



# SKAGIT COUNCIL OF GOVERNMENTS BOARD OF DIRECTORS MEETING

May 20, 2026

Anticipated start time is 9:30 a.m. following the Transportation Policy Board meeting

In Person: [Burlington City Council Chambers](#), 833 South Spruce Street, Burlington, WA 98233

Remote: [GoToMeeting](#)

Dial In: 1 (866) 899-4679

Access Code: 970-755-613

## AGENDA

1. **Call to Order and Roll Call**
2. **Written Public Comments** – *Mark Hamilton*
3. **Verbal Public Comments**
4. **Consent Agenda**
  - a. Approval of [February 18, 2026 Board of Directors Meeting Minutes](#)
  - b. Approval of [Accounts Payable Vouchers, Inter Governmental Transfer \(IGT\), and Payroll Certification](#)
5. **Action Items**
  - a. [Limited Term Assistant Planner Position](#) – *Jill Boudreau*
6. **Discussion Items**
  - a. [Request for Letter of Support](#) – *Kristen Keltz, CEO, Skagit Tourism Bureau*
  - b. [2027 Dues](#) – *Jill Boudreau*
  - c. [Lead Entity Issue Update](#) – *Jill Boudreau*
7. **Chair’s Report**
8. **Roundtable and Open Topic Discussion**
9. **Next Meeting:** August 19, 2026, Time TBD, *Burlington City Council Chambers and Remote*
10. **Adjourned**

### Information Items:

- [Annual Report](#)
- [Year to Date Actual vs. Budget - January through March 2026](#)
- [Skagit PUD Letter of Support](#)
- [Quarterly Financial Update](#)

[Meeting Packet](#)



## BOARD OF DIRECTORS OFFICERS

Mayor Peter Donovan ..... Chair

Mayor Bill Aslett ..... Vice Chair

## BOARD OF DIRECTORS MEMBERSHIP AND VOTES

Anacortes..... 1  
 Burlington ..... 1  
 Concrete..... 1  
 Hamilton..... 1  
 La Conner ..... 1  
 Lyman ..... 1  
 Mount Vernon ..... 1

Port of Anacortes .....1  
 Port of Skagit .....1  
 Samish Indian Nation.....1  
 Sedro-Woolley .....1  
 Skagit County .....3  
 Skagit Public Utility District.....1  
 Swinomish Indian Tribal Community .....1

## QUORUM REQUIREMENT

A quorum consists of a simple majority (9) of the total votes (16).

**Title VI Notice to the Public:** The Skagit Council of Governments fully complies with Title VI of the federal Civil Rights Act of 1964 and related statutes, and does not discriminate on the basis of race, color or national origin. For more information, or to obtain a Title VI Complaint Form, visit SCOG’s website at <http://scog.net/about/nondiscrimination/>.

**Aviso resumido del Título VI al público:** El Consejo de gobiernos de Skagit cumple plenamente con el Título VI de la Ley federal de derechos civiles de 1964 y los estatutos relacionados, y no discrimina por motivos de raza, color u origen nacional. Para mayor información, o para obtener un Formulario de queja del Título VI, visite el sitio web del SCOG en <http://scog.net/about/nondiscrimination/>.

**ADA Notice to the Public:** The Skagit Council of Governments fully complies with Section 504 of the Rehabilitation act of 1973 and the Americans with Disabilities Act of 1990 (ADA) and does not discriminate on the basis of disability. For more information, or to file a grievance contact the ADA Coordinator, Jill Boudreau at 360-416-7871 or [jillb@scog.net](mailto:jillb@scog.net).

**Aviso de la ADA para el público:** El Consejo de Gobiernos de Skagit cumple plenamente con la Sección 504 de la Ley de Rehabilitación de 1973 y la Ley de Americanos con Discapacidades de 1990 (ADA) y no discrimina por motivos de discapacidad. Para obtener más información, o para presentar una queja, póngase en contacto con el Coordinador de la ADA, Jill Boudreau en 360-416-7871 or [jillb@scog.net](mailto:jillb@scog.net).

SKAGIT COUNCIL OF GOVERNMENTS  
BOARD OF DIRECTORS  
MEETING MINUTES

February 18, 2026  
Burlington City Council Chambers and Remote

MEMBERS PRESENT

Mayor Peter Donovan, City of Mount Vernon, Chair; Mayor Bill Aslett, City of Burlington; Commissioner Peter Browning, Skagit County; Commissioner Joe Burns, Skagit County; Commissioner Corrin Hamburg, Skagit PUD; Mayor Marna Hanneman, Town of La Conner; Mayor Julia Johnson, City of Sedro-Woolley; Commissioner Melanie Mankamy, Port of Skagit; Commissioner Bob Papadakis, Port of Anacortes; Assessor Danny Hagen, for Commissioner Ron Wesen, Skagit County; Mayor Ryan Walters, City of Anacortes; and Chairman Tom Wooten, Samish Indian Nation.

STAFF PRESENT

Jill Boudreau, Executive Director; Debbie Carter, Executive Assistant and Clerk of the Board; Mark Hamilton, Senior Transportation Planner; Grant Johnson, Associate Planner; and Sarah Ruether, Associate Planner

OTHERS PRESENT

Ron Cubellis, Whatcom Council of Governments

AGENDA

1. Call to Order: Mayor Donovan called the meeting to order at 10:12 a.m.  
Roll Call: Roll was taken with a quorum present.
2. Written Public Comments: Mr. Hamilton stated that a public comment period was held from February 11-17 prior to the meeting and no public comments were received.
3. Verbal Public Comments: No verbal public comments were provided at the meeting.
4. Consent Agenda
  - a. Approval of November 19, 2025, Board of Directors Meeting Minutes
  - b. Approval of Accounts Payable Vouchers and Payroll Certification

AP voucher batch #156325, AP voucher batch #156463, and AP batch 156479 in an amount totaling \$98,438.27, and IGT-2025Q3-23 in an amount totaling \$10,868.53, and payroll certification for October 2025 in the amount of \$50,232.28; and AP voucher batch #156643, and AP voucher batch #156788 in an amount totaling \$36,656.89; and payroll certification for November 2025 in

the amount of \$49,277.04; AP voucher batch #156970, and AP voucher batch #157096 in an amount totaling \$94,488.14, and payroll certification for December 2025 in the amount of \$48,873.35; AP voucher batch #157304, AP voucher batch #157483, and AP voucher batch 156479 in an amount totaling \$93,579.95 and IGT-2025Q4-23 in the amount totaling \$5,343.60, and payroll certification for January 2026 in the amount of \$66,554.25.

c. Resolution 2026-04 Authorizing Appointment of Investment Officer

Mayor Aslett moved to approve the consent agenda as presented and Commissioner Burns seconded the motion, and it carried unanimously.

5. Action Items

a. Election of 2026 Vice Chair: Mayor Donovan addressed this action item:

Mayor Johnson nominated Mayor Aslett and made a motion to approve this action item, Commissioner Burns seconded the nomination and Commissioner Browning seconded the motion, and it carried unanimously.

b. Selection of SCOG Board of Directors Member to CEDS Steering Committee for 2026. Ms. Boudreau presented this action item:

- The SCOG Board of Directors passed the Steering Committee by-laws for the CEDS work on May 21, 2025; in those by-laws a steering committee was formed and composed of the following members: Executive Director, SCOG; CEO EDASC; Executive Director of Port of Skagit and Port of Anacortes; Chair of Skagit County Board of Commissioners; a mayor of the cities of Skagit County identified by the SCOG Board of Directors; and a board member from EDASC identified annually by the EDASC board.
- At the first meeting of the year Skagit Council of Governments Board of Directors members are to choose a member from the mayors someone to serve on this committee. Duties were outlined in this discussion.

Mayor Hanneman nominated Mayor Donovan for this selection and moved to approve, Commissioner Burns seconded the motion, and it carried unanimously.

c. Resolution 2026-05 to Approve 2026 Cost Allocation Plan. Mr. Cubellis presented this action item. Discussion included how the proposed 2026 Cost Allocation Plan is based on SCOG's adopted 2026 budget, adjusted for under or over recovery of indirect and benefit costs during 2025. If actual costs and direct labor allocations were exactly as budgeted for the year, there would be no under or over recovery. Indirect cost rate is stated as a percentage of the organization's total indirect costs to its non-direct labor costs and the benefit rate is stated as a percentage of total benefits to total salaries and wages excluding paid leave. Benefits include employer paid payroll taxes and pension contributions mandated by law, vacation/sick/holiday leave, and employee healthcare benefits. Cost Allocation Plan (CAP) is the federally approved method to allocate and request reimbursement for indirect overhead costs and employee benefits related to federally funded activities.

Commissioner Burns moved to approve Resolution 2026-05 to Approve 2026 Cost Allocation Plan as presented, Mayor Aslett seconded the motion, and it carried unanimously.

6. Chair's Report: Mayor Donovan had nothing to report.
7. Executive Directors Report: Ms. Boudreau discussed an update regarding the Lead Entity designation discussion from 2025. The SCOG website will be redesigned this year.
  - Regarding the Lead Entity designation discussion. Ms. Boudreau has completed a desk review of the discussions to date. She is currently analyzing steps forward for the SCOG BOD and governance structure guidance from RCW and WAC based on the Boards direction. Ms. Boudreau gave an of the meetings that include Swinomish Indian Tribal Community, Upper Skagit Indian Tribe, Skagit County, Sauk-Suiattle Tribe with Skagit Dike District Partnership & Skagit Drainage & Irrigation Districts Consortium. Discussions are now around a Memorandum of Understanding, which purpose outlines that members agree that the overarching purpose of this agreement is to strategically prioritize and coordinate major project action to achieve federally adopted ESA recovery goals. There is nothing new to bring forward from that group currently.
  - Resolution 2025-05 gives the Executive Director direction however, the law describes who can make this decision, so those entities must be given the ability to decide to be part of discussion or not; for Counties and Cities, and Tribes to decide if they want to be part of this decision – they should be briefed on the basis of the decision.
  - The Board requested another briefing in their May meeting.
8. Roundtable and Open Topic Discussion: Mayor Hanneman mentioned that EDASC has an upcoming meeting and Assessor Danny Hagen mentioned an article in the Skagit Valley Herald that discusses a new property tax deduction.
9. Next Meeting: The next regular meeting is May 20, 2026, with the meeting time to be determined, in person at the Burlington City Council Chambers and remote.
10. Adjourned: Mayor Donovan adjourned the meeting at 10:43 a.m.

Information Items: Year to Date Actual vs. Budget – January through December 2025; and Quarterly Financial Update.



Approved,

\_\_\_\_\_  
Jill Boudreau, Executive Director  
Skagit Council of Governments

Date: \_\_\_\_\_

\_\_\_\_\_  
Mayor Peter Donovan  
Board of Directors Chair  
Skagit Council of Governments

Date: \_\_\_\_\_

DRAFT

	Feb-26					
2026031	A-1 Shredding, Inc.	Professional Services	31010	34505	1/9/2026	\$45.00
2026032	City of Mount Vernon (enc)	Utilities	12360	1312026	1/31/2026	\$32.58
2026033	Green Valley Clean	Professional Services	31182	1517	1/31/2026	\$305.00
2026034	Mark Hamilton	Travel	28427	2042026	2/4/2026	\$706.76
2026035	NECA	Rent	31094	March 2026 Rent	3/1/2026	\$3,200.00
2026036	Puget Sound Energy Suite100 (enc)	Utilities	14036	2022026	2/2/2026	\$140.18
2026037	Puget Sound Energy Suite 101 (enc)	Utilities	14036	222026	2/2/2026	\$158.73
2026038	Ricoh (enc)	Printing	27592	9033539590	1/29/2026	\$240.00
2026039	RSG	Professional Services	32359	54448	1/14/2026	\$31,384.00
2026040	Skagit County Public Works	Professional Services	20644	20251202	12/31/2025	\$2,340.98
2026041	Skagit Publishing (enc)	Printing	35013	64779	2/1/2026	\$318.54
2026042	Skagit Publishing (enc)	Printing	35013	64184	1/6/2026	\$318.54
2026043	US Bank VISA - Amazon/DC (enc)	Office Supplies	25459	12282025	12/28/2025	\$86.84
2026044	US Bank VISA - Rightworks/DC (enc)	Computer & Software	25459	INV04244429	1/10/2026	\$85.00
2026045	US Bank VISA - Amazon/JB (enc)	Equipment & Furniture Purchases	25459	12232025	12/23/2025	\$122.93
2026046	US Bank VISA - Amazon/JB (enc)	Office Supplies	25459	12242025	12/24/2025	\$18.64
2026047	US Bank VISA - Amazon/JB (enc)	Office Supplies	25459	12242025	12/24/2025	\$17.80
2026048	US Bank VISA - Amazon/JB (enc)	Equipment & Furniture Purchases	25459	12232025	12/23/2025	\$136.64
2026049	US Bank VISA - Lowes/JB (enc)	Equipment & Furniture Purchases	25459	907	12/29/2025	\$107.70
2026050	US Bank VISA - Office Depot OffJB (enc)	Office Supplies	25459	12242025	12/24/2025	\$188.04
2026051	US Bank VISA - Amazon/JB (enc)	Equipment & Furniture Purchases	25459	12292025	12/29/2025	\$1,358.91
2026052	US Bank VISA - OfficeDepot/JB (enc)	Equipment & Furniture Purchases	25459	1252025	12/5/2025	\$326.39
2026053	US Bank VISA - Lowes/JB (enc)	Office Supplies	25459	12182025	12/18/2025	\$15.21
2026054	US Bank VISA - Amazon/JB (enc)	Office Supplies	25459	1172026	1/17/2026	\$113.14
2026055	US Bank VISA - Amazon/JB (enc)	Office Supplies	25459	1212026	1/21/2026	\$74.52
2026056	US Bank VISA - Amazon/JB (enc)	Office Supplies	25459	1212026	1/21/2026	\$29.11
2026057	US Bank VISA - Amazon/JB (enc)	Office Supplies	25459	1222026	1/22/2026	-\$47.06
2026058	US Bank VISA - Amazon/JB (enc)	Office Supplies	25459	46044	1/22/2026	\$10.83
2026059	US Bank VISA - MetroDulles/MH (enc)	Travel	25459	1102026	1/10/2026	\$4.50
2026060	US Bank VISA - Hotel Zena/MH (enc)	Travel	25459	1162026	1/16/2026	\$1,363.56
2026061	US Bank VISA - Doodle/SR (enc)	Dues & Subscription	25459	1052026	1/5/2026	\$90.74
2026062	US Bank VISA - Amazon	Office Supplies	25459	12312025	12/31/2025	-\$30.45
2026063	WA State Auditor's Office (enc)	Professional Services	13294	L172878	1/12/2026	\$2,016.95
2026064	Waste Management (enc)	Utilities	26387	0880107-0043-8	2/1/2026	\$85.36
2026065	WSP   Transportation PROTECT	Professional Services	34241	40271436	11/10/2025	\$34,890.70
2026066	WSP   Transportation PROTECT	Professional Services	34241	40296660	1/12/2026	\$19,707.95
2026067	Whatcom Council of Governments	Professional Services	23714	1474	12/31/2025	\$2,452.21
	<b>Batch 157715 Total</b>					<b>\$102,416.47</b>
2026068	Association of WA Cities (enc)	Employee Healthcare Benefits	A0657	80046	2/19/2026	\$14,574.98
	<b>BATCH 157878 Total</b>					<b>\$14,574.98</b>

2026069	WA Department of Retirement Systems	Employer Contribution	5507	Feb-26	3/3/2026	\$182.42
	<b>BATCH 157990 Total</b>					<b>\$182.42</b>

Total February

\$117,173.87

	Mar-26					
2026070	City of Mount Vernon (enc)	Utilites	12360	2282026	2/28/2026	\$32.58
2026071	Green Valley Clean	Professional Services	31182	1537	2/28/2026	\$305.00
2026072	NECA	Rent	31094	April 2026 Rent	4/1/2026	\$3,200.00
2026073	Puget Sound Energy Suite100 (enc)	Utilites	14036	3032026	3/3/2026	\$140.87
2026074	Puget Sound Energy Suite 101 (enc)	Utilites	14036	332026	3/3/2026	\$140.04
2026075	Ricoh (enc)	Printing	27592	9033578147	3/1/2026	\$110.26
2026076	RSG	Professional Services	32359	54590	3/6/2026	\$5,828.64
2026077	Skagit Publishing (enc)	Advertising/Legal Notices	35013	65203	2/10/2026	\$167.65
2026078	US Bank VISA - OfficeDepot/DC (enc)	Office Supplies	25459	2162026	2/16/2026	\$69.81
2026079	US Bank VISA - Rightworks/DC (enc)	Computer & Software	25459	INV04277528	2/10/2026	\$85.00
2026080	US Bank VISA - Amazon/DC (enc)	Office Supplies	25459	2022026	2/2/2026	\$45.15
2026081	US Bank VISA - ChefStore/JB (enc)	Office Supplies	25459	2122026	2/12/2026	\$21.70
2026082	US Bank VISA - OfficeDepot/JB (enc)	Office Supplies	25459	2042026	2/4/2026	\$282.86
2026083	US Bank VISA - Amazon/JB (enc)	Office Supplies	25459	2042026	2/4/2026	\$138.10
2026084	US Bank VISA - Blink Amazon/JB (enc)	Dues and Subscriptions	25459	2202026	2/20/2026	\$4.34
2026085	US Bank VISA - ShippingShack/KM (enc)	Postage	25459	2092026	2/9/2026	\$127.99
2026086	US Bank VISA - Office Depot SR(enc)	Office Supplies	25459	2032026	2/3/2026	\$182.01
2026087	US Bank VISA - Paypal/SR (enc)	Fees	25459	2112026	2/11/2026	\$300.00
2026088	US Bank VISA -CTANW.ORG/SR (enc)	Conferences & Training	25459	2122026	2/12/2026	\$250.00
2026089	US Bank VISA - SkagitValleyCollege/SR (enc)	Meeting Expenses	25459	2112026	2/11/2026	\$132.00
2026090	US Bank VISA - Amazon/DC (enc)	Computer & Software	25459	12/16/2025	12/16/2025	\$30.45
2026091	Waste Management (enc)	Utilites	26387	0884604-0043-0	3/1/2026	\$103.57
2026092	WSP   SS4A Project	Professional Services	34241	40262364	10/17/2025	\$10,004.67
2026093	WSP   SS4A Project	Professional Services	34241	40276914	11/20/2025	\$393.12
2026094	Whatcom Council of Governments	Professional Services	23714	1496	1/31/2026	\$2,564.70
	<b>Batch 158072 Total</b>					<b>\$24,660.51</b>
2026095	Association of WA Cities (enc)	Employee Healthcare Benefits	A0657	81165	3/18/2026	\$11,105.33
	<b>BATCH 158203 Total</b>					<b>\$11,105.33</b>

	Mar-26					
2026096	WA Department of Labor & Industries	Payroll tax	22900	2026 Q1	3/31/2026	\$641.89
2026097	WA Employment Security Dept (unemployment)	Payroll tax	20765	2026 Q1	3/31/2026	\$467.41
2026098	WA Employment Security Dept (paid family & medical leave)	Payroll tax	32166	2026 Q1	3/31/2026	\$1,397.08
2026099	WA Employment Security Dept (WA long-term care)	Payroll tax	34514	2026 Q1	3/31/2026	\$457.85
	<b>BATCH 158379 Total</b>					<b>\$2,964.23</b>
	<b>Total March</b>					<b>\$38,730.07</b>

	Apr-26					
2026100	A-1 Shredding, Inc.	Professional Services	31010	3424	4/2/2026	\$45.00
2026101	City of Mount Vernon (enc)	Utilites	12360	3312026	3/31/2026	\$32.58
2026102	Green Valley Clean	Professional Services	31182	1557	3/31/2026	\$305.00
2026103	NECA	Rent	31094	May 2026 Rent	5/1/2026	\$3,200.00
2026104	Puget Sound Energy Suite100 (enc)	Utilites	14036	4022026	4/2/2026	\$124.00
2026105	Puget Sound Energy Suite 101 (enc)	Utilites	14036	422026	4/2/2026	\$122.96
2026106	Ricoh (enc)	Printing	27592	9033633484	3/30/2026	\$111.76
2026107	RSG	Professional Services	32359	54675	3/30/2026	\$33,513.35
2026108	Ruether, Sarah	Travel	34220	3232023	3/23/2026	\$79.75
2026109	US Bank VISA - late charge on primary account (enc)	Fees	25459	3252026	3/25/2026	\$2.00
2026110	US Bank VISA - Rightworks/DC (enc)	Computer & Software	25459	INV04310196	3/10/2026	\$85.00
2026111	US Bank VISA -Amazon/JB (enc)	Office Supplies	25459	3062026	3/7/2026	\$25.00
2026112	US Bank VISA - Amazon/JB (enc)	Equipment & Furniture Purchases	25459	3102026	3/10/2026	\$504.82
2026113	US Bank VISA - Blink Amazon/JB (enc)	Dues and Subscriptions	25459	3202026	3/20/2026	\$4.34
2026114	US Bank VISA - SV Food Coop MV/JB (enc)	Office Supplies	25459	3232026	3/23/2026	\$9.11
2026115	US Bank VISA - Office Depot/MH (enc)	Office Supplies	25459	3122026	3/12/2026	\$386.08
2026116	US Bank VISA - Office Depot MH(enc)	Office Supplies	25459	3202026	3/20/2026	\$297.07
2026117	Waste Management (enc)	Utilites	26387	0887008-0043-1	4/1/2026	\$113.07
2026118	WSP   Transportation PROTECT	Professional Services	34241	40307088	2/3/2026	\$30,633.49
2026119	WSP   Transportation PROTECT	Professional Services	34241	40331870	3/13/2026	\$56,041.86
2026120	Whatcom Council of Governments	Professional Services	23714	1512	2/28/2026	\$1,490.53
	<b>Batch 158439 Total</b>					<b>\$127,126.77</b>

2026121	Association of WA Cities (enc)	Employee Healthcare Benefits	A0657	82296	4/18/2026	\$11,177.33
	<b>BATCH 158552 Total</b>					<b>\$11,177.33</b>
IGT-2026Q1SCOG	Skagit County Information Services	Professional Services (560)		2026Q1SCOG	4/15/2026	\$4,746.18
	<b>Total April</b>					<b>\$143,050.28</b>

Month	Summary - AP Voucher Batch   Payroll Certification   IGT	Total
February	Batch #157715	102,416.47
	Batch #157878	14,574.98
	Batch #157990	182.42
	Total	117,173.87
	Payroll Certification 03 - Batch #112023	33,788.75
	Payroll Certification 04 - Batch #112144	35,936.76
	Total	69,725.51
March	Batch #158072	24,660.51
	Batch #158203	11,105.33
	Batch #158379	2,964.23
	Total	38,730.07
	Payroll Certification 05 - Batch #112269	24,950.93
	Payroll Certification 06 - Batch #112395	33,790.13
	Total	58,741.06
April	Batch #158439	127,126.77
	Batch #158552	11,177.33
	IGT-2026Q1SCOG	4,746.18
	Total	143,050.28
	Payroll Certification 07 - Batch #112556	20,959.11
	Payroll Certification 08 - Batch #112711	20,869.56
	Total	41,828.67

## **ACTION ITEM 5.A. – LIMITED TERM ASSISTANT PLANNER POSITION**

### Document History

Meeting	Date	Type of Item	Staff Contact	Phone
Board of Directors	05/20/2026	Action	<a href="#">Jill Boudreau</a>	(360) 416-7871

## **RECOMMENDED ACTION**

Staff recommends approval of adding a Limited Term Assistant Planner position to the Skagit Council of Governments for the period of September 1, 2026 - June 30, 2027.

## **FISCAL IMPACT**

No budget impact anticipated.

## **DISCUSSION**

On June 6, 2025, Skagit Council of Governments received notification of a 2025-2027 WSDOT Consolidated Grant Program Award of \$356,724. This grant award funds a Regional Mobility Coordination and Outreach Project that works to provide mobility management coordination across transportation service providers to create greater efficiency in human services transportation services in Skagit County. A contract was finalized on October 19, 2025.

Due to delays in contracting and actual billing to date there is available grant funding to hire an assistant planner to fulfill the work program.

This work includes coordination of emergency management planning for human services transportation needs, facilitating the ad-hoc mobility advisory group, and a transportation resource guide.

The Limited Term Assistant Planner position would begin on September 1, 2026 and work through the end of the grant cycle on June 30, 2027. This would be a non-exempt, 32-40 hour per week position with benefits. The hourly rate is \$35.30 per the adopted 2026 SCOG pay scale. The Limited Term Assistant Planner will work under the supervision of the Senior Planner.

There is no financial impact due to the work hours being absorbed into the original grant funding and local match amounts.

# DRAFT LETTER OF SUPPORT

Honorable Commissioners & Director Diana Dupuis  
Washington State Parks and Recreation Commission  
P.O. Box 42650  
Olympia, WA 98504-2650

Re: Improving Film Industry Access to WA State Parks

We believe that Washington's film industry represents a substantial opportunity for our local communities as it provides a wide array of benefits to our jurisdiction, including:

- **Economic Impact:** Production companies spend heavily on local goods and services, including hotel rooms, restaurants and catering, hardware supplies, and security. Visiting productions also hire locally in key roles such as production assistance, security and police.
- **Tourism Opportunities:** Film and television projects serve as an 'advertisement' for our jurisdiction, inspiring visitors from around the globe to travel to see us!
- **Revenue for Municipal Services:** Film production spends money on services provided by the city or county, including hiring off-duty police officers for traffic control, permit fees, and restoring local infrastructure with a new coat of paint or repairing street signs.

We believe the beauty of our region belongs on the big screen, especially the amazing locations that State Parks provide. More recently, we have learned of some barriers that prevent films from considering our location, which include area managers not being able to greenlight a permit and having to apply for one 60 days prior to the start of film production.

As you are likely aware, the film industry is highly competitive, and film production teams are constantly inundated with aggressive marketing from our competitors. We would like your help to improve the opportunity to land projects to film in Washington State Parks through a coordinated effort.

We respectfully offer these suggestions for your consideration:

- Consider a Priority Permit convenience fee of \$1000 for permits issued 15-59 days in advance and \$2000 for permits issued 1-14 days in advance to discourage overuse while enabling timely access for legitimate productions.

- Allow the Area Managers to make exceptions to the existing permit process so scouts can work locally with those who understand the site-specific constraints and regularly navigate the local politics and priorities.

Skagit County leaders encourage dialogue with the Skagit Tourism Bureau, Washington State Parks, key stakeholders from the film industry, including Washington Filmworks, the legislatively commissioned non-profit that manages the Motion Picture Competitiveness Program.

We appreciate your consideration, and we look forward to your response.

Respectfully,

Mayor Peter Donovan  
City of Mount Vernon  
Skagit Council of Governments Board Chairperson

Jill Boudreau  
Executive Director  
Skagit Council of Governments

## DISCUSSION ITEM 6.B. – 2027 DUES

### Document History

Meeting	Date	Type of Item	Staff Contact	Phone
Board of Directors	05/20/2026	Discussion	<a href="#">Jill Boudreau</a>	(360) 416-7871

## DISCUSSION

Each year SCOG establishes the annual dues in August to provide members with information for upcoming budget development. In consultation with the Chair and Vice Chair, staff are considering using the same method as recent dues setting, which is applying the Seattle Consumer Price Index (CPI) to last year’s (2026) dues. The current CPI is at 3.9% as of the February 2026 report.

The purpose of the May discussion is to provide SCOG staff direction in preparation for an August 2026 adoption on the 2027 dues.

## BACKGROUND

The local dues pay for the match requirements on the federal and state transportation grant expenditures adopted in the Unified Planning Work Program. In addition, dues cover 100% of the local costs associated with non-grant funded work such as economic planning and roundtable discussions.

### Dues Allocation Formula

The current due structure to members was established by an allocation method in 2013, starting with the total dues amount established by the Board. Background and discussion on the history of SCOG dues can be found [here](#).

The 2026 dues are \$175,756. A 3.9% increase would be \$6,854.

Member	2026
Anacortes	\$ 18,095
Burlington	\$ 17,491
Concrete	\$ 1,345
Hamilton	\$ 438
La Conner	\$ 1,335
Lyman	\$ 357
Mount Vernon	\$ 34,562
Sedro Woolley	\$ 11,597
Skagit County	\$ 52,028
P.U.D.	\$ 1,797
Samish Tribal Nation	\$ 1,797
Swinomish Tribe	\$ 1,797
Port of Anacortes	\$ 12,795
Port of Skagit	\$ 12,795
Skagit Transit	\$ 7,527
Total	\$ 175,756

## DISCUSSION ITEM 6.C. – LEAD ENTITY ISSUE UPDATE

### Document History

Meeting	Date	Type of Item	Staff Contact	Phone
Board of Directors	05/21/2025	Discussion		
Board of Directors	07/16/2025	Workshop		
Board of Directors	12/19/2025	Memo		
Board of Directors	02/18/2026	Update/New Executive Director	<a href="#">Jill Boudreau</a>	(360) 416-7871
Board of Directors	05/20/2026	Discussion	<a href="#">Jill Boudreau</a>	(360) 416-7871

### INTRODUCTION

This report is respectfully submitted to the Skagit Council of Governments Board of Directors with the goals of informing the Board members in a decision regarding a Lead Entity as defined in RCW 77.85.050<sup>i</sup>

The sections of discussion are organized into:

- What Is: a report of what the topic is today, legal framework, governance structure, what has changed over time, and the parties involved in the issue
- What Could Be: ideas for solutions

### WHAT IS

On May 13, 2025, the Skagit County Board of Commissioners (Board) sent a letter to Skagit Council of Governments (SCOG) Board Chair Mayor Miller requesting the SCOG board approve an amendment to the 1998 SCOG resolution designating the Skagit Watershed Council as the Lead Entity and Water Resource Inventory Area (WRIA) 3 and 4 as the Habitat Restoration Project Area under ESHB 2496.<sup>ii</sup>

The Board chose to table the request and set a workshop for July 16, 2025, to receive more information on this topic.

The Board received additional correspondence from the Skagit County Board of Commissioners on June 24, 2025. The letter states:

***“Skagit County’s overarching objective is to center Skagit tribal and local governments in strategic, coordinated decisions about habitat restoration projects, particularly major projects involving local government infrastructure to advance Endangered Species Act goals, which, in most cases, significantly involve other challenges such as sea level rise.”***

On July 16, 2025, the Board held a workshop on the Lead Entity Program.<sup>iii</sup> The Board received presentations from:

- Skagit Watershed Council
- Skagit County
- Swinomish Indian Tribal Community
- Upper Skagit Tribe
- And documents provided by the above entities

On August 20, 2025, the Board adopted Resolution 2025-05, amending the 1998 SCOG resolution concerning the Skagit Watershed Council and directed the SCOG Executive Director to:

- Serve as facilitator to assist Skagit County and the relevant Treaty Tribes in negotiating appropriate agreements to update and modernize governance of SWC, in order to preserve its status as the Lead Entity under RCW 77.85.
- Agreements should address, at minimum: (i) board structure, (ii) board governance, and (iii) a mechanism for appointment of the Lead Entity Citizens Committee (“LECC”).
- The SCOG Executive Director shall report back to the SCOG board by December 20, 2025, with a status report on the progress of negotiations.

Former Executive Director Kevin Murphy facilitated meetings and discussions between Swinomish Indian Tribal Community (Clyde Halstead), Upper Skagit Indian Tribe (David Hawkins), and Skagit County (Will Honea) known for the rest of this memo as “The Group.” Sauk-Suiattle Indian Tribe stated they do not wish to participate but rather be kept informed of the discussions. The Skagit Drainage and Irrigation Districts Consortium and Skagit Dike Partnership also attended the meetings.

The Group discussed options for collaboration that included a proposal for an interlocal agreement (ILA) to enact a “Skagit Fisheries Infrastructure Coordination Board.” This interlocal solution was proposed by Skagit County for the purpose “*to strategically prioritize and coordinate major project action to achieve federally-adopted ESA recovery goals, working together collaboratively to safeguard and secure the Skagit’s natural productivity for the benefit of future generations.*” Members to this proposed Board included: Swinomish Indian Tribal Community, Sauk-Suiattle Indian Tribe, Upper Skagit Indian Tribe, Washington Department of Fish and Wildlife, Skagit County, Skagit Drainage and Irrigation Districts Consortium, Skagit Dike Partnership.

After discussions, the group decided that the first step should be a memorandum of understanding between the parties to work together for the same purpose as proposed in an ILA.

An “[Information Item](#)” status report was sent to the Board of Directors on Friday, December 19, 2025, outlining the status of the main points of negotiations as:

- Consensus has been reached by the parties negotiating on a memorandum of understanding (MOU). **The purpose of the MOU is to strategically prioritize and coordinate major project action to achieve federally adopted ESA recovery goals.**
- 3-year, Memorandum of Understanding agreement
- Proposed signatories identified as Sauk-Suiattle Indian Tribe, Swinomish Indian Tribal Community, Upper Skagit Indian Tribe (“Treaty Co-Managers”), Skagit County, Skagit Drainage and Irrigation District Consortium, LLC, Skagit County Dike and Drainage District Flood Control Partnership, Washington Department of Fish and Wildlife and Skagit Dike Partnership.
- Quarterly meetings
- Agreement to prepare a resolution for SCOG Board consideration at your February 18, 2026, meeting. This will clarify the government’s expectations of their designation of the Skagit Watershed Council as Lead Entity.

Jill Boudreau assumed the position of Executive Director of SCOG on December 16, 2025, and took over facilitation of this issue upon Kevin Murphys official retirement date of February 6, 2026. To date:

- The Group is waiting for the SCOG Board meeting in May to resume discussions
- The Group does not have a proposal for immediate changes to the Lead Entity
- Most proposed signatories have signed a MOU
- December 11, 2024, Attorney General request from Skagit County for a formal opinion regarding RCW 77.85 has not been responded to

Upon reviewing materials presented to the Board to date, the Executive Director believes additional information and discussion should be considered by the Board prior to any formal resolution/decision regarding the Lead Entity designation.

- Resolution 2025-05 gives direction to the Executive Director to *“serve as facilitator to assist Skagit County and the relevant Treaty Tribes in negotiating appropriate agreements to update and modernize governance of SWC, in order to preserve its status as the Lead Entity under RCW 77.85.”*
  - *A WAC 420-08-010 outlines the process by which a Lead Entity is to be designated or changed. Initiating Governments must decide to participate first to have every legal entity involved in decision making. Therefore, Skagit County cities, Whatcom County and Snohomish County must be given the opportunity to be included in the discussion of Lead Entity.*
  - *Skagit County and the relevant Treaty Tribes cannot force change upon a non-profit. If an agreement of “(i) board structure, (ii) board governance, and (iii) a mechanism for appointment of the Lead Entity Citizens Committee (“LECC”)”, was reached, nothing is required of the Skagit Watershed Council. They are an autonomous non-profit organization with a governance of a Board of Directors, who have authority over the organization.*

- There have been amendments to the Revised Code of Washington (RCW) since the Skagit Council of Governments actions in 1998. In addition, a Washington Administrative Code (WAC) section 420-08<sup>iv</sup> was adopted to interpret the RCW in 2020, adding specific language to duties of the “Lead Entity” that are not specifically mentioned in the RCW.

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## WHAT IS THE WORK?

### ***Federal***

The Endangered Species Act of 1973<sup>v</sup> provides a federal government framework to conserve and protect endangered and threatened species and their habitats. The Act mandated that all Federal departments and agencies seek to conserve endangered species and threatened species and utilize their authorities in furtherance of the purposes of this Act.

On January 19, 2007, the National Oceanic and Atmospheric Administration, National Marine Fisheries Service (NMFS) adopted the Washington State, Shared Strategy for Puget Sound (Later to become the Puget Sound Partnership) 2007 Puget Sound Salmon Recovery Plan<sup>vi</sup> which contains recovery chapters for 14 watersheds, including the Skagit watershed.

- The regional chapter for Skagit is entitled 2005 Skagit Chinook Recovery Plan.<sup>vii</sup>
- In a 2006 document entitled Final Supplement to the Shared Strategy Plan<sup>viii</sup>, NMFS states that *“the 2005 Skagit Chinook Recovery Plan was developed by the Swinomish Indian Tribal Community, the Sauk-Suiattle Indian Tribe, and the Washington Department of Fish and Wildlife (Volume I, Chapter 5)... NMFS acknowledged existing disagreements among various parties in the Skagit Basin about certain aspects of the local watershed plan... Based on the absence of a science-based, locally supported alternative to the Skagit watershed plan, NMFS accepts the 2005 Skagit Chinook Recovery Plan as the local recovery plan for that area.”*
- The 2024 Puget Sound Salmon Recovery Plan Addendum<sup>ix</sup> is an addition to the Regional Chapter of the 2007 Puget Sound Salmon Recovery Plan.

### ***Statewide***

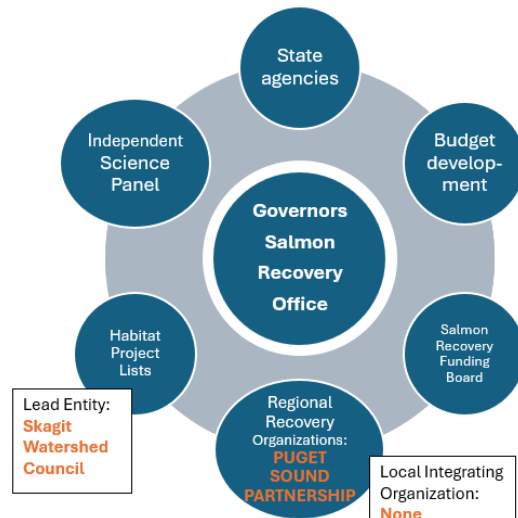
The Washington State Salmon Recovery Act<sup>x</sup>, RCW 77.85, passed with the objective of integrating local and regional recovery activities into a statewide strategy.

## WHAT IS THE GOVERNANCE STRUCTURE IN WASHINGTON STATE?

The following are governance structures set up in RCW and guided by WAC.

### **State: Governor’s Salmon Recovery Office**

Established by the Legislature, through the Salmon Recovery Planning Act, specifically RCW 77.85.030.<sup>xi</sup> The primary purpose of the office is to coordinate and assist in the development, implementation, and revision of regional salmon recovery plans as an integral part of a statewide strategy developed consistent with the guiding principles and procedures under RCW 77.85.150.



The Governor's Salmon Recovery Office is also responsible for maintaining the statewide salmon recovery strategy and biennial work plan<sup>xii</sup> to reflect applicable provisions of regional recovery plans, habitat protection and restoration plans, water quality plans, and other private, local, regional, state agency and federal plans, projects, and activities that contribute to salmon recovery.

The work is decentralized. This office works with multiple state agencies, regional salmon recovery organizations on salmon recovery issues to ensure a coordinated and consistent statewide approach to salmon recovery and shall work with federal agencies to accomplish implementation of federal commitments in the recovery plans.

The Washington State Recreation & Conversation Office (RCO) hosts the Governor’s Salmon Recovery Office.

### **Regional Recovery Organization: Puget Sound Partnership**

Created to coordinate the work of recovery planning and implementation, eight regional organizations<sup>xiii</sup> formed and recovery plans in each of those regions have been accepted by the federal government and are being implemented.

The Puget Sound Partnership (PSP) is the state agency<sup>xiv</sup> designated to lead the Puget Sound region’s collective effort around the Washington State Legislature’s six ecosystem recovery goals<sup>xv</sup> for work addressing the Federal Endangered Species Act and Clean Water Act.

The Puget Sound Partnership is responsible for developing and implementing the 2007 Puget Sound Salmon Recovery Plan and the Action Agenda approved by the United State Environmental Protection Agency (EPA). Puget Sound Partnership defines its role as the regional salmon recovery organization as including but not limited to the functions of a backbone organization.

The Puget Sound Partnership is governed by a 7-member Leadership Council, appointed by the Governor to four-year terms. The Leadership Council is advised by:

- **Ecosystem Coordination Board:** The Board is made up of 27 voting members and 6 ex-officio members representing specific interests around the Puget Sound, including representatives from federal, state, local, and tribal governments, businesses, port districts, and environmental organizations.
  - Skagit County member: Commissioner Ron Wesen
  - Legislative member: Senator Liz Lovelett
  
- **Salmon Recovery Council:** A regional body of policy decision-makers for salmon recovery. The Salmon Recovery Council sets policy direction, strategic approaches, secures capital and establishes allocation policies. The members include: the 14 watersheds with chapters in the regional recovery plan, the environmental community, the business and agricultural communities, the Tribes, State government agencies, Federal government agencies

The Puget Sound Partnership defines roles of “Recovery Partners”

- Puget Sound Partnership uses Lead Entities and LIO’s as policy partners. In the 2018 Chinook Implementation Strategy Appendix K and L, Regional Partners, page “In Puget Sound, the role of the lead entities differs slightly than that of their counterparts across the state. Strategic planning and prioritization happen at the local level in partnership with the region.”
  
- Lead Entities: Works with local and state agencies, Tribes, residents, and other community groups to adaptively manage the local Watershed Chapters to recover salmon; ensures salmon recovery actions are implemented on the ground; Implements regional priorities when there is alignment; Shares reporting on local programs that contributes to the regional goals.
  
- Local Integrating Organizations: Develops, coordinates, and implements strategies and actions that contribute to the protection of recovery of the local ecosystem.
  
- Non-governmental organizations and local project sponsors: Implements local salmon recovery protection and restoration efforts

### ***Local Integrating Organizations***

Local Integrating Organizations are local forums that meet regularly throughout the year to collaboratively develop, coordinate, and implement strategies and actions that contribute to the protection and recovery of the local ecosystem.

- Each LIO coordinates with local salmon recovery bodies and other ecosystem recovery entities to align local priorities and goals.

- Each LIO regularly updates their 5-year Ecosystem Recovery Plan that outlines specific strategies and actions that guide local ecosystem recovery and advises regional scale recovery.
- The LIOs committees are recognized as the local expert bodies for ecosystem recovery.

While each LIO structure may differ because of the needs of specific geography, most have an executive committee and a technical committee. Members may include elected officials, tribal staff, city and county government staff, non-profit organizations, land trusts and conservation districts, marine resource committees, local businesses, interest groups, citizens, and educational organizations.

The Skagit watershed is the only area not represented at the Puget Sound Partnership by a local integrating organization.

### ***Lead Entity: Skagit Watershed Council***

Lead entities are watershed-based organizations authorized by the Legislature in 1998 (RCW 77.85.050 – 77.85.070). Processes for Lead Entity formation and duties are outlined in WAC 420-08.<sup>xvi</sup>

Skagit Watershed Council (SWC) has been operating as the Lead Entity for WRIA 3 and 4 since 1998. SWC is governed by a nine (9) member Board of Directors and operates as a 501 (c)(3) non-profit organization. As a non-profit, SWC is autonomous, and does not fall under authority of a government or other entity.

Skagit Watershed Councils document Lead Entity Program Guide<sup>xvii</sup> outlines their lead entity program functions. SWC has established three committees to fulfill the lead entity program:

- **Lead Entity Citizens Committee:** According to RCW 77.85.050 , a lead entity designates a citizens committee comprised of representative interests of counties, cities, conservation districts, tribes, environmental groups, business interests, landowners, citizens, volunteer groups, regional fish enhancement groups, and other habitat interests. The purpose of the committee is to provide a citizen-based evaluation of the projects proposed to promote salmon habitat. WAC 420.08.020 gives further guidance that a lead entity shall not designate itself as the citizens committee and adopt a conflict-of-interest policy.
- **Technical Work Group:** The Technical Work Group (TWG) is the primary standing work group of the Council. TWG's role is to advise the LECC, Board, and external interests on the technical aspects of salmon habitat recovery in the Skagit and Samish Watersheds.
  - **Protection Subcommittee:** The Protection Subcommittee (PS) implements the decisions of the LECC in allocating SRFB funds for salmon habitat protection.
  - **Monitoring and Adaptive Management Subcommittee:** The primary responsibility of this committee is to recommend and advance monitoring projects that inform salmon recovery and strategy adaptation.

- **Technical Review Committee:** The lead entity SRFB Project Technical Review Committee (TRC) provides the technical review and scoring of project proposals for funding by the SRFB. Membership in the TRC will be drawn primarily from the TWG and supplemented when necessary for required and diverse technical expertise and to maintain an objective process.

## WHAT IS THE ISSUE?

Skagit County Prosecuting Attorney's Office has raised questions about the process of the formation of lead entity. These questions have been elevated to the Washington State Attorney General's office for assistance.<sup>xviii</sup>

### ***Lead Entity Formation documents:***

1. In August 1998, Skagit Council of Governments passed a "Joint Resolution" between designating the Skagit Watershed Council as the Lead Entity and WRIAs 3 and 4 as the Habitat Restoration Project Area. The existing document describes that the Skagit Council of Governments members and the Skagit System Cooperative representing the Swinomish Indian Tribal Community, the Upper Skagit Indian Tribe, and the Sauk-Suiattle Indian Tribes agreed to a joint resolution.
  - a. The signed document is not dated nor has a resolution number.
2. A memo from Whatcom County Executive Pete Kremen dated August 19, 1998, affirming Whatcom County's concurrence to the designation. There is no mention of action by the legislative body, the Whatcom County Council.
3. A signed motion #98-241 from the Snohomish County Council designating WRIA 4 as a geographic area and designating the Skagit Watershed Council as lead entity
4. A signed resolution #98-08-005 from the Samish Indian Nation designating Skagit Watershed Council as the Lead Entity and Water Resources Inventory Area (WRIA) 3 and 4 as the Habitat Restoration Project Area.

### ***Changes in state statute since 1998***

There have been amendments to the Revised Code of Washington (RCW) since the Skagit Council of Governments actions in 1998. In addition, a Washington Administrative Code (WAC) section was adopted to interpret the RCW in 2020, adding specific language to duties of the "Lead Entity" that are not specifically mentioned in the RCW.

### ***1998 – ESHB 2496 (becomes RCW 77.85.050)***

- Lead Entity designated by counties, cities, tribal governments designates specific area and entity
- Lead entity establishes a citizens committee, adopts a project list, identifies potential funding sources
- Lead entity submits a habitat project list

**2026 – current RCW and WAC language**

<p>2026 RCW 77.85.050: Habitat project lists</p>	<p>2026 WAC 420-08.020 Duties of a Lead Entity</p>
<ul style="list-style-type: none"> <li>• Counties, cities, and tribal governments must jointly designate an area and lead entity</li> <li>• Lead entity may be a county, city, consevation district, special district, tribal government, regional recovery organization, or other entity.</li> <li>• Lead entity establishes a citizens committee</li> <li>• Committee develops a project list for the area in the lead entity designation and submits to the salmon recovery funding board</li> <li>• RCO administers funding</li> <li>• Projects are voluntary</li> <li>• Protections from civil liability</li> </ul>	<ul style="list-style-type: none"> <li>• Hire a coordinator</li> <li>• Administer local process to identity projects and activities that support salmon recovery</li> <li>• Establish and facilitate the citizens committee</li> <li>• Work closely with a regional salmon recovery organization ...to develop a local strategy to restores salmon habitat that meets the needs identified in the salmon recovery plan</li> <li>• Recruit organizations to implement salmon habitat restoration projects</li> <li>• Adopt a conflict of interest policy</li> <li>• Submit a ranked habitat projects list</li> <li>• May designate a local technical advisory group</li> </ul>

**WAC 420-08: Local and Regional Organization Rules**

Effective January 16, 2020

**WAC 420-08-010: Forming a lead entity. <sup>xix</sup>**

(1) All counties, cities, and tribal governments within a lead entity area must have an opportunity to determine whether they wish to initiate the formation of a lead entity area and the selection of a lead entity.

(2) Initiating governments must jointly designate, by resolution or letters of support, a lead entity area and select an entity or organizations to act as a lead entity through an adopted resolution or letter of support as described in RCW 77.85.050.

(3) If a lead entity and lead entity area already exists and the initiating governments agree that the lead entity should be changed to another organization, they must do so by following subsections (1) and (2) of this section.

(4) If a non-initiating government decides to participate in the lead entity after it has been acknowledged by the office, they must adopt a resolution or letter of support and provide it to the office. Non-initiating governments may participate in other salmon recovery activities described in this title.

## NEXT STEPS

Skagit County Prosecuting Attorney's office has stated that the Skagit Council of Governments lead entity resolution of 1998 is 'void ab initio' and has requested guidance from the Attorney General's office, in a letter dated December 11, 2024.

The Board could request the Skagit County Prosecuting Attorney's office to request a legal interpretation or opinion from the **Washington State Attorney General**. This request would be to provide guidance and clarification of the process in RCW for the designation of a lead entity. Specifically:

1. Review of the 1998 lead entity designation documents to draw a legal conclusion or issue an opinion of the validity of the action based upon RCW.
2. Pursuant to RCW Chapter 75.85.050 (1)(a):
  - a. What does jointly designate mean? Does it mean unanimous? If there is disagreement between any of the parties and a unanimous designation is not possible what is the solution?
  - b. Does 'jointly designate, by resolution or by letters of support' refer to which governing body of the initiating governments would make the decision? Is the executive or the legislative body eligible to designate? What if the executive and legislative bodies do not agree? Does this also apply to the tribal governments?
  - c. Can a county, city or tribal government choose not to participate in the designation of a lead entity? If there is a non-participating government, would that mean the decision is not 'jointly designated'?"

Skagit Council of Governments could request the **Director<sup>xx</sup> of the Governor's Salmon Recovery Office** to provide guidance and clarification on the following:

3. Pursuant to WAC 420-04-010 Definitions:
  - a. Initiating governments: With reference to "all counties, cities, and tribal governments within a lead entity area must have an opportunity to determine whether they wish to initiate the formation of a lead entity area and the selection of a lead entity" confirming that a defined initiating government can

choose to not participate in the designation and selection process? Would this be a decision by the Executive branch or Legislative branch?

4. Pursuant to WAC 420-08-010 Forming a Lead Entity:
  - a. (3): Does 'if the initiating governments agree' mean unanimous? Does this pertain to all governments defined as initiating or those defined initiating governments who determine they wish to participate in the designation of a lead entity?

The Governor's Salmon Recovery Office may also request clarification from the Washington State Attorney General's Office

## WHAT COULD BE: AFTER GUIDANCE FROM STATE IS RECEIVED

### ***Option 1. Status quo***

- The Attorney General's office reviews the 1998 lead entity designation and affirms it would hold up to legal scrutiny.
- SCOG remains a part of the designation of the lead entity by the nature of the 1998 process.
- No further action is taken.

### ***Option 2. Initiating Governments begin a new process***

Either based on the Attorney General's Office and Governors Salmon Recovery Offices' review and a need to re-designate OR the initiating governments desire to change the lead entity designation the initiating governments begin a new process.

According to WAC 420-04-010 Definitions. "Lead entity" means a city, county, conservation district, special purposes district, tribal government, regional recovery organization or other entity that is designated jointly by any one or more of the counties, cities, and Native American tribes within the lead entity area as described in RCW 77.85.050. Specifically, any of the following could initiate a process:

#### Eligible Initiating Governments: WRIA 3 & 4:

- Skagit County, Cities of Anacortes, Burlington, Mount Vernon, Sedro Woolley
- Samish Indian Nation, Swinomish Indian Tribal Community, Sauk Suiattle Indian Nation, Upper Skagit Tribe
- Whatcom County
- Snohomish County

An initiating government convenes other interested initiating governments described above.

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<sup>i</sup> [RCW 77.85.050](#): Habitat project lists

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- ii May 21, 2025: [SCOG Board agenda item 5.c.](#)  
June 11, 1998: [Engrossed Substitute House Bill 2496](#)
  - iii July 16, 2025, [SCOG Board agenda](#) with hyperlinks to informational items
  - iv [WAC 420-08](#) Local and Regional Organization Rules
  - v [The Endangered Species Act: Overview and Implementation](#), Congress.gov
  - vi [2007 Recovery Plan for Puget Sound Chinook Salmon](#), NOAA Fisheries
  - vii [2005 Skagit Chinook Recovery Plan](#), Skagit Watershed Council
  - viii [Final Supplement to the Shared Strategy's Puget Sound Salmon Recovery Plan](#), NOAA Fisheries
  - ix [2024 Puget Sound Salmon Recovery Plan Addendum](#), Puget Sound Partnership
  - x [RCW 77.85](#): Salmon Recovery
  - xi [RCW 77.85.030](#): Governor's salmon recovery office – Purpose and duties
  - xii [2025-2027 Biennial Work Plan](#)- Governor's Salmon Strategy
  - xiii WA State Recreation and Conservation Office, Managing Organizations, [Regions](#)
  - xiv [RCW 90.71.210](#) Puget Sound Partnership - Created
  - xv Puget Sound Partnership, About the Partnership ([website](#))
  - xvi [WAC 420-08](#) Local and Regional Organization Rules
  - xvii [2025 Lead Entity Program Guide](#), Skagit Watershed Council
  - xviii [Opinion Docket No. 24-12-02](#): Request by Richard A. Weyrich, Prosecuting Attorney, Skagit County
  - xix [WAC 420-08-010](#): Forming a lead entity
  - xx [WAC 420-04-060](#) Director's Authority

# INFORMATION ITEM – STATUS REPORT ON NEGOTIATIONS REGARDING LEAD ENTITY AS PER RESOLUTION 2025-05

## Document History

	Date	Type of Item	Staff Contact	Phone
Board of Directors	12/19/2025	Information	<a href="#">Kevin Murphy</a>	

## BACKGROUND

The Board of Director passed resolution 2025-05 on August 20, 2025, which amended [1998 SCOG resolution](#) pertaining to the designation of the Skagit Watershed Council (SWC) as Lead Entity for WRIAS 3 and 4 pursuant to [RCW 77.85.050](#).

The 1998 SCOG resolution represented the County and Cities within Skagit County support of designating the SWC as lead entity for Water Resource Inventory Areas (WRIA) 3 and 4. Resolution 2025-05 amends the 1998 resolution to include the following:

1. The SCOG Executive Director or Board designee shall serve as facilitator to assist Skagit County and the relevant Treaty Tribes in negotiating appropriate agreements to update and modernize governance of SWC, in order to preserve its status as the Lead Entity under RCW 77.85.
2. Agreements should address, at minimum: (i) board structure, (ii) board governance, and (iii) a mechanism for appointment of the Lead Entity Citizens Committee (“LECC”).
3. The SCOG Executive Director shall report back to the SCOG board by December 20, 2025 with a status report on the progress of negotiations.

Discussions have been between Swinomish Indian Tribal Community (Clyde Halstead), Upper Skagit Indian Tribe (David Hawkins), and Skagit County (Will Honea), with Kevin Murphy (SCOG) facilitating. The Sauk-Suiattle Indian Tribe stated they do not wish to participate but rather be kept informed of the discussions. The group has met a few times since the SCOG Board meeting in August.

## DISCUSSION

The main area of discussion and structure of an agreement has been establishing a mechanism to strategically prioritize and coordinate major project actions to achieve federally adopted ESA recovery goals. This main subject is recognized as beyond the scope and authority of the Skagit Watershed Council as Lead Entity. Several types of agreements, structures, and frameworks were discussed which assisted in identifying the main area in which to agree.

The group has recently reached consensus on the substantive portions of a memorandum of understanding (MOU) proposed by Clyde. The purpose of the MOU is to strategically prioritize and coordinate major project action to achieve federally adopted ESA recovery goals in Skagit County. In addition, the group agreed broadly that a SCOG resolution be prepared to achieve two items. 1) clarifies the government’s expectations of their designation of the Skagit Watershed Council as Lead Entity, stating clearly that its role as described in RCW 77.85 and 2) provides closure to the SCOG resolution 2025-05.

The group expects to have agreement on the MOU language in January and begin a broader process of review and consideration for execution. The SCOG resolution is expected for the groups review by the end of December with goal of getting it to the SCOG Board of Director for consideration at their February

18, 2026, meeting. Currently the group expects one or two more meetings to reach consensus on both items.

Please note that while progress has been made, it is just between those individuals, and nothing is agreed upon that could be construed as a proposed agreement of the agencies and tribes involved.

Next Steps:

- General agreement on new SCOG resolution – End of December/Early January
- One or two meetings in January for staff to agree on MOU language. Meetings will include staff of proposed signature agencies - Sauk Suiattle Indian Tribe, Swinomish Indian Tribal Community, Upper Skagit Indian Tribe (“Treaty Co-Managers”), Skagit County, Skagit Drainage and Irrigation District Consortium, and Skagit Dike Partnership.
- Proposed Resolution to SCOG Board of Directors meeting in February 2026.

Jill Boudreau (SCOG Executive Director) and Kevin Murphy (SCOG facilitator) will be present at the January meetings. For more information or questions please contact Kevin at [kmurphy@scog.net](mailto:kmurphy@scog.net), or (425) 218-4676.



# ANNUAL REPORT 2025

## Skagit Council of Governments

315 S. Third Street, Mount Vernon, WA 98273  
[www.scog.net](http://www.scog.net)



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# ABOUT SKAGIT COUNCIL OF GOVERNMENTS

The Skagit Council of Governments (SCOG) was created by County Commission on March 14, 1967, and operates under the laws of the state of Washington applicable to a voluntary governmental agency. In the founding governance document, the members stated their desire to create the Council “to cooperate and collaborate with each other as local governmental units, municipalities and organizations for mutual advantage” to benefit all communities covered by the agreement.

The governance agreement lists the following functions that SCOG may provide:

- Duties and responsibilities of a state and federally designated transportation planning organization
- Further the purposes of economic development
- Establish and maintain a regional database
- General transportation or economic development planning assistance
- Act as a research and fact-finding agency of the members
- Provides a forum for its members to cooperate and collaborate with each other

## Transportation Planning

Work program items are primarily related to SCOG’s role as the federally enabled metropolitan planning organization (MPO) and state enabled regional transportation planning organization (RTPO) in Skagit County. Work activities comply with regional policies, goals and objectives. Adoption of these regional plans allows the Board to oversee a process that awards federal and state transportation funding to Skagit County governments.

## Growth Management Act

The Growth Management Act Steering Committee (GMASC) is the governing body composed of mayors of the cities and towns of Skagit County and the Skagit County commissioners. An agreement, executed in 2002, established by the Growth Management Act Committee and its steering and advisory committees. The GMASC develops recommendations on countywide planning policies, urban growth areas, and employment and population allocations to the Board of Skagit County Commissioners. A technical advisory committee provides advice to the GMASC and is composed of planning staff from member jurisdictions.

The Skagit Council of Governments (SCOG) provide administrative and staff support, technical studies and other work as set forth in the annual work program through an interlocal agreement between SCOG and member jurisdictions of the Growth Management Act Committee.

## Economic Development

Since its formation in 1967, SCOG has contributed to regional economic development through the coordinated creation of numerous economic development plans.

In 2024, SCOG led the latest update to the Skagit County Comprehensive Economic Development Strategy (CEDS), with support and collaboration across many partners and stakeholders, including the U.S. Economic Development Administration and civic leaders across Skagit County.

The Economic Development Alliance of Skagit County (EDASC) serves as the regional coordinator of the CEDS implementation work, and the SCOG Executive Director serves on the CEDS Steering Committee, and advisory committee to the SCOG Board of Directors.

## **Discussion Forum**

In the founding governance document, the members stated their desire to create SCOG as a way “to cooperate and collaborate with each other as local governmental units, municipalities and organizations for mutual advantage” to benefit all communities covered by the agreement.

SCOG’s monthly meetings provide a place for ‘open topic discussion’ amongst the members resulting in collaboration around state legislative priorities, pursuit of research, and support in times of emergency.

## **Research, Planning, Technical Assistance**

From time to time, the SCOG Board may pursue research and planning that mutually benefits all members. Examples of past research include the Cook Road Corridor Study, Skagit Rail Crossing Study, Skagit County Housing Action Plan, and currently the 2025-2026 Transportation Resilience Improvement Plan funded by federal grant dollars. When requested, SCOG may provide technical assistance to local, state, and federal governments through regional data collection and forecasting services consistent with the purpose, functions, and budget of the Council.

## **Looking Ahead**

Transportation is an essential part of our lives whether it be by car, train, ferry, bicycle, bus, or walking. Our job as governments is to work together with our eye on the future.



Jill Boudreau  
Executive Director  
May 2026

# MEMBER AGENCIES



## Governance

The Skagit Council of Governments is governed by an Intergovernmental Agreement and Bylaws, ratified by all the member agencies. The Bylaws outline a Board of Directors consisting of representatives of the voting members and a Transportation Policy Board. A separate Intergovernmental agreement created the Growth Management Act Steering Committee in 2002.

**The SCOG Board of Directors** is composed of the duly elected chief executive or by an elected official designated by the governing body of the member.

Regular Meetings: 3<sup>rd</sup> Wednesday of February, May, August, and October

**The Transportation Policy Board (TPB)** is composed of duly elected chief executive or by an official designated by the governing body of the member. The representative of major employer will be recommended by the governing board of the Economic Development Association of Skagit County (EDASC), and the Washington State Department of Transportation designates a high-level staff person to serve on the TPB.

Regular Meetings: 3<sup>rd</sup> Wednesday of the month

**The Growth Management Act Steering Committee** is composed of the Mayors of each City, or a City Councilmember designated by the Mayor, and the three Skagit County Commissioners.

Regular Meetings: 3<sup>rd</sup> Wednesday of March, June, September, and December

# TRANSPORTATION WORKPLAN 2025

A metropolitan planning organization is a product of federal regulations and allows SCOG to receive federal transportation funding from the US Department of Transportation. One of the tasks in the Skagit Council of Governments (SCOG) unified planning work program for state fiscal year 2024-2025 was to conduct a regional selection of projects to receive federal funds from the Surface Transportation Block Grant Program (STBG), Transportation Alternatives (TA) set-aside and Carbon Reduction Program (CR).

In 2025, SCOG conducted a call for projects in accordance with regulations and awarded and the Transportation Policy Board awarded \$4,086,807 to member projects.

## APPROVED REGIONAL PROJECT SELECTION – JUNE 18, 2025

Surface Transportation Block Grant Program, Transportation Alternatives Set-Aside and Carbon Reduction Program

Applicant	Project	Phase <sup>1</sup>	Funding Type <sup>2</sup>	Selection Amount
Sedro-Woolley	John Liner Road Arterial Improvements	PE	STBG	\$173,598
Sedro-Woolley	John Liner Road Arterial Improvements	CN	STBG	\$1,036,047
Skagit County	Josh Wilson Road Phase 2	PE	STBG	\$478,398
Skagit County	Josh Wilson Road Phase 2	RW	STBG	\$129,750
Mount Vernon	Kulshan Trail Safety Lighting - 2	PE	TA	\$131,687
Mount Vernon	Kulshan Trail Safety Lighting - 2	CN	TA	\$400,000
Skagit Transit	Skagit Station Fire Alarm System Replacement	PL/Other	CR	\$33,211
Skagit Transit	Skagit Station Parking Lot Asphalt Maintenance	CN	CR	\$50,268
Mount Vernon	Kulshan Trail Safety Lighting - 4	PE	CR	\$120,800
Mount Vernon	Kulshan Trail Safety Lighting - 4	CN	CR	\$770,000
Burlington	SR20 Intersection Control Evaluation - Planning Study	PL/Other	STBG	\$259,500
Sedro-Woolley	SR20-Cascade Trail West Extension Phase 2B Hospital Drive to Holtcamp Road	CN	STBG	\$280,692
Skagit Transit	Sedro-Woolley Park & Ride Operator Breakroom & Rider Shelter Design	PE	STBG	\$91,169
Anacortes	32nd Street at Storvik Park Pedestrian Crossing	CN	CR	\$131,687

STBG Subtotal	\$2,449,154
TA Subtotal	\$531,687
CR Subtotal	\$1,105,966
<b>Grand Total</b>	<b>\$4,086,807</b>

# TRANSPORTATION WORKPLAN - PLANNING 2025



Skagit Council of Governments contracted with WSP, one of the world's leading professional services firms, uniting our engineering, advisory and science-based expertise, to assist in this comprehensive planning effort. This work will continue into early 2026 with final adoption of the regional plans.

- **Skagit 2050 Regional Transportation Plan (RTP):** The RTP focuses on policies, projects and programs for roads and highways, bicycle and pedestrian facilities, transit, freight and more, creating a strategy for an integrated transportation system that supports safe and efficient movement of people and goods in the region. The RTP provides a framework for transportation projects and programs to become eligible for implementation over the next 20+ years and allows regional entities to be eligible for state and federal funding.
- **Skagit Safety Action Plan (SS4A):** Transportation safety action plans address sensitive topics related to serious injuries and deaths resulting from crashes within the transportation system. The Safe System Approach (SSA) is promoted by the United States Department of Transportation (USDOT) as a framework for understanding and prioritizing reductions to serious injuries and deaths.
- **Transportation Resilience Infrastructure Plan (TRIP):** This plan studies and analyzes the transportation system assets in Skagit County and provides a prioritized list of transportation projects that will make the transportation system in Skagit County more resilient to natural hazards, including climate change, sea level rise, flooding, extreme weather events, and other natural disasters through formula and competitive discretionary grants.



**Regional Transportation Plan**



**Regional Safety Action Plan**



**Transportation Resilience Improvement Plan**

Other planning work included:

- Travel Demand Model
- Ad-Hoc Mobility Committee meetings
- 2026 Skagit Regional Transportation Priorities report
- Comprehensive Plan Transportation Element certification
- Skagit County Countywide Planning Policies certification for consistency with the Regional Transportation Plan
- 2025 Annual Listing of Obligations report

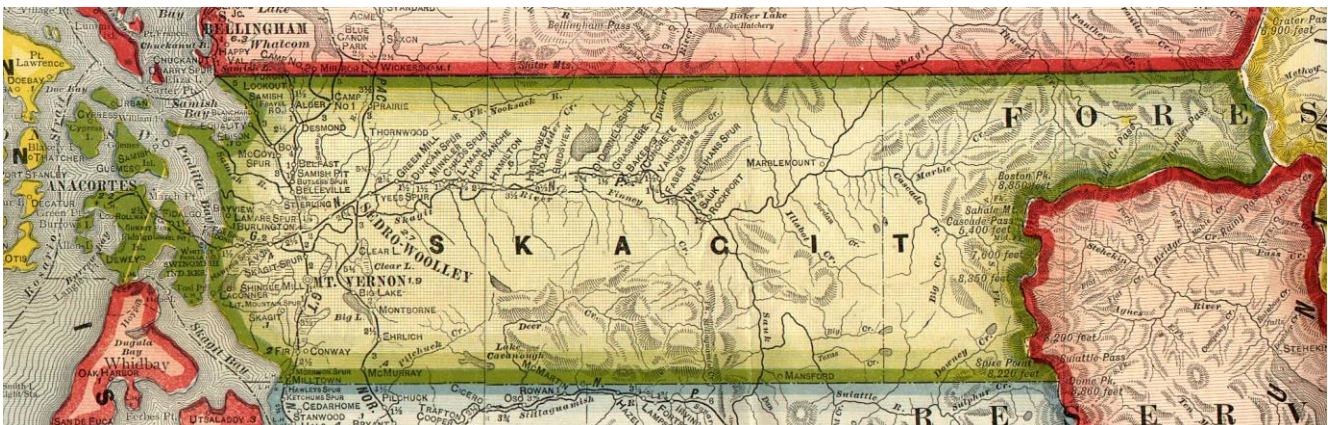
# GROWTH MANAGEMENT WORKPLAN 2025

Skagit County and its cities and towns must plan for anticipated population growth under the Washington state Growth Management Act (GMA).

Skagit County government and the cities and towns entered into the 2002 Framework Agreement which addresses the collaborative requirement for planning at the regional level through GMA and establishes the Growth Management Act Steering Committee (GMASC) as the regional planning organization for this purpose. The Steering Committee develops recommendations for Countywide Planning Policies, urban growth areas, and allocations of population and employment for use in local comprehensive planning.

During 2025, Skagit Council of Governments continued to provide administrative support to the Growth Management Act Steering Committee (GMASC) and its Technical Advisory Committee (GMATAC.)

1. **Administrative Support:** Provided administrative support and coordinate efforts for three Growth Management Act Steering Committee meetings and monthly Growth Management Act Technical Advisory Committee (GMATAC) meetings including preparing agendas, minutes of the GMASC, resolutions and maintaining related supporting materials.
2. **Technical Support:**
  - *Growth Monitoring:* SCOG staff prepared a new baseline report and methodology for the annual Growth Monitoring Report.
  - *Monitoring of Climate Data:* SCOG staff facilitated discussions of which climate related data should be tracked over time to assist in coordination across jurisdictions and support future planning efforts. This work continues in 2026.
  - *Multimodal Level of Service Coordination*
3. **Policy Support: *Countywide Planning Policy update:*** staff provided technical support to Skagit County by facilitating discussions of the GMATAC around Tribal Cultural Resources policies and Climate and Resiliency countywide planning policy language.



# ECONOMIC DEVELOPMENT WORKPLAN 2025

During 2024, Skagit Council of Governments continued to support economic development throughout the region by facilitating the adoption of the Comprehensive Economic Development Strategy (CEDS) Steering Committee and their bylaws.

The Steering Committee identified implementation of near term-actions as being critical to achieving the vision and goals articulated in the 2024 CEDS.

Economic Development Alliance of Skagit County (EDASC) was chosen to serve as the regional coordinator to track and lead engagement on stewarding the CEDS. EDASC was tasked with designating a dedicated staff member for this purpose who will also serve as the primary point of contact for the plan.

The Steering Committee adopted a work plan for 2025:

## Administrative Support:

- EDASC will provide administrative support and coordinate efforts for the Steering Committee and annual event.
- Promote, educate, and inform stakeholders and others as needed on the CEDS.
- Prepare presentation materials on the action plan and present to organizations as needed, such as port commissions, chambers of commerce, and city councils.
- Develop a sustainable funding plan to implement the action plan and monitor the CEDS.
- Assist the Steering Committee in development of the 2026 work program and budget.

## Tracking and Implementation:

- Assist the Steering Committee in development of a near-term action plan.
- Create a tracking system to monitor implementation of strategies and actions for both the CEDS and the action plan.

## Stewardship. Lead – EDASC

- Steward community "buy-in" of the CEDS plan via near-term action selection, communication, and visibility.
- Maintain awareness of partner organizations implementation of strategies, actions, priorities, and capacities.

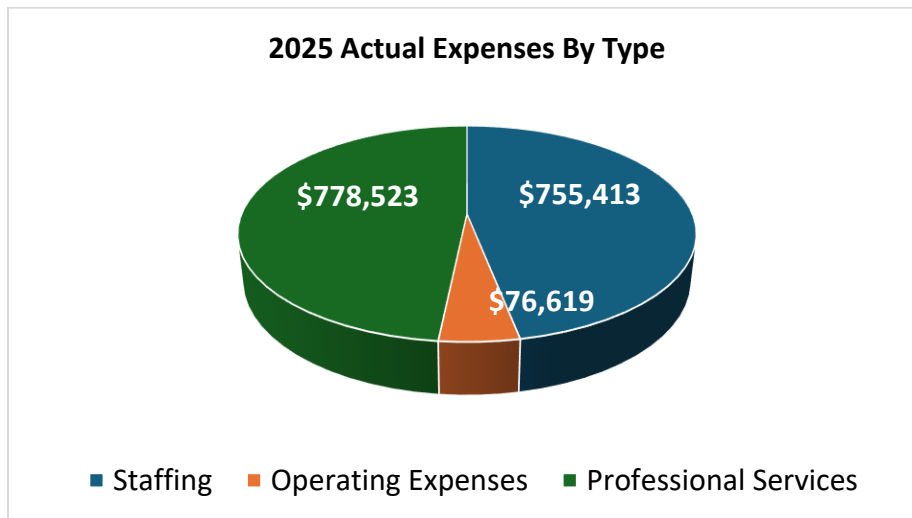


# YEAR END FINANCIAL POSITION 2025

## Operating Budget:

2025 Revenue Summary: By Type	Forecast	Actual
Federal Grants	\$ 1,223,126	\$ 1,069,291
State Grants	\$ 71,643	\$ 96,892
Local Revenues: Dues, Investment Interest, Misc.	\$ 291,136	\$ 270,031
<b>Total</b>	<b>\$ 1,585,905</b>	<b>\$ 1,436,214</b>

2025 Expenses: By Type	Budgeted	Actual
Staffing	\$ 748,663	\$ 755,413
Operating Expenses	\$ 98,090	\$ 76,619
Professional Services	\$ 785,824	\$ 778,523
<b>Total</b>	<b>\$ 1,632,577</b>	<b>\$ 1,610,555</b>



## Balance Sheet:

	December 31, 2024	December 31, 2025	Difference
General Fund Balance	\$455,792	\$281,450	
Account Receivable	\$175,492	\$308,132	
Accounts Payable	(\$24,554)	(\$112,093)	
<b>Net Working Capital</b>	<b>\$606,730</b>	<b>\$477,789</b>	<b>21%</b>

# LOOKING AHEAD

We bid a fond farewell to retiring Executive Director Kevin Murphy, and welcome new Executive Director Jill Boudreau as of December 16, 2025.

SCOG staff provide professional and valuable work to our member organizations. We are looking forward to a productive year.

Jill Boudreau  
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Debbie Carter  
Executive Assistant/Clerk of the Board  
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[dcarter@scog.net](mailto:dcarter@scog.net)

with thanks to Grant Johnson, Associate Planner



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**Skagit Council of Governments  
Board Budget Report  
January through March 2026**

(25% of the year)

	<u>Jan - Mar 26</u>	<u>2026 Budget</u>	<u>% of Budget</u>
<b>Income</b>			
333 · Federal Grants	\$ 342,942	\$ 832,381	41%
334 · State Grants	35,740	136,063	26%
337 · Local	11,491	85,000	14%
361.11 · Investment Interest	1,662	0	
368.5 · Dues & Other Local	162,225	175,759	92%
369 · Non-Governmental & Misc. Income	60	0	
<b>Total Income</b>	<u>\$ 554,120</u>	<u>\$ 1,229,203</u>	<u>45%</u>
<b>Expense</b>			
505 · Advertising / Legal Notices	\$ 805	\$ 2,900	28%
510 · Conferences & Training	250	15,000	2%
515 · Computer & Software Expenses	3,474	8,200	42%
520 · Dues and Subscriptions	304	7,920	4%
525 · Equipment & Furniture Purchases	2,002	1,000	200%
532 · Fees	1,477	1,375	107%
535 · Insurance Expense	5,513	6,000	92%
538 · Meeting Expenses	132	450	29%
540 · Pass Through Funding	0	35,000	0%
550 · Postage	128	0	
555 · Payroll Salaries and Wages	173,118	532,975	32%
556 · Payroll Taxes & Benefits	65,246	259,466	25%
559 · Printing	433	8,000	5%
560 · Professional Services	172,153	225,030	77%
565 · Rent Expense	9,600	38,400	25%
570 · Repairs and Maintenance	0	500	0%
575 · Supplies	1,780	2,400	74%
580 · Travel	2,075	10,000	21%
585 · Utilities	1,186	3,600	33%
<b>Total Expense</b>	<u>\$ 439,676</u>	<u>\$ 1,158,216</u>	<u>38%</u>
<b>Net Increase (Decrease) in Cash</b>	<u><u>\$ 114,444</u></u>	<u><u>\$ 70,987</u></u>	<u><u>161%</u></u>

Balance Sheet as of:

	<u>1/1/2026</u>	<u>3/31/2026</u>
Cash on hand	\$ 98,502	\$ 261,284
Investment Account	182,948	134,611
Accounts Receivable	308,132	283,710
Total	<u>\$ 589,582</u>	<u>\$ 679,605</u>
Accounts Payable	112,093	121,431
Net Equity	<u><u>\$ 477,489</u></u>	<u><u>\$ 558,174</u></u>

March 5, 2026

**The Honorable Rick Larsen**

U.S. Representative, Washington's Second Congressional District  
2163 Rayburn HOB  
Washington, DC 20515

**Re: FY27 Community Project Funding Request – Panorama Storage Tank Project, Skagit PUD**

Dear Representative Larsen,

On behalf of the Skagit Council of Governments (SCOG), I am pleased to write in strong support of the Skagit Public Utility District's FY27 Community Project Funding request for the Panorama Storage Tank Project. I respectfully urge you to select this project as one of your Community Project Funding submissions to the House Appropriations Committee.

SCOG is a voluntary regional organization whose Board of Directors is comprised of elected officials representing cities, towns, ports, tribes, transit, and other public agencies throughout Skagit County. The SCOG Board adopted the Skagit County Comprehensive Economic Development Strategy (CEDS) in December 2024, outlining goals to ensure economic success of Skagit County. Goal 5 states: *Strengthen critical infrastructure to enhance resiliency, expand connectivity, and promote private investment*; and a stated strategy 5.3 says, *"Help locate and pursue funding for PUD prioritized projects to expand water supply for new development, including addressing current bottlenecks and ensuring adequate fire water supply."*

The Panorama Storage Tank Project will address that gap directly, providing the reserve capacity needed to protect safe water delivery to residents and businesses across the county when it is most needed.

From a regional planning perspective, investments in critical water infrastructure resilience are foundational to the long-term health and sustainability of our communities. This project strengthens the entire region's ability to respond to emergencies, supports public safety, and ensures that the water system serving our county can meet current and future demands.

Federal Community Project Funding would be a well-matched and timely investment to help advance this critical project toward construction.

SCOG is grateful for your continued partnership with the communities of Skagit County, and we thank you for your consideration of this request.

Sincerely,



**Jill Boudreau**  
Executive Director  
Skagit Council of Governments

Financial Position

For the Month Ended:	3/31/25	4/30/25	5/31/25	6/30/25	7/31/25	8/31/25	9/30/25	10/31/25	11/30/25	12/31/25	1/31/26	2/28/26	3/31/26
General Fund Balance	604,874	585,833	435,488	452,407	543,604	401,928	336,921	340,203	356,245	281,450	425,671	398,906	395,895
Accounts Receivable	226,801	251,692	315,642	266,745	158,370	248,223	326,624	247,410	274,954	308,132	352,896	282,255	283,710
Accounts Payable	(209,373)	(137,944)	(104,906)	(85,386)	(116,718)	(84,429)	(104,161)	(74,068)	(93,974)	(112,093)	(107,655)	(44,165)	(121,431)
Net Working Capital	622,302	699,581	646,224	633,766	585,256	565,722	559,384	513,545	537,225	477,489	670,912	636,996	558,174