

**ERIE COUNTY INDUSTRIAL DEVELOPMENT AGENCY  
INDUCEMENT RESOLUTION**

**JEMAL'S SENECA L.L.C., AND/OR INDIVIDUAL(S) OR AFFILIATE(S),  
SUBSIDIARY(IES), OR ENTITY(IES) FORMED OR TO BE FORMED ON ITS  
BEHALF**

A regular meeting of the Erie County Industrial Development Agency was convened on Wednesday, March 25, 2020 at 12:00 p.m.

The following resolution was duly offered and seconded, to wit:

RESOLUTION OF THE ERIE COUNTY INDUSTRIAL DEVELOPMENT AGENCY: (i) ACCEPTING THE APPLICATION OF JEMAL'S SENECA L.L.C. AND/OR INDIVIDUAL(S) OR AFFILIATE(S), SUBSIDIARY(IES), OR ENTITY(IES) FORMED OR TO BE FORMED ON ITS BEHALF (INDIVIDUALLY, AND/OR COLLECTIVELY, THE "COMPANY") IN CONNECTION WITH A CERTAIN PROJECT DESCRIBED BELOW; (ii) RATIFYING THE SCHEDULING, NOTICING, AND CONDUCTING OF A PUBLIC HEARING IN CONNECTION WITH THE PROJECT; (iii) MAKING A DETERMINATION PURSUANT TO THE STATE ENVIRONMENTAL QUALITY REVIEW ACT; (iv) AUTHORIZING THE UNDERTAKING OF THE PROJECT TO PROVIDE FINANCIAL ASSISTANCE TO THE COMPANY IN THE FORM OF A MORTGAGE RECORDING TAX EXEMPTION BENEFIT FOR FINANCING RELATED TO THE PROJECT; (v) APPROVING A DEVIATION FROM THE UNIFORM TAX EXEMPTION POLICY OF THE AGENCY WITH RESPECT TO A PAYMENT-IN-LIEU-OF-TAX AGREEMENT; AND (vi) AUTHORIZING THE NEGOTIATION AND EXECUTION OF A LEASE AGREEMENT, LEASEBACK AGREEMENT, A PILOT AGREEMENT, A FINANCIAL ASSISTANCE PROJECT AGREEMENT, AND RELATED DOCUMENTS

**WHEREAS**, by Title 1 of Article 18-A of the General Municipal Law of the State of New York, as amended, and Chapter 293 of the Laws of 1970 of the State of New York, as amended (collectively, the "Act"), the ERIE COUNTY INDUSTRIAL DEVELOPMENT AGENCY (the "Agency") was created with the authority and power to own, lease and sell property for the purpose of, among other things, acquiring, constructing and equipping civic, industrial, manufacturing, commercial and other facilities as authorized by the Act; and

**WHEREAS**, JEMAL'S SENECA, L.L.C., AND/OR INDIVIDUAL(S) OR AFFILIATES, SUBSIDIARY(IES), OR ENTITY(IES) FORMED OR TO BE FORMED ON ITS BEHALF (individually and/or collectively, the "Company") submitted an application to the Agency (the "Application") requesting the Agency's assistance with a certain project (the "Project") consisting of: (i) three (3) parcels of land located at 1 Seneca Street, 3 Seneca Street, and 222 Main Street, City of Buffalo, Erie County, New York (the "Land") improved thereon

with the approximately 1.2 million square foot Seneca One complex (the “Existing Improvements”); (ii) the renovation, updating and equipping of the Existing Improvements to provide needed commercial class A office space (but excluding tenant-specific fit and finish items), renovating and updating core and shell interior improvements, and other improvements (elevator work, fire protection, internet and technology, plumbing and storm/sanitary systems, lobby, mechanical spaces, cafeteria, and basement spaces) (the “Improvements”); and (iii) the acquisition and installation by the Company of certain items of machinery, equipment and other tangible personal property (the “Equipment”, and collectively with the Land, the Existing Improvements, and the Improvements, the “Facility”); and

**WHEREAS**, pursuant to General Municipal Law Section 859-a, on March 2, 2020, at 10:00 a.m., at the Agency’s offices located at 95 Perry Street-Suite 403, Buffalo, New York 14203, the Agency held a public hearing with respect to the Project and the proposed Financial Assistance (as hereinafter defined) being contemplated by the Agency (the “Public Hearing”) whereat interested parties were provided a reasonable opportunity, both orally and in writing, to present their views; and

**WHEREAS**, the Project constitutes a "retail" project as defined under Section 862(2)(a) of the Act and as such requires additional findings; and

**WHEREAS**, the Agency must, prior to providing any Financial Assistance to such a "retail" Project, find that: (1) the Project is likely to attract a significant number of visitors from outside the economic development region in which the Project is located as established by Section 230 of the New York Economic Development Law; or (2) the predominant purpose of the Project would be to make available goods or services which would not, but for the Project, be reasonably accessible to residents of the City of Buffalo because of a lack of reasonably accessible retail trade facilities offering such goods or services; or (3) the Project is located in a “Highly Distressed Area” as such term is defined in Section 854(18) of the Act, and

**WHEREAS**, if the Agency makes a retail finding based on item (2) or (3), as described in the immediately preceding Whereas clause, then, in addition, the Agency must also find that the undertaking of the Project will serve the public purposes of the Act by preserving permanent, private sector jobs or increasing the overall number of permanent, private sector jobs in the State; and thereafter, the chief executive officer of the County of Erie, New York, shall confirm the proposed action of the Agency; and

**WHEREAS**, the Project is located within a “Highly Distressed Area” as such term is defined in Section 854(18) of the Act; and

**WHEREAS**, it is contemplated that the Agency will (i) execute and deliver a Financial Assistance Project Agreement (the “Project Agreement”), (ii) negotiate and enter into a lease agreement (the “Lease Agreement”) and related leaseback agreement (the “Leaseback Agreement”) with the Company, pursuant to which the Agency will retain a leasehold interest in the Land, the Existing Improvements, the Improvements, the Equipment and personal property constituting the Facility; and (iii) provide Financial Assistance to the Company in the form of a

mortgage recording tax exemption benefit for the financing related to the Project, hereinafter referred to as the “Financial Assistance”); and

**WHEREAS**, commensurate with the submission of the Application to the Agency, the City of Buffalo (the “City”) and the Company have requested that the Agency consider approving of a deviation from the Agency’s Uniform Tax Exemption Policy (“UTEF”) to apply a Payment-in-Lieu-of-Taxes Increment Financing (“PIF”) structure upon the Project pursuant to a certain 25-year term Payment-in-Lieu-of-Taxes Agreement by and between the Agency and the Company (the “PILOT Agreement”), providing that a portion of the payments made by the Company thereunder, with the consent of the City, would be made available to fund the construction and equipping of certain Project related public infrastructure improvements and public streetscape improvements (the “Infrastructure Improvements”) within the City’s Accelerator Fund District (the “District”), said Infrastructure Improvements including but not limited to public transportation station improvements and/or enhancements, pavement and sidewalks, track panels and rails, light rapid transit system related improvements and/or related control systems, streetscape enhancements, utilities work, and design and administration costs; and

**WHEREAS**, the requested PIF structure provides for: (i) the Company to agree to forgo making application for the New York Real Property Tax Law Section 485-a real property tax exemption; (ii) a non-standard PILOT Agreement with a term greater than the standard 7 or 10 year benefit period, as described below; (iii) an allocation of payments in lieu of taxes to the City in an amount that is not in proportion to the amount of real property tax and other taxes which would have been received by the City had the project not been tax exempt due to the status of the Agency being involved in the Project; (iv) the Company to make payments to Erie County (the “County”) with respect to the County PILOT payment during the term of the PILOT Agreement equal to the amount that would otherwise be payable as real estate taxes if the Company owned the Project with no abatement provided by the Agency; and (v) the Company to make payments to the Agency with respect to the City PILOT payments during the term of the PILOT Agreement equal to the amount that would otherwise be payable as real estate taxes if the Company owned the Project with no abatement provided by the Agency (the “City Full PILOT Payment”) where after the Agency shall create the District Fund (the “Fund”) and apply said City Full PILOT Payments to the Fund (collectively, the “PILOT Deviation”). The portion of the City Full PILOT payment consisting of the Project’s existing Land and Existing Improvements PILOT payment components shall be remitted to the City of Buffalo. The City will provide the Agency with a City invoice (the “City Invoice”) with respect to costs incurred by the City for the Infrastructure Improvements, and the Agency shall remit payment of said invoiced amount from the Fund, to pay for or reimburse costs incurred by the City for the Infrastructure Improvements; and

**WHEREAS**, Notice Letters detailing the PILOT Deviation were mailed or delivered to the chief executive officers of each Affected Tax Jurisdiction on February 21, 2020; and

**WHEREAS**, on March 17, 2020, the Common Council of the City consented to the use of the PIF structure, the PILOT Agreement, and the PILOT Deviation as described herein with

respect to the Project for purposes of making such payments for the costs of Project related Infrastructure Improvements contemplated within the District; and

**WHEREAS**, pursuant to and in accordance with applicable provisions of the State Environmental Quality Review Act (“SEQR”), Article 8 of the Environmental Conservation Act and the regulations promulgated therein at 6 N.Y.C.R.R. Part 617, the Company has submitted to the Agency a Short Environmental Assessment Form (the “EAF”) setting forth the potential environmental impacts relating to the Project; and

**WHEREAS**, in accordance with the National Environmental Policy Act of 1969 and the federal regulations promulgated therein at 23 CFR Part 771 (“NEPA”), the Project related Infrastructure Improvement components previously received Findings of No Significant Impact from the U.S Department of Transportation, Federal Highway Administration, on October 28, 2009 and March 23, 2016 determining that the Project’s related Infrastructure Improvement components did not result in any significant environmental impacts; and

**WHEREAS**, pursuant to Article 18-A of the Act, the Agency desires to adopt a resolution describing the Project and the Financial Assistance that the Agency is contemplating with respect to the Project.

**NOW, THEREFORE, BE IT RESOLVED BY THE MEMBERS OF THE ERIE COUNTY INDUSTRIAL DEVELOPMENT AGENCY AS FOLLOWS:**

Section 1. The Company has presented an application in a form acceptable to the Agency. Based upon the representations made by the Company to the Agency in the Company’s application and other correspondence submitted by the Company to the Agency, correspondence submitted by the City to the Agency for the purposes of establishing the Fund via utilization of the PIF structure and the related PILOT Agreement, public hearing comments, if any, Agency Policy Committee review and recommendations of the Project and its March 5, 2020 resolution to approve the Project subject to the terms and conditions as described herein, and Agency board member review, discussion, and consideration of same, the Agency hereby finds and determines that:

(A) By virtue of the Act, the Agency has been vested with all powers necessary and convenient to carry out and effectuate the purposes and provisions of the Act and to exercise all powers granted to it under the Act; and

(B) The Agency has the authority to take the actions contemplated herein under the Act; and

(C) The action to be taken by the Agency will induce the Company to develop the Project, thereby increasing and/or retaining employment opportunities in Erie County, New York and otherwise furthering the purposes of the Agency as set forth in the Act; and

(D) The Project will not result in the removal of a civic, commercial, industrial, or manufacturing plant of the Company or any other proposed occupant of the Project from one area of the State of New York (the “State”) to another area of the State or result in the

abandonment of one or more plants or facilities of the Company or any other proposed occupant of the Project located within the State; and the Agency hereby finds that, based on the Company's application, to the extent occupants are relocating from one plant or facility to another, the Project is reasonably necessary to discourage the Project occupants from removing such other plant or facility to a location outside the State and/or is reasonably necessary to preserve the competitive position of the Project occupants in their respective industries, and, to the extent occupants are relocating from one plant or facility to another in another area of the State, the Agency has complied with the Intermunicipal Movement procedures as required in the Countywide Industrial Development Agency Uniform Tax Exemption Policy; and

(E) The Project is located within a "Highly Distressed Area" as such term is defined in Section 854(18) of the Act and therefore can qualify for Financial Assistance under Section 862(2)(b)(ii) of the Act. In accordance with the foregoing, and pursuant to Section 862(2)(c) of the Act, the Agency hereby finds that the undertaking of the Project will serve the public purposes of the Act by preserving permanent, private sector jobs and/or increasing the overall number of permanent, private sector jobs in the State. Also in further compliance with Section 862(2)(c) of the Act, prior to providing Financial Assistance to the project, the Chief Executive Officer of the County of Erie shall confirm that the Project will serve the public purpose of the Act by preserving permanent private sector jobs or increasing the overall number of permanent, private sector jobs in the State of New York; and

(F) The Agency has assessed all material information included in connection with the Application necessary to afford a reasonable basis for the decision by the Agency to provide Financial Assistance for the Project as described herein; and

(G) The Agency has prepared a written cost-benefit analysis identifying the extent to which the Project will create or retain permanent, private sector jobs, the estimated value of any tax exemption to be provided, the amount of private sector investment generated or likely to be generated by the Project, the likelihood of accomplishing the Project in a timely fashion, and the extent to which the Project will provide additional sources of revenue for municipalities and school districts, and any other public benefits that might occur as a result of the Project; and

(H) The Company has provided a written statement confirming that the Project as of the date of the Application is in substantial compliance with all provisions the Act; and

(I) The Agency hereby approves the subleasing of space in the Project consistent with the activities described in the Application and authorizes the Company to proceed with the Project as herein authorized; and

(J) The Project is an "Unlisted Action" as that term is defined pursuant to 6 N.Y.C.R.R. § 617.2(ak) of the SEQRA regulations. The Agency is acting as Lead Agency pursuant to SEQRA and has conducted an uncoordinated review of the Project pursuant to 6 N.Y.C.R.R. § 617.6(b)(4)(i), taking into consideration the Findings of No Significant Impacts issued for the Project's related Infrastructure Improvements by the U.S. Department of Transportation, Federal Highway Administration, on October 28, 2009 and March 23, 2016 ("FONSI"). Upon reviewing the EAF prepared by the Company and the FONSI, the Agency determines that the Project will not result in a potential significant adverse environmental impact,

and therefore issues a Negative Declaration for the Project pursuant to 6 N.Y.C.R.R. § 617.7 of the SEQR regulations; and

(K) The Project qualifies for Agency Financial Assistance as it meets the Agency's evaluative criteria for Community Development, said criteria established by New York State and the Agency as required under General Municipal Law Section 859-a(5) as evidenced by the following:

(i) Distressed Census Tracts: The property is located in census tract 165, which is considered highly distressed under the State statute.

(ii) Age of Structure (must be at least 20 years old and present functional challenges to redevelopment): Project represents renovation of an existing facility. Construction commenced in 1969 and was completed in 1972.

(iii) Structure has been vacant or underutilized for a minimum of 3 years (defined as a minimum of 50% of the rentable square footage of the structure being utilized for a use for which the structure was not designed or intended). Project promotes elimination of slum and blight: Elimination of slum and blight: The project sits within census tract 165, which is considered highly distressed. M&T's tech hub will be a driving force in rejuvenating the tower and the surrounding area. The tower has been approximately 90% vacant since 2014.

(iv) Structure is not generating significant rental income (defined as 50% or less than the market rate income average for that property class): The facility is not presently generating any significant rental income since its currently under re-construction.

(v) Redevelopment supports or aligns with Regional or Local Development Plans: The project complies with the investment and growth criteria of the Framework for Regional Growth.

(vi) Environmental or Safety Issues: Approximately \$15,000,000 in infrastructure improvements are planned, which includes elevator work, fire protection work, internet and technology improvements, plumbing, and storm/sanitary systems.

(vii) LEED/Renewable resources: Not applicable.

(viii) Building or site has historic designation: Not applicable.

(ix) Site or structure has delinquent property or other local taxes: Taxes are current.

(x) MBE/WBE Utilization: The Company strives to hire from the local workforce and to use good faith efforts to utilize MBE/WBE contractors. Further, the Company fully complies with all applicable state and federal employment laws.

(xi) Demonstrated support of local government: The overall plan for infrastructure improvements along the Main Street corridor has long been a goal of the City of Buffalo and a possible PIF arrangement will serve to advance that goal.

(xii) Project/Developer's Return on Investment: Not applicable.

(xiii) Impediments to conventionally financing project: Not applicable.

(xiv) Transit Oriented Development: The project is serviced by the Metro Rail and multiple bus lines.

Section 2. The Agency hereby authorizes the undertaking of the Project and the provision of the Financial Assistance to the Company as described herein, and further authorizes and approves the PILOT Deviation consisting of the PIF structure, the PILOT Agreement terms and conditions, and the establishment of the Fund, all as described herein, as related to the District and the Project related Infrastructure Improvements located therein. In making this determination to approve of the PILOT Deviation request, the Agency has considered the following factors as required by the Act and its UTEP, no single one of which is determinative:

- The extent to which the project will create or retain permanent, private sector jobs. The Company has represented that construction jobs will be created during the construction time period, and that 5 full-time employee positions related to the operation of the Facility will be created.
- The estimated value of tax exemptions to be provided. If the PILOT Request and Proposed PILOT Agreement is approved, no real property tax exemption benefit will be provided to the Company.
- Whether affected taxing jurisdictions shall be reimbursed by the Project occupant if the Project does not fulfill the purposes for which an exemption was provided. The Company will be subject to potential Financial Assistance recapture with respect to the mortgage recording tax exemption benefit for which it has applied for in the event it does not adhere to the Agency's standard material terms and conditions of receipt of Financial Assistance.
- The impact of the proposed project on existing and proposed businesses and economic development projects in the vicinity. The impact of the Project is a positive one on the community, as it will continue to promote job opportunities, general prosperity and economic welfare for the residents of Erie County and the City of Buffalo.
- The amount of private sector investment generated or likely to be generated by the proposed project. The total private sector investment in the Project is expected to exceed approximately \$45,000,000.
- The demonstrated public support for a proposed project. The City of Buffalo has expressed its support for the Project.
- The likelihood of accomplishing the proposed project in a timely fashion. It is anticipated that Project construction will begin immediately upon approval of the deviation request and will be completed in 2024.
- The effect of the proposed project upon the environment. Given that a Finding of No Significant Impact has been issued by the U.S. Department of Transportation under

NEPA with respect to the Infrastructure Improvements that may result from the Project, and based upon the Agency's issuance of its Negative Declaration with respect to the Project under SEQR, it is likely that the Project will not result in any adverse environmental impact.

- The extent to which the Project will require the provision for additional services. This Project will not require any additional services beyond those already in existence.
- The extent to which the Project will provide additional sources of revenue for municipalities and school districts. The Project is a positive one economically, in that the proposed PILOT Agreement payments will be greater than what would be collected in the event the Project is not undertaken and in the event the Company opted to take advantage of the real property tax abatement available to it under Section 485-a of the New York State Real Property Tax Law.

Section 3. Pursuant to the policies of the Agency, the Agency may recover or recapture from the Company any mortgage recording tax exemption benefits taken or purported to be taken by the Company if it is determined that: (i) the Company has made a material false statement on its application for Financial Assistance; (ii) the mortgage recording tax exemption benefits are taken in cases where the Company fails to comply with the Investment Commitment, the Employment Commitment, and/or the Local Labor Commitment, said commitments, as described below, being a material term or condition to use property or services in the manner approved by the Agency in connection with the Project; and/or (iii) the mortgage recording tax exemption benefits are taken in cases where the Company fails to comply with the Equal Pay Commitment and/or the Unpaid Real Property Tax Policy Commitment, as described below, being a material term or condition to use property or services in the manner approved by the Agency in connection with the Project.

As a condition precedent of receiving Financial Assistance, the Company must cooperate with the Agency in its efforts to recover or recapture any Financial Assistance and promptly pay over any such amounts to the Agency that the Agency demands.

As an additional condition precedent of receiving Financial Assistance, and as a material term or condition as approved by the Agency in connection with the Project, the Company covenants and agrees and understands that it must, subject to potential modification, termination, and/or recapture of Financial Assistance for failure to meet and maintain the commitments and thresholds as described below, submit, on an annual basis or as otherwise indicated below through the conclusion of two (2) years following the mortgage closing and related provision of the Agency's mortgage recording tax exemption benefit, a certification as so required by the Agency confirming:

- (i) Investment Commitment – the total investment actually made with respect to the Project at the time of Project completion equals or exceeds \$38,250,000.00 (which represents the product of 85% multiplied by \$45,000,000.00, being the total project cost as stated in the Company's application for Financial Assistance).

- (ii) Employment Commitment – the number of current FTE employees in the then current year at the Facility; and
  - that the Company has maintained and created FTE employment at the Facility equal to 4.5 FTE employees [representing the product of 85% multiplied by 5 (being the total number of new FTE employee positions as proposed to be created by the Company as stated in the Company’s application for Financial Assistance)]. In an effort to confirm and verify the Company’s employment numbers, the Agency requires that, at a minimum, the Company provide employment data on a quarterly basis to the Agency, said information to be provided on the Agency’s “Quarterly Employment Survey” form to be made available to the Company by the Agency.
- (iii) Local Labor Commitment – that the Company adheres to and complies with the Agency’s Local Labor Workforce Certification Policy on a quarterly basis during the construction period.
- (iv) Equal Pay Commitment – that the Company adheres to and complies with the Agency’s Pay Equity Policy.
- (v) Unpaid Real Property Tax Policy Commitment – that the Company is compliant with the Agency’s Unpaid Real Property Tax Policy.

Section 4. Subject to the terms of this Inducement Resolution, the Chair, the Vice Chair, the President/Chief Executive Officer, the Executive Vice President, the Chief Financial Officer/Treasurer and/or the Assistant Treasurer, are hereby authorized, on behalf of the Agency, to negotiate, execute and deliver: (A) the Project Agreement, (B) the Lease Agreement whereby the Company leases the Project to the Agency, (C) the related Leaseback Agreement whereby the Agency leases the Project back to the Company, (D) the PILOT Agreement, as described herein, and (E) related documents; provided, however, that the rental payments under the Leaseback Agreement to the Company include payments of all costs incurred by the Agency arising out of or related to the Project and indemnification of the Agency by the Company for actions taken by the Company and/or claims arising out of or related to the Project.

Section 5. Subject to the terms of this Inducement Resolution, the Chair, the Vice Chair, the President/Chief Executive Officer, the Executive Vice President, the Chief Financial Officer/Treasurer and/or the Assistant Treasurer, are hereby authorized, on behalf of the Agency, to negotiate, execute and deliver any mortgage, assignment of leases and rents, security agreement, UCC-1 Financing Statements and all documents reasonably contemplated by these resolutions or required by any lender identified by the Company (the “Lender”) up to a maximum principal amount necessary to undertake the Project, acquire the Facility and/or finance or refinance acquisition and Project costs or equipment and other personal property and related transactional costs (hereinafter, with the Lease Agreement, Leaseback Agreement, PILOT Agreement, and related documents, collectively called the “Agency Documents”); and, where appropriate, the Secretary or the Assistant Secretary of the Agency is hereby authorized to affix the seal of the Agency to the Agency Documents and to attest the same, all with such changes, variations, omissions and insertions as the Chair, the Vice Chair, the President/Chief

Executive Officer, the Executive Vice President, the Chief Financial Officer/Treasurer and/or the Assistant Treasurer of the Agency shall approve, the execution thereof by the Chair, the Vice Chair, the President/Chief Executive Officer, the Executive Vice President, the Chief Financial Officer/Treasurer and/or the Assistant Treasurer of the Agency to constitute conclusive evidence of such approval; provided in all events recourse against the Agency is limited to the Agency's interest in the Project.

Section 6. The officers, employees and agents of the Agency are hereby authorized and directed for and in the name and on behalf of the Agency to do all acts and things required and to negotiate, execute and deliver all such certificates, instruments and documents, to pay all such fees, charges and expenses and to do all such further acts and things as may be necessary or, in the opinion of the officer, employee or agent acting, desirable and proper to effect the purposes of the foregoing resolutions and to cause compliance by the Agency with all of the terms, covenants and provisions of the documents executed for and on behalf of the Agency.

Section 7. The provision by the Agency of Financial Assistance with respect to the Project as described herein is subject to the execution and delivery of the Agency's Administrative Fee Agreement (the "Fee Agreement") and payment by the Company of an administrative fee calculated in accordance with the Fee Agreement, all within sixty (60) days of the date of this resolution. In the event the Agency has not received the executed Fee Agreement and the appropriate fee within such sixty (60) day period, this resolution shall become automatically null and void and of no further effect and the Agency shall have no liability to the Company hereunder or otherwise, unless extended in the discretion of the Chair, the Vice Chair, the President/Chief Executive Officer, the Executive Vice President, the Chief Financial Officer/Treasurer, or the Assistant Treasurer for good cause shown.

Section 8. This resolution shall take effect immediately, and shall expire one (1) year from the date hereof unless extended for good cause by the Chair, the Vice Chair, the President/Chief Executive Officer, the Executive Vice President, the Chief Financial Officer/Treasurer, or the Assistant Treasurer.

Dated: March 25, 2020