

Meeting Agenda

PBIA Advisory Board

City Hall 601 4th Avenue E Olympia WA 98501

Contact: Max DeJarnatt 360.570.3723

Wednesday, July 1, 20205:30 PMOnline and via phone

Register to Attend:

https://us02web.zoom.us/webinar/register/WN_u9F1rGb5S1yFImuo7C2q9g

- 1. CALL TO ORDER
- 1.A ROLL CALL
- 2. APPROVAL OF AGENDA

3. APPROVAL OF MINUTES

- 20-0530 Approval of March 4, 2020 Parking & Business Improvement Area Advisory Committee Meeting Minutes <u>Attachments:</u> Draft Minutes 03042020
- 20-0531 Approval of April 15, 2020 Parking & Business Improvement Area Advisory Committee Meeting Minutes <u>Attachments:</u> Draft PBIA Minutes 04152020

4. PUBLIC COMMENT

Please submit public comment to mdejarna@ci.olympia.wa.us.

5. ANNOUNCEMENTS

6. BUSINESS ITEMS

- 20-0527 Downtown Economic Recovery
- <u>20-0528</u> Update on PBIA Workplan

Attachments: 2020 Work Plan - DRAFT PBIA Budget 06252020

7. REPORTS

8. OTHER TOPICS

20-0529 Round Table Discussion

9. ADJOURNMENT

Accommodations

The City of Olympia is committed to the non-discriminatory treatment of all persons in employment and the delivery of services and resources. If you require accommodation for your attendance at the City Advisory Committee meeting, please contact the Advisory Committee staff liaison (contact number in the upper right corner of the agenda) at least 48 hours in advance of the meeting. For hearing impaired, please contact us by dialing the Washington State Relay Service at 7-1-1 or 1.800.833.6384.



Approval of March 4, 2020 Parking & Business Improvement Area Advisory Committee Meeting Minutes

Agenda Date: 7/1/2020 Agenda Item Number: File Number:20-0530

Type: minutes Version: 1 Status: In Committee

Title

Approval of March 4, 2020 Parking & Business Improvement Area Advisory Committee Meeting Minutes



5:30 PM

City Hall 601 4th Avenue E Olympia WA 98501

Contact: Max DeJarnatt 360.570.3723

Council Chambers

1. CALL TO ORDER

Chair Ruse called the meeting to order at 5:28 p.m.

1.A ROLL CALL

- Present:7 -Chair Danielle Ruse, Vice Chair Jeffrey Barrett, Boardmember
Johnny Atlas, Boardmember Jacob David, Boardmember Janis Dean,
Boardmember Nathan Rocker and Boardmember Jeremy Williamson
- **Excused:** 1 Boardmember David Rauh
- Absent: 1 Boardmember Lyndsay Galariada

1.B OTHERS PRESENT

City of Olympia Community Planning and Development Staff:

Clean Team Supervisor Mark Moore Downtown Ambassador Teal Russell Downtown Ambassador Katherine Trahan

2. APPROVAL OF AGENDA

The agenda was approved.

3. APPROVAL OF MINUTES

3.A <u>20-0216</u> Approval of February 5, 2020 PBIA Advisory Board Meeting Minutes

The minutes were approved as amended to move "others present" to board members.

4. PUBLIC COMMENT - None

5. ANNOUNCEMENTS

Mr. DeJarnatt and Boardmember Williamson made announcements.

6. BUSINESS ITEMS

6.A 20-0205 Downtown Ambassadors and Clean Team Update

Ms. Russell and Ms. Trahan gave a presentation about the Ambassadors, and Mr. Moore shared a handout about the Clean Team.

The discussion was completed.

6.B <u>20-0209</u> 2020 Twinklefest

Ms. Russell and Ms. Trahan shared a presentation about Twinklefest.

The discussion was completed.

6.C <u>20-0208</u> 2020 Q1 Event Sponsorships

Boardmember Rocker moved, seconded by Boardmember Atlas to use \$2750 of Event Sponsorship budget to approve Quarter 1 event sponsorship requests, with \$750 to Hotel Olympian Anniversary, \$1000 to Art in Olympia Storefronts, \$500 to Tales Told in Ten, and \$500 to Motherload Film. The motion passed.

- Aye: 6 Vice Chair Barrett, Boardmember Atlas, Boardmember David, Boardmember Dean, Boardmember Rocker and Boardmember Williamson
- **Excused:** 1 Boardmember Rauh
- Absent: 1 Boardmember Galariada
- Abstained: 1 Chair Ruse
- 6.D <u>20-0217</u> Announcement of 2020 PBIA Board Election Results

The report was received.

6.E <u>20-0207</u> Update on 2020 Downtown Hanging Flower Baskets

The discussion was completed.

6.F <u>20-0214</u> Downtown Resident Welcome Packets

Discussion of the activities and costs associated with a 2020 Downtown Resident Welcome Packet.

The discussion was completed.

- 7. **REPORTS None**
- 8. OTHER TOPICS None

8.A <u>20-0029</u> Round Table Discussion

Boardmember David mentioned renewed interest in the "Be Excellent" poster campaign.

The discussion was completed.

9. ADJOURNMENT

The meeting was adjourned at 7:38 p.m.

Accommodations



Approval of April 15, 2020 Parking & Business Improvement Area Advisory Committee Meeting Minutes

Agenda Date: 7/1/2020 Agenda Item Number: File Number:20-0531

Type: minutes Version: 1 Status: In Committee

Title

Approval of April 15, 2020 Parking & Business Improvement Area Advisory Committee Meeting Minutes



City Hall 601 4th Avenue E Olympia WA 98501

Contact: Max DeJarnatt 360.570.3723

Wednesday, April 15, 2020	5:30 PM
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Online and via phone

Special Meeting Meeting registration: https://attendee.gotowebinar.com/register/1766429607809065484

1. CALL TO ORDER

Chair Ruse called the meeting to order at 5:46 p.m.

2 ROLL CALL

- Present:
 4 Chair Danielle Ruse, Vice Chair Jeffrey Barrett, Boardmember Jacob

 David and Boardmember Janis Dean
- Absent:
 3 Boardmember Johnny Atlas, Boardmember David Rauh and Boardmember Nathan Rocker

2.A OTHERS PRESENT

Parking Program Analyst/Staff Liaison Max DeJarnatt

3 APPROVAL OF AGENDA

An item was added to the agenda regarding the approval of executive decisions.

The agenda was approved as amended.

- 4. PUBLIC COMMENT None
- 5. ANNOUNCEMENTS None
- 6. BUSINESS ITEMS
- 6.A <u>20-0311</u> Hanging Flower Baskets Program

Boardmember Dean moved, seconded by Boardmember David, to recommend a path forward for this summer's Flower Basket program. The motion carried by the following vote:

Aye: 4 - Chair Ruse, Vice Chair Barrett, Boardmember David and Boardmember Dean

Absent: 3 - Boardmember Atlas, Boardmember Rauh and Boardmember Rocker

6.B <u>20-0348</u> ADDED AT MEETING - Approval of Empowering Chair and Vice Chair to Make Executive Decisions

7 ADJOURNMENT

The meeting was adjourned at 6:30 p.m.



Downtown Economic Recovery

Agenda Date: 7/1/2020 Agenda Item Number: File Number:20-0527

Type: discussion Version: 1 Status: In Committee

Title

Downtown Economic Recovery

Recommended Action

Information only. No action requested.

Report

Issue: Discussion on Economic Recovery in the context of COVID-19

Staff Contact: Max DeJarnatt, Parking Program Analyst, Community Planning & Development, 360.570.3723

Presenter(s): Mark Rentfrow, Economic Development Liaison

Background and Analysis:

The COVID-19 pandemic has put incredible pressure on Downtown businesses. As Thurston County advances through the reopening phases, the City has focused on economic recovery initiatives aimed to help customers return to Downtown while staying safe.

Neighborhood/Community Interests (if known):

N/A

Financial Impact: N/A

Attachments:

N/A



Update on PBIA Workplan

Agenda Date: 7/1/2020 Agenda Item Number: File Number:20-0528

Type: discussion Version: 1 Status: In Committee

Title Update on PBIA Workplan

Recommended Action

Discussion only. No action requested.

Report

Issue: Discussion on the PBIA 2020 Workplan

Staff Contact: Max DeJarnatt, Parking Program Analyst, Community Planning & Development, 360.570.3723

Presenter(s): Max DeJarnatt, PBIA Staff Liaison

Background and Analysis:

Each year the PBIA board is asked to prepare and oversee a workplan and associated budget. Staff will brief the board on workplan progress to-date as well as updates related to the COVID-19 pandemic.

Neighborhood/Community Interests (if known): N/A

Financial Impact: Financial impact will vary depending on each work plan initiative

Attachments:

2020 Draft Work Plan 2020 Budget

PBIA (Parking & Business Improvement Area) Advisory Board 2020 Work Plan

January 2020 through April 2021. The committee meets once per month. Staff liaison for PBIA is Max DeJarnatt

SECTION 1: PBIA Initiatives (actions funded and/or implemented by the PBIA) A. Communications (with members/downtown businesses)

Unless otherwise noted, there is sufficient professional and administrative staff time to accomplish the Section #1 staff commitments in 2020.

Estimated Percent of Overall Committee Effort: 18%

Title Description	Committee Commitment	Staff Commitment Hours reflect working with the committee, not total project staff time.	Schedule (Estimated)	Budget Implications
 1A.1 Monthly Meeting Roundtable PBIA Role: Time devoted at end of each PBIA meeting to discuss downtown business interests, leading to: Quarterly short survey questions Identification of issues that can be addressed by existing programs Identification of key messages or issues that need to be reported to the City Council (quarterly at GG) Advice for staff about messages 	10-20 minute discussion at each meeting	 <i>committee, not total project staff time.</i> 10-20 minute discussion at each meeting + Prepare and distribute communications 	Monthly	N/A
important to convey to Downtown businesses through ongoing communication materials (e.g., e- blasts, quarterly or bi-annual newsletters, PBIA annual report) Deliverable/Outcome: As outlined above. Connect the downtown businesses and City. Help staff communicate effectively with downtown business stakeholders.				

 1A.2 Survey Downtown Businesses: Gauge the interests, concerns and priorities of downtown businesses (members) and get their feedback about PBIA and City efforts. PBIA Role: Develop short 3- question surveys that will be sent quarterly to members online; establish a "suggestion box" – both physical and online - to constantly gather member feedback. Deliverable: Survey results and other comments received will be provided to City Council through reports shared with City Council quarterly. 	Identify questions and discuss survey results as part of monthly roundtable	Identify questions and discuss survey results as part of monthly roundtable + Put survey online, notice it, prepare summary report + Put up and monitor suggestion box, prepare summary	Quarterly	N/A		
 1A.3 Annual member meeting PBIA Role: Host an annual meeting for PBIA members (ratepayers). This is required by the PBIA bylaws. Source inspiring speaker to generate attendance. Deliverable/Outcome: Meeting to promote member relations. 	3 hours (1 hour to plan to event, 2 hours for event)	2.5 hours (.5 hours to plan to event, 2 hours for event)+ Handle meeting logistics	TBD	Included in \$2,000 Administration budget		
1B. Clean & Safe			L			
Unless otherwise noted, there is sufficient staff time	Unless otherwise noted, there is sufficient staff time/resource available in 2020 to accomplish or advance these items.					
Estimated Percent of Overall Committee Effort: 1%						
Title Description	Committee Commitment	Staff Commitment Hours reflect working with the committee, not total project staff time.	Schedule (Estimated)	Budget Implications		
Plans						

 1B.1 Partially fund the Downtown Ambassador and Clean Team program PBIA Role: Provide funds. Gather feedback from members about the program, which may influence priorities. Deliverable/Outcome: Leverage City funds to expand the ambassador and clean team operations. 	0 hours (any time devoted would be part of Communications in Section 1)	0 hours (any time devoted would be part of Communications in Section 1)	N/A	\$43,500
 1B.2 Mural Protection PBIA Role: Identify murals in need of protection /preservation/ rehabilitation Deliverable/Outcome: preservation of community assets and a cleaner downtown 	Approximately .5 hours of discussion	Approximately .5 hours of discussion	Q2 or Q3	\$1,500
 1B.3 Extra Alley Flushings PBIA Role: Provide funds to carry out 3 extra alley flushings during the summer months, in addition to the 2 provided by Public Works. (May- Sept). Coordinate for pre-cleaning to avoid unintended messes. Options for pre-emptive signage. Deliverable/Outcome: A cleaner downtown 	0	0	N/A	\$1,200

1C. Beautiful Streetscapes

Unless otherwise noted, there is sufficient staff time/resource available in 2020 to accomplish or advance these items.

Estimated Percent of Overall Committee Effort: 2%

Title Description	Committee Commitment	Staff Commitment Hours reflect working with the committee, not total project staff time.	Schedule (Estimated)	Budget Implications
Plans				
 1C.1 Flower Baskets: 80 flower baskets to be hung and regularly maintained from end of May-Sept. Seek partnerships/sponsorships for expanding program. PBIA Role: Review 2020 results and provide input to staff about contract needs for 2021 program Deliverable/Outcome: Flower baskets that contribute to an attractive and welcoming downtown environment 	.5 hours	.5 hours	Q2-3	\$23,400 total (\$5,400 for product and \$18,000 for maintenance)
 1C.2 Public Art Investment: (i.e. Art in Windows, benches, murals, plinth purchase etc) PBIA Role: Discuss what type of art or themes they would like to see showcased in vacant windows (staff works w/property owners) Deliverable: Art/photos in vacant storefronts 	.5 hours	1-2 hours	Q2- start discussion Coordinate with the Wayfinding Plan	\$2,500

1D. Marketing

Unless otherwise noted, there is sufficient staff time/resource available in 2020 to accomplish or advance these items.

Estimated Percent of Overall Committee Effort: 7%

Title Description	Committee Commitment	Staff Commitment Hours reflect working with the committee, not total project staff time.	Schedule (Estimated)	Budget Implications
Plans				
 1D.1 Sponsoring Events that benefit and draw visitors into downtown (e.g., Pride, Girls Night Out, Trick or Treat, etc.) PBIA Role: Develop application process for sponsorship requests. Choose which events to sponsor and amount Deliverable: Support for events hosted by other organizations 	2 hours	2 hours	Discussion March 2020	\$7,000
 1D.2 Holiday Lighting & Twinklefest illuminating dark streets during the winter holiday retail season. PBIA Role: Participate in the identification of placement opportunities of lights. Deliverable: Festive lighting displays 	.5 hours	2 hours	Q2-4	\$14,000

 1D.3 Provide a welcome packet to new downtown residents PBIA Role: Review results of pilot to Annie's Artist Flats, refine and plan for remaining openings Deliverable: A packet of information to welcome residents to downtown. 	.5 hours On-going	.5 hours	Q2	None (may use leftover budget or parking tokens)
Continuation of #WhylGoDowntown				
PBIA Role:				
Deliverable:				
Illuminate underneath 4 th Ave Bridge				
PBIA Role:				
Deliverable:				

1E. Parking

Unless otherwise noted, there is sufficient staff time/resource available in 2020 to accomplish or advance these items.

Estimated Percent of Overall Committee Effort: 3%

Title Description	Committee Commitment	Staff Commitment Hours reflect working with the committee, not total project staff time.	Schedule (Estimated)	Budget Implications
1E.1 Educate downtown businesses about the City parking strategy – how it aims to make parking more convenient for customers and where employees can and should park	1-2 hours at committeeAdditional time for outreach can be folded into Communications efforts outlined in 1A	1-2 hours at committee+ develop materials	Q2-4	N/A – materials to be supplied by CPD

PBIA Role: Advise staff on development of communication materials and member outreach to businesses		
Deliverable: Materials and messages		

SECTION 2: Administrative Duties

Unless otherwise noted, there is sufficient staff time/resource available in 2020 to accomplish or advance these items.

Estimated Percent of Overall Committee Effort: 22%

	Title Description	Committee Commitment	Staff Commitment Hours reflect working with the committee, not total project staff time.	Schedule (Estimated)	Budget Implications
Plan	S				
2.1	Provide input re: potential update to PBIA Ordinance	2 hours	2 hours	Q3	Included in CP&D base budget
	PBIA Role: Provide input to City Council re: the scope of necessary changes, and potentially make more specific recommendations if requested by Council				
	Deliverable: Input to staff & Council				
2.2	Review & update PBIA Bylaws PBIA Role: Scope, consider and adopt potential changes to PBIA bylaws	2 hours	2 hours	Q3	Included in base CP&D budget
	Deliverable: Updated bylaws				
2.3	Recommendation on PBIA's 2021 budget PBIA Role: Develop a recommended 2020 budget to implement PBIA's roles and goals	2 hours	2 hours	Q4	Recommendation process included in CP&D base budget. Shapes the 2020 PBIA budget
	Deliverable: Recommended budget				

2.4	Joint meeting with the Olympia Downtown Association (ODA)	2-4 hours	2-4 hours	Q3	N/A
	PBIA Role: Help set the agenda and	May be part of D.1			
	participate				
	Deliverable: Two meetings with ODA				

SECTION 3. Input to Staff

As programs are implemented and administrative procedures developed, staff often consults with committees for their input and perspective. Input from committee members is considered by staff in implementing the program or policy.

Unless otherwise noted, there is sufficient professional and administrative staff time to accomplish the Section #2 staff commitments in 2020.

Estimated Percent of Overall Committee Effort: 7%

Title	Committee Commitment	Staff Commitment	Schedule	Budget Implications
Description		Hours reflect working	(Estimated)	
		with the committee, not		
		total project staff time.		
Opportunities are	1 hour of board discussion	1 hour	TBD	N/A
unknown at this time, but	and/or 1-2 members			
may include participation	participate in a stakeholder			
in:	group			
 Wayfinding Plan 				
 Potential shared 				
parking program				
stakeholder group				
 Ambassador & 				
Clean Team				
Program				
 Downtown Design 				
Guidelines				
 Eco-District 				
 Artswalk 				

SECTION 4. 2020 Informational Briefings (about issues of importance to downtown)

	Title Description	Committee Commitment	Staff Commitment Hours reflect working with the committee, not total project staff time.	Schedule (Estimated)	Budget Implications
4.1	 Ambassador & Clean Team Program Update PBIA Role: Hear the information. Provide any insights. Deliverable/Outcome: PBIA is updated and can communicate it to 	1 hour for 4 quarterly updates	1 hour for 4 quarterly updates	Quarterly	N/A
4.2	Economic Development Update	1 hour for 2 semi- annual updates	1 hour for 2 semi-annual updates	Semi-annually	N/A
	 PBIA Role: Hear the information. Provide any insights. Deliverable/Outcome: PBIA is updated and can communicate it to members. 				
4.3	 ODA Marketing Update PBIA Role: Hear the information. Provide any insights. Deliverable/Outcome: PBIA is updated and can communicate it to members. 	1 hours for 3 updates	1 hour for 3 updates	3x/Year	N/A
4.4	 Downtown Strategy Update PBIA Role: Hear the information. Provide any insights. Deliverable/Outcome: PBIA is updated and can communicate it to members. 	1 hour for semiannual update	1 hour for semiannual update	Semiannual	N/A

hour for quarterly updates	Quarterly	N/A
hour for quarterly updates	Quarterly	N/A
hour for quarterly updates	Quarterly	N/A
5 hours	Q1	N/A
5 hours	Q2 or Q3	N/A
5 hours	Q3	N/A
5	hours	hours Q2 or Q3

	Deliverable/Outcome : PBIA understands the issue and can communicate it to members				
4.10	Transportation Master Plan: A briefing from Public Works Transportation	.5 hours	.5 hours	Q2	N/A
	PBIA Role: Hear the information. Provide any insights.				
	Deliverable/Outcome : PBIA understands the issue and can communicate it to members				
4.11	Wayfinding Plan Update	.5 hours	.5 hours	TBD	N/A
	PBIA Role: Hear the information. Provide any insights.				
	Deliverable/Outcome : PBIA understands the issue and can communicate it to members				
4.12	Sea Level Rise Plan Update	.5 hours	.5 hours	TBD	N/A
	PBIA Role: Hear the information. Provide any insights.				
	Deliverable/Outcome : PBIA understands the issue and can communicate it to members				
4.13	Visitor & Convention Bureau Update	.5 hours	.5 hours	TBD	N/A
	PBIA Role: Hear the information. Provide any insights.				
	Deliverable/Outcome : PBIA understands the issue and can communicate it to members				
4.14	Code Enforcement Officer	.5 hours	.5 hours	TBD	N/A
	PBIA Role: Hear the information.				

	Provide any insights				
	Deliverable/Outcome : PBIA understands the issue and can communicate it to members				
4.15	Homefund	.5 hours	.5 hours	TBD	N/A
	PBIA Role: Hear the information. Provide any insights				
	Deliverable/Outcome : PBIA understands the issue and can communicate it to members				
4.16	Downtown Design Guidelines	.5 hours	.5 hours	TBD	N/A
	PBIA Role: Hear the information. Provide any insights				
	Deliverable/Outcome : PBIA understands the issue and can communicate it to members				
4.17	Neighborhood Center	.5 hours	.5 hours	TBD	N/A
	PBIA Role: Hear the information. Provide any insights				
	Deliverable/Outcome : PBIA understands the issue and can communicate it to members				
4.18	Eco-District	.5 hours	.5 hours	TBD	N/A
	PBIA Role: Hear the information. Provide any insights				
	Deliverable/Outcome : PBIA understands the issue and can communicate it to members				
4.19	Short-term Rentals PBIA Role: Hear the information. Provide any insights	.5 hours	.5 hours	TBD	N/A

Deliverable/Outcome : PBIA understands the issue and can communicate it to members				
4.20 Sign Code Update	.5 hours	.5 hours	TBD	N/A
PBIA Role: Hear the information. Provide any insights				
Deliverable/Outcome : PBIA understands the issue and can communicate it to members				
4.21 Shoreline Master Plan	.5 hours	.5 hours	TBD	N/A
PBIA Role: Hear the information. Provide any insights				
Deliverable/Outcome : PBIA understands the issue and can communicate it to members				
4.21 Waste water	.5 hours	.5 hours	TBD	N/A
PBIA Role: Hear the information. Provide any insights				
Deliverable/Outcome : PBIA understands the issue and can communicate it to members				
4.22 EDDS	.5 hours	.5 hours	TBD	N/A
PBIA Role: Hear the information. Provide any insights				
Deliverable/Outcome : PBIA understands the issue and can communicate it to members				
4.23 ARTSWALK	.5 hours	.5 hours	TBD	N/A
PBIA Role: Hear the information. Provide any insights				
Deliverable/Outcome: PBIA				

	understands the issue and can communicate it to members				
4.24	Isthmus Park	.5 hours	.5 hours	TBD	N/A
	PBIA Role: Hear the information. Provide any insights				
	Deliverable/Outcome : PBIA understands the issue and can communicate it to members				
4.25	Courthouse Project	.5 hours	.5 hours	TBD	N/A
	PBIA Role: Hear the information. Provide any insights				
	Deliverable/Outcome : PBIA understands the issue and can communicate it to members				
4.26	Downtown Pet Parks	.5 hours	.5 hours	TBD	N/A
	PBIA Role: Hear the information. Provide any insights				
	Deliverable/Outcome : PBIA understands the issue and can communicate it to members				

PBIA - 2020 Budget Adopted Nov 12, 2019				
Category	Bin	Budgeted	Actual	
Ambassadors & Clean Team	Clean & Safe	\$43,500	\$21,750	
Mural protection	Clean & Safe	\$1,500	\$0	
Extra alley flushings	Clean & Safe	\$1,200	\$0	
Flower baskets	Streetscape Beautification	\$5,400	\$0	
Flower basket watering	Streetscape Beautification	\$18,000	\$528	
Art/photos in windows	Streetscape Beautification	\$2,500	\$0	
Holiday lighting & Twinklefest	Marketing	\$14,000	\$459	
Event sponsorships	Marketing	\$7,000	\$750	
Administration	Administration	\$2,000	\$27	
Contingency	Contingency	\$4,900	\$0	
	TOTAL BUDGET	\$100,000	\$23,514	



Round Table Discussion

Agenda Date: 7/1/2020 Agenda Item Number: File Number:20-0529

Type: discussion Version: 1 Status: In Committee

Title

Round Table Discussion

Report

Issue: Board discussion of downtown issues

Staff Contact:

Max DeJarnatt, Senior Program Specialist, Community Planning & Development, 360.570.3723

Presenter(s):

N/A

Background and Analysis:

Discussion about downtown issues and what we are hearing from ratepayers; leading to identification of:

- Quarterly short survey questions
- Issues that might be addressed by existing programs
- Key messages to be reported to City Council
- Advice to staff about key messages to convey to downtown businesses
- Ideas for potential future PBIA budget items

Neighborhood/Community Interests (if known):

Discussion is to identify neighborhood issues

Options:

N/A

Financial Impact: N/A

Attachments:

N/A