be identified. All potential resources for economic development will be identified and recruited.
 - An analysis of the present state of the region's economy including strengths and weaknesses. Growth sectors and clusters will be identified and those elements that presently have the greatest future potential to fuel the region's economy will be defined. Global and national economic and society trends and their effects (opportunities and constraints) on the region will be reviewed and analyzed.
 - A vision statement, goals and objectives for the project area. The vision, goals and objectives will provide a temporal framework for public and private decision-making and serve as the basis for the formulation of the action plan.
 - Prioritization of goals that include the following minimum criteria:
 - Impact each goal will have on the development potential and problems in the area;
 - Whether the goal will produce short, intermediate or long term results;
 - Actions related to the goal that are already underway or planned, and
 - The relationship of any goal to the accomplishments of the other goals.
 - A CEDS will be developed to describe actions, responsibilities, resources, time frames, and priorities for implementation.
 - Processes for ongoing evaluation of the outcomes of the CEDS will be recommended. Performance measures will be identified to evaluate the progress of activities in achieving the vision, goals, and objectives. The evaluation will be the responsibility of the economic development

organization professional staff under the guidance of the CEDS Advisory Committee. If resources permit, the CEDS Advisory Committee may invite an outside party, such as management from another economic development district, a university, or a consultant, to assist or even complete an evaluation.

E. Detailed documentation of all aspects of the CEDS development and implementation will be developed to record the process, participation, work and outcomes generated.

F. The goals, objectives, priorities, and action plans that comprise the CEDS will be ratified by the Advisory Body and the governments represented.

G. Complete the CEDS Checklist while going through the process and submit it to EDA with the CEDS.

H. Complete the District Designation materials and checklists and submit to EDA.

II. Explore alternative governing structures for the administration of a permanent Economic Development District.

A. Research the make-up of the boards of the EDDs in Region 5, 9, 10... Obtain copies of these 3 EDD organizations' by-laws and articles of association. Obtain and review organizational charts. Meet with Executive Directors to discuss the process they used to develop an EDD Board and what they would do differently if the opportunity presented itself.

B. Present alternatives for developing an EDD Board of Directors that complies with the criteria set forth by the EDA for Economic Development Districts, which requires that the appropriate percentage of non-government representatives and stakeholder organization representatives to meet the "no more than 65% government representatives". Present alternatives to current Board and to CEDS Strategy Committee. Select best alternative.

C. Meet with program directors of NWCCOG programs to discuss pros and cons of potential Board make-up and the continued administration of the non-EDA related programs and projects that are administered by the COG. Determine if programs need modified and if existing advisory councils need to be modified or their roles re-defined.

D. Meet with EDA field staff to discuss proposed alternative and to determine that such alternative fall within the EDA guidelines.

E. Draft any modifications that may be necessary, depending on alternative selected for EDD Board of Directors development, to Articles of Incorporation, By-laws, Board of Directors selection process and NWCCOG Policies.

F. Present modifications within a proposed resolution for NWCCOG Board of Directors for consideration.

III. CEDS: The CEDS will be divided into four segments:

I. Introduction and Description of the Region and its Economy to include

- Demographics
- Socio-economic characteristics
- Housing
- Transportation and transit systems
- Utilities and public services
- Health and social services
- Telecommunications
- Existing business and industry base
- Labor force
- Emergency Services/ public safety

II. Current Champions and Challenges for the Economic Development of Region XII to include:

- Existing local economic development groups and their respective activities and plans
- Existing local and regional economic development incentives
- Property tax "restrictions"
- Assessed valuation disparities
- Sales tax percentages, revenues and lack thereof
- State economic development agencies/relationships

III. Regional Goals and Implementation Plan to include:

- Documentation of the planning process
- Summaries of all survey/planning meetings
- Development of draft and final goals and objectives
- Presentation of the final CEDS

IV. Evaluation Plan

- Method used for evaluation
- How well we met goals and objectives

ATTACHMENT B - AUTHORIZED STAFF POSITIONS

Grantee: **Northwest Colorado Council of Governments**

Project Number: **05-86-04922**

Position	Annual Salary*	% of Salary to Project*	Total Project Salary*
Executive Director	\$95,000	5%	\$4,750
Northwest Loan Fund Director	\$57,701	13%	\$7,750
Research Project Manager	\$41,766	72%	\$30,000
GIS Specialist	\$20,000	13%	\$2,500
TOTAL:			\$45,000

* Approximate dollars/percentages

ADDITIONAL SPECIAL TERMS AND CONDITIONS

- a. Planning Coordination: Grant recipients shall coordinate economic development planning and implementation with other economic development organizations affecting the area, especially EDA-funded recipients such as State and Urban planning grantees, adjoining economic development districts and Indian Tribes, and University Centers.

- b. Future Funding: Funding for the future years in the award period will be based upon satisfactory performance by the grantee, the availability of funding, and at the sole discretion of EDA.

- c. Performance Measures: The recipient agrees to report on program performance measures and program outcomes in such form and at such intervals as may be prescribed by EDA in compliance with the Government Performance and Results Act of 1993 (GPRA). Performance measures and reporting requirements that apply to program activities funded by this investment will be provided in a separate GPRA information collection document. EDA will advise recipients in writing within a reasonable period prior to the time of submission of the reports, and in the event that there are any modifications in the performance measures.

12/02

DEPARTMENT OF COMMERCE FINANCIAL ASSISTANCE

SPECIAL AWARD CONDITIONS

A. AWARD NUMBER AND PROPOSAL DESCRIPTION

This Award Number **05-86-04922**, supports the work described in the Recipient's proposal, entitled Economic Development Short Term Planning Grant dated **12/14/09**. Where the terms of this award and proposal differ, the terms of the award shall prevail.

B. AWARD CONTACTS

1. The Recipient Contact's name, address and telephone number are:

**Rachel Lunney, Research Project Manager
970-468-0295 Ext 106**

2. The Federal Program Officer is responsible for the programmatic, technical and/or scientific aspects of this award. The Federal Program Officer's name, address and telephone number are:

**Mari Sutton, Area Director, West Area Team
Economic Development Administration, Denver Regional Office
410 17th Street, Suite 250, Denver, CO 80202-4454
303-844-4403**

3. The Grants Officer is responsible for all administrative aspects of this award and is authorized to award, amend, suspend, and terminate financial assistance awards. The Grants Officer's name, address and telephone number are:

**Robert E. Olson, Regional Director
Economic Development Administration, Denver Regional Office
410 17th Street, Suite 250, Denver, CO 80202-4454
303-844-4715**

4. The Grants/Cooperative Agreement Specialist is responsible for administrative coordination and liaison with the Recipient. This individual receives appropriate material from the Federal Program Officer and/or the Recipient for administrative processing. The Grants/Cooperative Agreements Specialist's name and telephone number:

Jodi Duncan, Project Officer, 303-844-4901

C. LINE ITEM BUDGET

See Economic Development Administration, Special Award Conditions, Item IV.

D. REFUND CHECKS, INTEREST OR UNUSED FUNDS

Treasury has given the EDA two options for having payments deposited to our account with them:

The first one is Pay.Gov. This option allows the payee to pay EDA through the Internet. The payee will have the option to make a one-time payment or to set up an account to make regular payments.

The second option is Paper Check Conversion. All checks must identify on their face the name of the DoC agency funding the award, award number, and no more than a two-word description to identify the reason for the refund or check. A copy of the check should be provided to the Federal Project Officer. This option allows the payee to send a check to EDA's headquarters accounting office at the following address: Economic Development Administration, 1401 Constitution Avenue, NW, Room 7217, Washington, DC 20230. The accounting staff will scan the checks and send an encrypted file to the Federal Reserve Bank, and the funds will be deposited in EDA's account. While this process will not be an issue with most payees who are corporations, it could be an issue for individuals sending EDA funds. Please make note of the following:

Notice to Customers Making Payment by Check

If you send EDA a check, it will be converted into an electronic funds transfer (EFT) by copying your check and using the account information on it to electronically debit your account for the amount of the check. The debit from your account will usually occur within 24 hours and will appear on your regular account statement.

You will not receive your original check back. Your original check will be destroyed, but a copy of it will be maintained in our office. If the EFT cannot be processed for technical reasons, the copy will be processed in place of the original check. If the EFT cannot be completed because of insufficient funds, we will charge you a one-time fee of \$25.00, which will be collected by EFT.

E. PROGRAM INCOME

Program income earned during the award period shall be retained by the Recipient and shall be added to funds committed to the award and used for the purposes and under the conditions applicable to the use of the award funds.

F. INDIVIDUAL BACKGROUND SCREENING

Notwithstanding the requirements pertaining to Individual Background Screenings set forth in Section F of the Department of Commerce (DOC) Standard Terms and Conditions (March 2008), Individual Background Screenings will be conducted in accordance with the updated guidance contained in Chapter 21 (February 2010) of the DOC Grants and Cooperative Agreements Interim Manual. This guidance may be viewed on line at <http://oamweb.ossec.doc.gov/docs/RevisedChapter21020210.pdf>.

G. REAFFIRMATION OF APPLICATION

Recipient(s) acknowledges that Recipient's application for this Award may have been submitted to the Government and signed by Recipient(s), or by an authorized representative of Recipient, electronically. Regardless of the means by which Recipient(s) submitted its application to the Government or whether Recipient or an authorized representative of Recipient submitted its application to the Government, Recipient(s) hereby reaffirms and states that a.) all data in said application and documents submitted with the application are true and correct as of the date of this Award and were true and correct as of the date of said submission, b.) said application was as of the date of this Award and as of the date of said application duly authorized as required by local law by the governing body of the Recipient(s) and c.) Recipient(s) confirms that it will comply with the Assurances and Certifications submitted with or attached to said application. The term application includes all documentation and any information provided to the Government as part of, and in furtherance to, the request for funding, including submissions made in response to information requested by the Government after submission of the initial application.

H. RECIPIENT'S DUTY TO REFRAIN FROM EMPLOYING CERTAIN GOVERNMENT EMPLOYEES

For the two-year period beginning on the date the Government executes this award, the Recipient(s) agrees that it will not employ, offer any office or employment to, or retain for professional services any person who, on the date the Government executes this award or within the one-year period ending on that date:

- (i) Served as an officer, attorney, agent, or employee of the Government; and
- (ii) Occupied a position or engaged in activities that the Assistant Secretary determines involved discretion with respect to the award of Investment Assistance under PWEDA.

The two-year period and associated restrictions referenced above also shall apply beginning on the date the Government executes any cost amendment to this award that provides additional funds to the Recipient(s).

**ECONOMIC DEVELOPMENT ADMINISTRATION
STANDARD TERMS AND CONDITIONS**

Capacity Building Programs

These Standard Terms and Conditions apply to awards of capacity building programs under the Public Works and Economic Development Act of 1965, as Amended, including the comprehensive amendment of the Economic Development Administration Reform Act of 1998 Pub.L. 105-393 (PWEDA), Sections 203, 207, and 209 (strategy grants), Federal laws, regulations, Executive Orders and OMB Circulars that apply to a previous award, except as noted in the Special Terms and Conditions, shall apply to an amendment or renewal of that award.

A. Statutory, Regulatory, Executive Order and Other Federal Requirements

Some of the terms and conditions herein contain, by reference or substance, a summary of the pertinent statutes, regulations, Executive Orders or OMB Circulars. To the extent that it is a summary, such term or condition is not in derogation of, or an amendment to, such Federal requirements. All statutes or regulations, whether or not referenced herein, are to be applied as amended on the date they are administered.

The Recipient shall comply, and require any contractors or subcontractors to comply, with PWEDA under which this award is made, the regulations issued pursuant thereto, and with all Federal, state, and local laws applicable to its undertaking and activities.

B. General Requirements

1. **USE OF CONSULTANTS/CONTRACTORS:** For all proposals and contracts where costs are expected to exceed \$100,000, the scope of work and the cost of such must be submitted to and approved by EDA prior to employment of such consultants or contractors. Recipients will ensure that any consultant or contractor paid from funds provided under this award is bound by all applicable award terms and conditions. EDA shall not be liable hereunder to a third party nor to any party other than the

Recipient.

2. **OTHER FUNDING SOURCES:** Federal funds for this program shall not be used to replace any financial support previously provided or assured from any other source. The Recipient agrees that the general level of expenditure by the Recipient for the benefit of program area and/or program designated in the Special Terms and Conditions of this award, or any amendment or modification thereto, shall be maintained and not reduced as a result of the Federal-share funds received under this program.
3. **REIMBURSEMENT FOR TRAVEL:** Travel by the Recipient confined to the EDA region(s) within which that Recipient is operating and/or to Washington, D.C., for purposes related to the award, does not need prior approval, as long as approved budgeted travel funding levels are not exceeded. Travel which is not in an approved work schedule plan must have prior approval of the FPO.
4. **RECIPIENT CONTRIBUTIONS:** When all or part of the local share match is in-kind, the evaluation of such in-kind local share match is subject to reevaluation by EDA at any time, and any deficiency so determined by EDA shall be compensated by supplemental contributions by the Recipient as a condition for further disbursements by EDA.
5. **PERFORMANCE MEASURES:** The Recipient agrees to report on program performance and project outcomes in such form and at such intervals as may be prescribed by EDA in compliance with the Government Performance and Results Act of 1993. The performance measures that apply to this project are included with and made a part of the grant award package in the Special Terms and Conditions. EDA will advise the Recipient in writing, within a reasonable period prior to time of submission, in the event there are any modifications in the performance measures.

P: forms & master documents\standtermseda.wpd