



YEARLY ACTIVITY PLAN (YAP) - FY '09 – FY11

Division/Attached Agency:	Strategic Marketing & Support Division
Program Name:	Office of International Affairs
Program ID:	BED 100

I. PROGRAM PLANNING

Problem, issue or opportunity statement: Describe the problem, issue and/or opportunity your program is attempting to respond to.

Office of International Affairs

The Office of International Affairs (OIA) is the international business arm of DBEDT. The OIA aligns itself to the department's priorities and objectives to increase international trade and educational opportunities by actively engaging Hawaii's businesses and citizens to seek opportunities overseas and to attract outside investments to Hawaii projects.

Hawaii's business community is primarily made up of small and medium-sized businesses, focusing their efforts on selling their products and professional services here in Hawaii. With intense local, domestic and global competition in a small market, local businesses in targeted industries need to look beyond Hawaii's shores to develop and extend their markets.

The Office of International Affairs' (OIA) Global Links program assists Hawaii companies to export targeted services and products to Asia and the Pacific, leveraging the Hawaii brand and our location mid-way between the world's two largest economies. The challenges are to (1) identify industries where there are a critical mass of Hawaii companies with a high level of expertise and a unique and marketable product or service that can be exported (2) prepare companies to become export ready (3) attract investment capital (5) coalesce clusters within targeted industries as a strategy to generate export inertia.

The OIA also recognizes an important piece of a global strategy is educating our current and future workforce to develop into a community prepared to engage in global trade and relationships. The foundation of creating a globally prepared workforce is the State's commitment to integrate international exposure (e.g. study abroad, student exchange programs) as part of a quality educational curriculum especially for those students who may not have the means or vision to participate in such a program.

The OIA's primary customers are local environmental, engineering, architectural & planning firms, public and private schools including high schools and universities seeking to expand their marketing reach overseas. Our target audience includes public and private sector decision makers, potential investors, students, teachers and school administrators.

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The State of Hawaii Offices in Beijing (SHOB) and Taiwan (SHOT) are an integral part of the OIA and its efforts to market Hawaii in China. It's important to note that in Asia, government's cooperation and support are important in facilitating business and economic activities.

China, with a population of 1.3 billion people and a GDP in excess of \$3 trillion is the fourth largest economy in the world. SHOB's efforts focus on attracting foreign direct investment (FDI), promoting educational exchange and short-term training in Hawaii, identifying opportunities for Hawaii companies to export their environmental remediation technologies and maintaining open, bi-lateral relations with the Chinese Central Government.

Taiwan is a knowledge-based economy with an innovative business environment, advanced science and technology, deeply embedded entrepreneurial culture, internationally focused, with extremely strong FDI presence in China, Vietnam, Thailand, Malaysia, Cambodia, Philippines and Indonesia. As a long-term strategic partner with United States, Taiwan is the 8th largest trading partner and the 6th most important destination for U.S. agricultural exports. Taiwan is one of the top five education markets for foreign students studying in America. Taiwan is very focused on developing and implementing a range of renewable energy resources. SHOT's efforts focus on attracting investment into the state, increasing study abroad and identifying exchange programs for Hawaii students, promoting partnerships with Taiwan to develop and use Hawaii as a testbed for clean and sustainable energy technology and increasing exports of made in Hawaii products.

Need and partners: Provide quantitative evidence to show the scope and nature of the problem or opportunity you are working on. Identify partners you will be working with to address the problem, issue and/or opportunity. Describe why government should be part of the solution.

Government's tremendous access to information and networks enables economic development agencies, such as DBEDT, to serve as a facilitator, convener and coordinator of strategic initiatives. These efforts provide an entrée to inform, engage and equip Hawaii's citizenry with the necessary contacts and information to be globally competitive.

Hawaii is located geographically, ethnically and culturally in the center of the Pacific Rim between the world's two largest economies, and the world's fastest growing economy. We are in a strategic position that enables our state to increase its position as a significant and important contributor to and advocate for global trade and international affairs. The OIA is an important organization that facilitates new cooperative relationships with foreign organizations, people and governments in order to:

- Serve as a liaison between the Executive and Legislative branches of government and other countries;
- Develop initiatives to strengthen educational and cultural ties, and trade and

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investment opportunities with other countries through such activities as international conferences, business missions, sister-state relations;

- Plan and coordinate meetings for visiting government officials and dignitaries from other countries.

Our mission is to **coordinate and advance international partners/relationships to promote and foster economic, political, educational and cultural relationships between Hawaii and strategic alliances overseas.**

Government's access to resource networks, individual contacts and relationships established over the years assists Hawaii businesses, organizations and individuals to leverage "connections" in meeting respective business development goals. DBEDT has the ability to coalesce groups that may have common interests and synergies—in other words, government can be an effective leader in bringing people together via government sponsored, subsidized collective marketing efforts to help level playing fields for Hawaii organizations that are competing against larger well financed out of state firms.

In carrying out our mission, the OIA seeks to leverage international business, educational and cultural opportunities for our primary constituency:

- Local small- and medium-sized businesses seeking to compete in world markets. Our objective: increase the dollar value of exports of products and services
- Our future workforce--students who will have to compete worldwide for jobs, as well as teachers who are training our future workforce. Our objective: increase the number of links that connect students and teachers to international experiences.

We also seek to address the needs of our secondary constituencies by:

- Hosting official visits of foreign governments. Our objective: promote international understanding of Hawaiian/American cultural values and build relationships.
- Assisting foreign firms interested in doing business in Hawaii. Our objective: increase the dollar value of investments into Hawaii.
- Assisting our current workforce by providing opportunities to upgrade skills through international activities. Our objective: increase the dollar value of international activities taking place in Hawaii.

Our strategic partners: (U.S. Department of Commerce, U.S. Foreign & Commercial Service, Embassies and Consulates, Small Business Administration), other state agencies (Department of Education, University of Hawaii System, Department of Agriculture, Hawaii Tourism Authority), economic development boards (EDB), ethnic chambers of commerce, trade and professional associations, overseas governmental

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offices and agencies.

The OIA utilizes the Federal government both locally, through the U.S. Department of Commerce's Export Assistance Center offices and overseas to supplement and assist in the implementation of its program activities. The Federal government is a strong partner in many OIA activities. Similarly, the private sector, through trade associations and chambers, are also engaged as partners with the OIA's marketing activities.

China is a country with a very powerful and effective centralized governing system. The executive branches of central government and various provinces and municipalities are a system of appointments rather than elections. Government in China is everywhere and dealing with government is vital in business. To represent the State of Hawaii in China, SHOB has maintained open and cooperative relations with key ministries in China's Central Government and at the provincial and municipal level.

Much like the State of Hawaii Office in Beijing, the State's office in Taiwan works closely with all levels of Taiwanese government to promote educational exchange and short-term training programs, the export of Hawaii products and services and enhances good working relations with Taiwanese government agencies and organizations.

Desired results (outputs, outcomes and impacts): What will success look like? Describe what you expect to achieve in the short-term (0-2 years) and long-term (2-6 years).

Near-term vision:

Given the limited amount of resources available to the Program, and following the strategic approach of the activities to be implemented, the foregoing numbers were identified as realistic and achievable during the time frames specified.

1. Support a minimum of 30 firms interested in exporting.
2. Attract 5 reverse missions to Hawaii focusing on targeted industry sectors and FDI. Provide in-country support to Hawaii businesses in China and Taiwan, including, but not limited to, Oceanit, Honua Technology, WATG, Cavanah Associates, Rainboii, Simple Green, Environmental Development Group Hawaii, Hawaiian Chariots, East West Center and the Pacific & Asian Affairs Council (PAAC).
3. Plan and organize 10 Hawaii Global Links Forums.
4. Export \$3 million in Made in Hawaii products to Taiwan.
5. Engage 300 students to participate in overseas exchange programs.
6. Engage 50 teachers with their classes to participate in international activities here in Hawaii and overseas.
7. Attract 250 overseas students, business executives, and government officials to enroll in education & short-term training programs in Hawaii.
8. Taking advantage of the reactivated Immigrant Investor Program's Hawaii Regional Center, attract at least \$12 million in overseas investments to Hawaii.
9. Finalize the \$20 million Chinese investment to build the Confucius Institute facility at the University of Hawaii at Manoa.
10. Assist the inaugural U.S.-China Green Business Exchange (scheduled for April

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2009 in Honolulu) by organizing 10 groups of government officials & businesses from China to the forum.

11. Assist PAAC with its China programs including the Freeman Scholarship, Summer Study Tour and facilitating internships for Hawaii students in Beijing.
12. Assist UH with the placement of CIMBA students for their internships in China totaling 20 students.
13. Execute programs under an MOU between the Hawaii Department of Education and Guangdong Provincial Department of Education.
14. Collaborate with the DOE to increase professional development and study abroad opportunities for educators and students, specifically related to STEM education.
15. Successfully promote MOU signed between DBEDT and Taiwan Bureau of Energy and proceed with cooperative programs.
16. Initiate ten to fifteen Taiwan media contacts to increase the business and technology image of Hawaii.

Long-term vision:

1. Establish and increase Hawaii's global position using its strong brand.
2. Develop and support industry and geographic clusters in the following areas:
 - Business and industry (trade)
 - Education and training
 - Diplomatic
 - Cultural
3. Assist Hawaii EDG member companies in by identifying prospective environmental projects to pursue.
4. Assist Hawaii EDG companies with its request to identify Chinese partners prior to establishing a representative office in China.
5. Increase the number of high-end tourist arrivals from China and Taiwan.
6. Increase the level of participation from China and Taiwan to Hawaii for meetings, conventions, exhibitions.

Influential Factors: List the factors you believe will support or hinder your ability to impact the problem or opportunity.

1. Sufficient and proactive support from DBEDT administration and other State partners (e.g. DOE, HDOA, UH).
2. Stable funding.
3. Commitment and high level of determination of Hawaii companies and organizations interested in doing business in China and Asia.
4. Proactive promotional efforts by CanAm LLC for Hawaii Regional Center Program.

Strategies: List the "best practices" that have helped other programs achieve the kind of results your program promises.

The Global Links strategy involves a four-step process

- Coalition building (to increase capacity for sustained efforts)
- Facilitation (supporting SMEs, NGOs, schools, international organizations)

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process

- Political and leadership support
- Education (for leadership, business and workforce)

1. Coalition building

The downturn in the state's economy has created even more intense competition for funding and disparate accountability requirements has created more of a truce than true joint efforts between DBEDT and some of its "partners". Nevertheless, it is important to recognize those with whom we share interests, and allow them to assume the leadership role. Our strength is in bringing key stakeholders together to establish priorities and identify obstacles within the plan. Our goal is to institutionalize the practice of collaboration, which requires joint tasks, and to create an environment in which participants get to know one another, and thereby build trust.

- Hawaii Sister State Committee
- Office of International Affairs
- Educational community
- Overseas partners (embassies, consulates, Greater China overseas offices, CCPIT, KUSEC, APO, Asian Development Bank and diplomatic counterparts)

2. Facilitation (support to SMEs and NGOs)

The OIA can bring disparate parties with common interests together to maximize resources and ease entry through:

- Industry consortiums: environmental, education & training
- Greater China Overseas Offices in Beijing and Taiwan

3. Build Political and Leadership Support

Because of the delay— often several years — between the OIA's marketing efforts and successful outcomes, or the difficulty ascribing success to those efforts, OIA's programs and overseas offices face, among other things, tough funding battles.

There is little question that in a global economy, overseas contacts are critical to the prosperity of Hawaii. The need for government to build and maintain these contacts is clear—government can open doors, especially in the Asia and the Pacific, that would remain closed to individuals and private businesses operating alone.

- Hawaii Global Links Forums
- Reverse Missions
- International Conferences held in Hawaii

4. Education

"Global Links" education has two primary audiences: leadership and businesses. Education for the leadership audience - elected and private sector — should focus on the challenges of globalization, the value of trade and innovation initiatives and the

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development of a comprehensive workforce development program to bring keep us competitive.

Trade education for businesses requires outreach that allows those businesses to ask face-to-face questions of credible and knowledgeable local experts who can answer the “whys” and “hows” of expanding internationally including the commercial and cultural impacts of doing business globally. Entrepreneurs need help to understand their growth potential in global markets and learn the basics of how to explore and enter those markets.

Assumptions: State the assumptions behind *how* and *why* the change strategies you have identified will work. Use ‘If - then’ statements, i.e. “if _____ then _____ happens.”

Government can help reduce the risk for business to engage in global trade. For example, government has access to resources such as networks, contacts and relationships that have been built up over the years that can connect Hawaii businesses with the help to meet their initial export needs. Government also has the ability to coalesce groups that may have common interests and synergies and that are targeting a specific industry sector, thereby building credibility and a “critical mass”. Collectively, these groups are able to generate more attention and credibility that they could as an individual entity. Government sponsored, subsidized and collective marketing efforts also help to level playing fields for Hawaii business that are competing against larger well financed out of state firms. Government, on behalf of coalitions of exporters, can also be in a position to negotiate better rates for shipping, and other costs associated with exporting or entering into a new market. Government can also lend its credibility and respectability in overseas markets to open doors for Hawaii firms. Through government, opportunities and accessibility to decision makers can be facilitated, especially in dealing with overseas government agencies and in finding overseas partners. Global Links broadens our programs’ trade and investment attraction strategy by adding an education and training component into the mix. We recognize that in order to compete in the global marketplace, we must first train our students and our workforce to be conscious of how other countries or regions have a direct effect on our lifestyle and economy. Armed with a broader focus, our students and workforce will be better prepared to handle change created by global forces.

DBEDT would partner with the DOE, Hawaii Association of Independent Schools and the Study Hawaii group to identify, develop and coordinate an array of international activities including study abroad and exchange programs for students and teachers. Students and teachers armed with these experiences will have a broader outlook of the worldwide possibilities that contribute toward developing globally sophisticated youth entering the workforce.

Conversely, attracting international students, business executives and government officials to enroll in education and training programs in Hawaii allows these individuals to obtain a better understanding of Hawaii and to develop mutual relationships that can lead to business prospects in the future.

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II. PROGRAM IMPLEMENTATION

Resources: Describe the resources available to support your program.

Internal Resources: **5** staff members in the Office of International Affairs, **4** staff members in the Investment & Business Attraction Branch, **4** staff from the 2 State of Hawaii Greater China Offices in Taiwan and Beijing, collaboration with other DBEDT Divisions (SID, FTZ, READ, CID) and attached agencies (HTDC, NELHA).
Marketing Budget: \$45,000 + \$120,000 general funds and \$120,000 MDCP funds to operate the Taiwan and Beijing offices respectively. .

External Resources: Economic development boards, county economic development agencies, University of Hawaii System and other universities, other state agencies (Department of Education, University of Hawaii System, Department of Agriculture, Hawaii Tourism Authority), ethnic chambers of commerce; U.S Embassies, Consulates, U.S. Commercial Service offices, and other federal agencies (U.S. Department of Commerce, Small Business Administration, Homeland Security, U.S. Department of Agriculture), trade and professional organizations, international governmental and quasi departments and agencies, and international/overseas trade and professional organizations (Asian Development Bank, Pacific and Asian Affairs Council, East West Center).

Activities: Describe each of the activities you plan to conduct within your program.

1. Coalesce groups/consortia in specific targeted industries or geographic regions to pursue contracts or investment partnerships. Continue to support Hawaii environmental companies under the Environmental Development Group-Hawaii (EDG) banner. The EDG's mission is to increase export of environmental services and products overseas, with China as its first geographic target and to prepare companies new to the export market to be able to compete overseas
2. Direct Pacific and Asian Affairs Council, the contractor chosen to administer the Office of International Affairs contract, to leverage its global connections to take advantage of trade and investment opportunities.
3. Identify and encourage industry-specific reverse missions and produce industry targeted in-state conferences to provide Hawaii firms opportunities to build and establish relationships, market their products/services overseas and to solicit inbound investments.
4. Work closely with CanAm Enterprises LLC, the contractor chosen to market and administer the Immigrant Investor (EB-5) Program's Hawaii Regional Center; work with project and fund managers to identify and source EB-5 investment projects into the State; work with counties and the State to find and qualify public investment projects for EB-5.
5. Plan and organize a series of internationally-focused business forums under the Hawaii Global Links Forum banner to help Hawaii businesses understand global markets. These activities would raise Hawaii companies' awareness of business

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- opportunities outside of the State.
6. Host the inaugural Asia-Pacific Clean Energy Summit and Expo, produced by DBEDT to promote Hawaii's Clean Energy Initiative, and provide a forum for Hawaii's energy firms to market their services and technologies to an international and domestic market.
 7. Create a template for in-country support to Hawaii businesses with requests for due diligence checking, matchmaking and providing contacts at various levels of Chinese and Taiwanese government including a tracking system to measure results.
 8. Participate in the "Investing U.S.A. Road Shows" organized by USFCS to promote EB-5 program.
 9. Market Hawaii as the training center of choice for Chinese officials and business
 10. Provide assistance to PAAC, UH, HPU, BYUH, Chaminade and East West Center with their China programs
 11. Create a plan to implement the new agreement signed by the State of Hawaii Department of Education and Guangdong Provincial Education Board
 12. Build database of Chinese and Taiwanese energy R&D companies and organizations from both public and private sectors interested in establishing a presence in Hawaii.
 13. Continue to promote the EDG to Chinese and Taiwanese governmental agencies, organizations and companies by participating in environmental trade shows led by the environmental team of the USFCS.
 14. Support HTA China (Marketing Garden) with their promotion of Hawaii as a top leisure destination in China (China National Tourism Administration, Beijing Municipal Tourism Administration, Shanghai Municipal Tourism Commission and Guangdong Provincial Tourism Bureau).
 15. Promote Hawaii to niche markets.
 16. Collaborate with HTA China and the USFCS tourism team to participate in CITM.
 17. Promote Hawaii conventions, exhibitions and trade shows with special emphasis on the U.S.-China Green Business Exchange and the Asia Pacific Clean Energy Summit & Expo.
 18. Promote the export of Hawaii products to China and Taiwan:
 - a. Organize and participate in Taiwan Food Show 2009
 - b. Promote made in Hawaii products on Chinese language website.
 - c. Continue updating inventory of sample made in Hawaii products in Beijing and Taipei office.
 - d. Assist Hawaii companies with their business trips to China and Taiwan, arrange one-on-one meetings, share useful database.
 - e. Identify and approach department stores for product placement of Hawaii products.
 - f. Assist China and Taiwan buyers and importers interested in visiting Hawaii to source made in Hawaii products.
 19. Education & Training:
 - a. Organize and participate in Oh America! Education Fair (China).
 - b. Assist Hawaii schools with meeting arrangements and coordinate with overseas government agencies for customized training programs in Hawaii.

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20. Collaborate with the DOE to execute the Japan-Hawaii Super Science Exchange Initiative

Outputs: For each program activity, identify what outputs you aim to produce.

Within the next 12 months:

1. Engage in activities that promote targeted industry consortia (Japan Super Science High Schools, China Hawaii Educational Exchange Council, Korea Hawaii Education Consortium, Study Hawaii and Environmental Development Group-Hawaii), involving 35-50 firms. These consortia shall pursue contracts and/or investment partnerships in the Asia Pacific region by (a) Accelerating education and training projects. (b) Seeking new partnerships to extend reach and ability to get contracts. (c) Expanding Study Hawaii Consortium, which currently includes UH, HPU, BYUH, Chaminade, JAAMS, etc. to include private sector training organizations. The expanded consortium will identify specific opportunities to pursue, jointly, in China and other markets.
2. Participate in targeted trade shows (Department of the Interior Business Opportunities Conference, KUSEC, Asia Pacific Clean Energy Summit & Exhibition, U.S. China Green Business Exchange).
3. In partnership with the Foreign Trade Zone, U.S. Export Assistance Center and the High Technology Development Center, establish an export readiness training program to prepare companies to sell their products and services overseas.
4. Plan and organize the inaugural Asia Pacific Clean Energy Summit & Expo to bring together government and private sector leaders from Asia and the Pacific to discuss clean and sustainable energy policies and solutions and to showcase the Hawaii Clean Energy Initiative.

Outcomes: Identify the short-term (0-2 years) and long-term (2-6 years) outcomes you expect to achieve.

Near-term vision:

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7. Attract 250 overseas students, business executives, and government officials to enroll in education & short-term training programs in Hawaii.
8. Taking advantage of the reactivated Immigrant Investor Program's Hawaii Regional Center, attract at least \$12 million in investments.
9. Finalize the \$20 million Chinese investment to build the Confucius Institute facility at the University of Hawaii at Manoa.
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Impact: Describe the lasting impact you anticipate.

Fluid and dynamic infrastructure (partnership cooperatives, marketing consortia) and models (networking and building resources) to assist businesses, educational institutions, students and teachers desiring to export, expand exports, seeking investments, establish or expand educational opportunities abroad and in Hawaii.

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III. PROGRAM EVALUATION

Indicators: Describe what SMART ('specific; measurable; action-oriented; realistic; and timed') indicators can be collected that would convey the status of your program.

Online surveys will be taken to gauge impact and relevancy of activities undertaken by program.

IV. ALIGNMENT

Is your program linked to DBEDT's six strategic objectives?		
1.	X	Hawaii Five Point Economic Plan
2.	X	Hawai'i Clean Energy Initiative
3.	X	Hawai'i Innovation Initiative
4.	X	Global Links
5.		Economic research and data analysis
6.	X	Hawai'i Open for Business
7.	X	Workforce Housing
8.		Planning and Land Use
9.		World Class Infrastructure

Emerging Industries: Does your program impact Hawai'i's emerging industries?	YES	X
	NO	

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V. APPROVALS

a. _____ Submitted by - Print Name _____ Submitted by - Signature _____ Date

b. APPROVED DISAPPROVED _____ Division/Agency Head - Signature _____ Date

c. APPROVED DISAPPROVED _____ Director - Signature _____ Date