

2020 City-led Actions to Implement Olympia's One Community Plan

Status as of June 28, 2020

FOCUS AREA #1: Streamline and enhance rapid-response and wrap-around services				
STRATEGY				
1.1 - Coordinate with peer jurisdictions to implement Thurston County's Homeless Crisis Response Plan.				
ACTION	Lead/Partners	Timeline/Status*	Cost	
A	<p>Join an Interlocal Agreement to formalize a Regional Housing Council (RHC) that includes elected officials from the County, Lacey, Tumwater, Olympia and possibly others. The primary purpose of the RHC is to leverage resources and partnerships through policies and projects that promote equitable access to safe and affordable housing. The RHC will consider issues specifically related to funding a regional response to homelessness and affordable housing and how to better coordinate existing funding programs.</p>	<p>County Cities of Olympia, Lacey, Tumwater</p>	<p>2020 & Ongoing</p> <p><i>RHC finalizing interlocal agreement</i></p>	Included in Base Budget
B	<p>City staff support and coordinate with various work groups and efforts convened by the County and Thurston Thrives to implement the Homeless Crisis Response Plan, including:</p> <ul style="list-style-type: none"> • Funders Workgroup to maximize available funds and identify new funding sources for outreach, prevention, diversion, shelter and mitigation, and supported or affordable housing • Housing Action Team (HAT) to develop strategies and recommendations to expand access to affordable housing, especially for the homeless and severely cost burdened • Homeless Housing Hub (HHH) to communicate, coordinate and share best practices • Greater Regional Outreach Workers League (GROWL) to discuss best practices and coordinate efforts • City/County Coordination meetings: weekly coordinating meetings of City of Olympia and Thurston County homeless response and affordable housing staff • Support for an Annual Summit and other engagement to provide trainings, educational opportunities for the community about housing and homelessness issues 	<p>County Various</p>	<p>2020 & Ongoing</p>	Included in Base Budget
C	<p><i>Many of the actions that follow directly implement strategies and objectives of the Thurston County Homeless Crisis Response Plan</i></p>			

2020 City-led Actions to Implement Olympia's One Community Plan

Status as of June 28, 2020

STRATEGY				
1.2 - Simplify and increase use of the coordinated entry system to improve our ability to track, identify solutions and ensure successful outcomes.				
ACTION		Lead/Partners	Timeline/ Status	Cost
A	<p>Require City-contracted providers to use Coordinated Entry (CE)</p> <p>Require City-contracted providers to report shelter and other service outcomes in Homeless Management Information System (HMIS)</p>	Housing Program	2021 & Ongoing <i>Mitigation site now reporting in CE; Plum St Village not reporting in CE</i>	Included in current and future contracts.
STRATEGY				
1.3 - Expand temporary shelter or other supported site capacity to transition people out of encampments.				
ACTION		Lead/Partners	Timeline/ Status	Cost
A	<p>Expand shelter or other supported site capacity through funding, land acquisition, planning and/or project management. This could be new or expanded shelter or a second mitigation site in conjunction with regional partners; looking for creative ideas and partners.</p> <p><i>COVID response shelter at 2828 Martin Way contracted through Fall</i></p> <p><i>New shelter grant opportunity from Commerce just opened and is due July 17. The County, Lacey, Olympia & Tumwater are considering coordinating a joint application. Grant would help fund set up and operations for 3 years, for approximately 23 beds.</i></p>	Housing Program, Executive Office; various providers	2020 <i>See left</i>	City paying \$20,000 for COVID response shelter at 2828 Martin Way \$12,000 for emergency COVID outreach workers \$8,000 for Build-a-Bus temporary hygiene trailer
B	<p>Implement new management structure at Downtown Mitigation Site: include more wrap-around services and engagement; improve data collection and reporting; assign a Familiar Faces peer navigator to the site; seek housing case management funding through Medicaid Foundational Community Supports program.</p>	CPD, Catholic Community Services (CCS); various providers	2020 <i>CCS started April 1</i>	\$550,000 annual contract

2020 City-led Actions to Implement Olympia's One Community Plan

Status as of June 28, 2020

C	<p>Continue Plum Street Village (PSV): Improve data collection and reporting; reduce contract costs.</p> <p>(2nd case manager works at PSV and also supports faith community sites.)</p>	Housing Program, Low Income Housing Institute; various providers	2020 <i>Reduced cost in 2020; working with LIHI to improve data</i>	\$480,000 annual contract + about \$65k for second case manager
D	<p>Continue funding for and seek additional faith community partners to host temporary emergency housing, shelter or other homeless related services like safe parking</p>	Housing Program	2020	(\$100,000 set aside includes D1 and D2)
D 1	<p>Continue financial support for Hope Village at Westminster Presbyterian (faith community site): Provide hygiene and case worker support to residents of 8 tiny houses</p>	Westminster Housing Program	2020 <i>Underway</i>	\$30,000
D 2	<p>Provide financial support for New Hope Community at First Christian Church (faith community site): Provide funds for set up and hygiene services to support residents of 6 tiny shelter structures</p>	First Christian Housing Program	2020 <i>Underway</i>	\$60,000
E	<p>Continue financial support for Community Youth Services shelter so they can be open 24/7 providing a safe place for youth during the day</p>	Housing Program	2020 and 2021 <i>Underway</i>	\$219,000 annual contract + \$60,000 contract for additional outside monitoring
F	<p>Provide financial support for Interfaith Works shelter maintenance to ensure that ongoing plumbing, sewer and other health and safety matters can be addressed to keep the shelter operational</p>	Housing Program	2020 <i>Provided funds</i>	\$80,000
G	<p>Lobby the State Legislature for more resources to address homelessness, including support for use of state property for people experiencing homelessness</p> <p><i>The 2020 Legislature and Governor's budget added \$160 million more to the current two-year operating budget to fund additional shelter beds and expand access to affordable housing. At the same time, a number of homelessness and housing policy measures passed the Legislature. These include: new tenant protections, including a requirement that landlords accept installment payments for move-in costs and allow a grace period for late rent; a bill to authorize accessory dwelling units; a measure to allow counties to impose, by a vote of the county council, a sales and use tax increase to fund affordable housing.</i></p>	City of Olympia	2020 <i>See left</i>	Annual cost for lobbyist is \$36,000

2020 City-led Actions to Implement Olympia's One Community Plan

Status as of June 28, 2020

STRATEGY				
1.4 - Provide interim oversight and support for existing encampments.				
ACTION		Lead/Partners	Timeline/ Status	Cost
A	Review stewardship and support for the Nickerson Encampment: engage camp residents, outreach organizations who support the camp and neighbors to determine what is working/not working and consider adjustments; clarify for the public our approach to this encampment on City-owned property; ensure all camp residents are entered into Coordinated Entry and work to support development of housing plans for all residents	Housing Program, Parks, OPD, Fire Concerned Clergy, Just Housing	2020 <i>Delayed due to COVID response</i>	\$30,000
B	Work with Thurston County and service providers to provide garbage dumpsters at the Jungle and other known encampments; monitor Jungle site to ensure burn pits that have been filled are not re-established	Housing Program, Fire, County	2020 <i>Located dumpsters</i>	County funding dumpster at Jungle. City on track to spend \$80,000 for multiple dumpster locations
C	Continue Secure Storage sited at Union Gospel Mission, which provides a safe place for people to store their belongings. Add a third storage unit to support COVID response.	Housing Program Union Gospel Mission	2020 <i>3rd unit installed</i>	\$65,000
D	Work with Greater Regional Outreach Workers League (GROWL) to expand resources for outreach to monitor and actively build relationships with people in encampments to connect them to safer shelter options and other services	Housing Program, GROWL	2020 & Ongoing <i>Attending GROWL meetings and other coordinating activity</i>	Base Budget

2020 City-led Actions to Implement Olympia’s One Community Plan

Status as of June 28, 2020

STRATEGY				
1.5 - Follow a fair and orderly process for removing encampments.				
ACTION		Lead/Partners	Timeline/ Status	Cost
A	Make camp removal policies and procedures available to the public on the City’s website	Housing Program	2020 <i>Included in FAQ on website</i>	Included in Base Budget
B	Assess the City’s RV parking policy and procedures: expand the ability of outreach workers to engage with RV parkers; streamline enforcement policies and procedures and communicate these with the public.	Exec Office, Housing Program, OPD, Legal, Thurston County	2020 <i>Delayed due to COVID response</i>	Included in Base Budget
C	Provide Trauma Informed Care Training to all city staff involved in camp closures	Housing Program, OPD, PWD, Fire, Parks	2020 & Ongoing <i>Many staff have had the training; more training delayed due to COVID response</i>	\$5,000
STRATEGY				
1.6 - Increase access to substance abuse and mental illness treatment facilities and services locally.				
ACTION		Lead/Partners	Timeline/ Status	Cost
A	Lobby State legislature for more resources to address mental health and chemical dependency services <i>Several behavioral health bills passed the 2020 Legislature and Governor’s Budget, most notably a measure to allow counties to impose, by a vote of the county council, a sales and use tax increase to fund affordable housing (often used for permanent supportive housing – housing with wrap around services.) While Olympia already has this in place (the Home Fund) the measure will help other local communities address homelessness, which is on the whole good for Olympia. Another bill aims to increase access to medications for opioid use disorder; lack of access is commonly identified as a barrier to treatment.</i>	City of Olympia	2020 <i>See left</i>	See 1.3-G above

2020 City-led Actions to Implement Olympia's One Community Plan

Status as of June 28, 2020

B	City staff coordinate with multiple organizations to share information and provide a continuum of care (e.g., Thurston County Crisis Services Workgroup, Community Care Center Advisory Board, Law Enforcement and Medical Centers group, Vulnerability Index workgroup)	OPD, Housing Program	2020 & Ongoing	Included in base budget
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STRATEGY				
1.7 - Prioritize pathways to economic opportunity that help people find longer-term security.				
ACTION		Lead/Partners	Timeline/ Status	Cost
A	Ensure access to Medicaid Foundational Community Supports for Employment at City supported sites (i.e., chronically homeless who have Medicaid can receive job coaching, help finding and keeping a job)	Housing Program	2021 & Ongoing <i>Goal in 2021</i>	Included in base budget
B	<p>Issue an RFP to provide a workforce development, skill building and/or financial literacy program for low to moderate income individuals (direct \$50k of the Community Development Block Grant to this project.)</p> <p><i>Working with Asset Building Coalition on a program to teach local non-profits to incorporate workforce development services into programs for low to medium income households, including in self-employment, financial education, career building, and other skill building.</i></p>	Economic Development; Asset Building Coalition	2020 <i>See right; Contract underway; up and running in Q3</i>	\$50,000
C	Utilize Pacific Mountain Workforce Development GADGET program to hire five interns. GADGET provided employment readiness training and paid internships for youth and young adults impacted by the effects of opioid use (directly or indirectly) and homelessness.	HR, PW, Admin Services PacMt Workforce Development	2020 <i>Interns started just as the Stay-at-Home Order was issued – this year's program is done.</i>	Included in base budget (intern wages funded through WorkSource)

2020 City-led Actions to Implement Olympia's One Community Plan

Status as of June 28, 2020

STRATEGY				
1.8 – Identify and promote opportunities for organizations and individuals to contribute to priority homeless response needs or projects				
ACTION		Lead/Partners	Timeline/ Status	Cost
A	The City is actively seeking partners to host temporary emergency housing, develop supportive and affordable housing and run programs that help individuals' reduce barriers to housing and/or find longer-term security (see 1.3A, 1.3F, 1.7B, 2.1B, 2.1C and 2.1E)	Housing Program	2020 & <i>Ongoing</i>	See 1.3 F above

FOCUS AREA #2: Expand affordable housing options and homelessness prevention				
STRATEGIES <i>(actions that implement 2.1 and 2.2 are closely related so we've combined these sections)</i>				
2.1 - Build a continuum of housing to meet diverse needs and income levels.				
2.2 - Increase partnerships and diversify funding to support construction of new affordable housing.				
ACTION		Lead/Partners	Timeline/ Status	Cost
A	Complete Regional Housing Inventory and Olympia Housing Action Plan: Thru a grant from the WA Dept of Commerce, the Cities of Olympia, Lacey and Tumwater will contract with Thurston Regional Planning Council to conduct public outreach, data analysis and other tasks to complete a regional housing needs assessment. The assessment will result in a projection of housing needs by various income levels, an income forecast compared to housing affordability and a menu of actions to increase the regional supply and variety of housing accordingly. Olympia will form its housing action plan from this menu of strategies.	Housing Program TRPC, Lacey, Tumwater	2020-21 <i>Underway</i>	\$300,000 grant from WA Dept of Commerce
B	Issue a Request for Proposals for Boulevard Road Site: find a development partner to build affordable housing at the City-owned 10-acre site located at 3900 Boulevard Road.	Economic Development and Housing Program	2020 <i>Delayed due to COVID response; 4 applications received, selection pending</i>	None known – so far base budget



2020 City-led Actions to Implement Olympia’s One Community Plan

Status as of June 28, 2020

C	Issue a Request for Proposals for Fertile Grounds Site: find a development partner to build a single-room occupancy project aimed at residents with low income at the City’s 3-acre site located at 911 Adams St SE.	Economic Development and Housing Program	2020-21 <i>Start following Boulevard Rd RFP process</i>	None known – so far base budget
D	Continue implementation of 2828 Martin Way project: City purchased land and directed \$1.2m of the Home Fund to help build 60 new permanent supportive housing units and a new facility for the Interfaith Works shelter with close to 60 beds.	Low Income Housing Institute, Interfaith Works, Housing Program	2020-2021 <i>Project partners have secured construction funds, are going through land use approval process, and will break ground in 2021.</i>	\$1.35m land cost \$1.1m Home Fund Award leveraged \$18m total construction cost
E	Identify a 2nd Supportive Housing (Home Fund) project and partners: The City will direct Home Fund dollars to facilitate a second permanent supportive housing project this year and will coordinate with the Thurston County Pipeline to support future supportive housing construction to meet Home Fund’s goal of 300 supportive housing units in five years.	Housing Program	2020 & Ongoing <i>\$1m has been directed to Family Support Center</i>	\$1m for Family Support Center
F	Update boundary of the Multi-family Tax Exemption to incent affordable housing	Housing Program	2020 <i>Under discussion by Council Land Use Committee</i>	Included in Base Budget
G	Take additional action to remove impediments/disincentives to affordable housing, including: <ul style="list-style-type: none"> • Make special effort on accessory dwelling units (ADU’s) and single-room occupancy (micro-units) • Adopt pre-approved plans for ADU’s • Create greater flexibility in the permitting process for housing projects, within guideposts (e.g., examine lower thresholds for frontage improvements, street connection requirements, street classification standards, definitions of change of use and density, SEPA categorical exemptions, parking requirements and stormwater approaches) 	Community Planning and Public Works	2020-21 <i>Scoping underway</i>	Included in base budget

2020 City-led Actions to Implement Olympia’s One Community Plan

Status as of June 28, 2020

	<ul style="list-style-type: none"> • Increase information, guidance on permitting process, and the available incentives for housing • Pursue additional tools to support production of housing for low to moderate incomes 			
I	Broaden scope of Home Fund Advisory Board to advise City Council on all housing related activities	Housing Program	2020 <i>Underway</i>	Included in base budget
J	Lobby the State Legislature for more affordable housing resources, including support for legislation that increases statewide housing supply	City of Olympia	2020 <i>See 1.3-G above</i>	See 1.3-G above
K	Update Comprehensive Plan Housing Element and synchronize into a new chapter. Following the housing needs assessment and housing action plan (action A), review Olympia’s Comprehensive Plan housing element for potential updates. Refer also to Olympia’s One Community: Healthy, Safe & Housed Plan.	Community Planning	2021-2022 <i>Scoping is part of Housing Action Plan work, underway</i>	Included in base budget
L	On an annual basis, award Home Fund dollars to help build permanent supportive housing: The City’s target is to build 300 new units of supported and affordable housing within the next 5 years (2020-24).	Housing Program	<i>Ongoing</i>	TBD based on annual Home Fund revenue
M	On an annual basis, use Community Development Block Grant and Home Funds to purchase property for homeless and affordable housing projects in order to continually increase the countywide affordable housing pipeline	Housing Program	<i>Ongoing</i>	TBD
STRATEGY				
2.3 - Implement policies that help people locate housing and remain housed.				
ACTION		Lead/Partners	Timeline/ Status	Cost
A	Convene public process and recommend policy changes to make accessing and maintaining rental housing easier (e.g., landlord registration or first and deposit paid over three months)	Housing Program Land Use Committee	2020-2021 <i>Further process delayed by COVID restrictions – pick up in Fall</i>	Included in base budget

2020 City-led Actions to Implement Olympia’s One Community Plan

Status as of June 28, 2020

B	Explore relocation assistance for tenants at risk of losing housing	General Gov Committee	2020 <i>On General Government workplan</i>	Included in base budget
C	Lobby the State Legislature for more resources to address homelessness and affordable housing, including asking for leadership and support for renter/tenant protections	City of Olympia	2020 <i>See 1.3-G above</i>	See 1.3-G above
STRATEGY				
2.4 - Increase education, training and resources that help people avoid or recover from homelessness.				
ACTION		Lead/Partners	Timeline	Cost
A	Explore tenant/landlord conflict resolution that will reduce conflict and improve housing security through partnerships with providers including the Housing Advisory Team’s Rental Housing Work Group	Housing Program	2021 and Ongoing	Included in base budget
STRATEGY				
2.5 - Develop an economic development strategy that addresses all income levels.				
ACTION		Lead/Partners	Timeline/ Status	Cost
A	Develop an Economic Development Strategy that addresses all income levels; examine data	Economic Development	2020-21 <i>Delayed due to COVID response</i>	Potential contract cost unknown
B	Update the Economic Development Chapter of the Comprehensive Plan	Economic Development & Planning	2022-23	Included in base budget

2020 City-led Actions to Implement Olympia's One Community Plan

Status as of June 28, 2020

FOCUS AREA #3: Increase public health and safety



STRATEGY

3.1 - Increase trauma-informed outreach workers.

ACTION		Lead/Partners	Timeline/ Status	Cost
A	Apply for Washington Association of Sheriffs and Police Chiefs (WASPC) Law Enforcement Assisted Diversion (LEAD) grant: if received would provide \$804k in funding for 4 new peer navigators, a mental health professional and program manager for 15 months.	OPD Catholic Community Services WASPC	2020 <i>Grant was received! Program expansion underway</i>	\$804,000 grant awarded
B	Continue Familiar Faces (FF) Peer Navigator Program	OPD Catholic Community Services	<i>Ongoing</i>	CRU and FF program combined costs = \$1,026,483 + \$804k grant in 3.1-A
C	Continue Crisis Response Unit (CRU)	OPD	<i>Ongoing</i>	CRU and FF program combined costs = \$1,026,483 + new grant in 3.1A
D	Continue Downtown Ambassadors	Economic Development	<i>Ongoing- walkabouts to resume in July</i>	\$175,000
E	Continue Park Ranger Program	Parks	<i>Ongoing</i>	Portion of staff time devoted to homeless outreach = \$86,500 (1/3 time)

2020 City-led Actions to Implement Olympia's One Community Plan

Status as of June 28, 2020

F	Continually provide trauma informed care training to City staff that engage with vulnerable populations. Provide training to all Olympia police officers in 2021.	Various departments	Ongoing <i>Further training delayed due to COVID restrictions</i>	Unknown
G	Continue to look for resources and opportunities to expand programs such as Crisis Response Unit, Familiar Faces and Walking Patrol in the downtown	Olympia Police Department	Ongoing	Included in base budget
I	City staff coordinate with multiple organizations to share information and provide a continuum of care (e.g., Thurston County Crisis Services Workgroup, Community Care Center Advisory Board, Law Enforcement and Medical Centers group, Vulnerability Index workgroup)	Olympia Police Department, Housing Program	2020 & Ongoing	Included in base budget

STRATEGY

3.2 - Enforce laws that are designed to protect our community and all community members.

ACTION		Lead/Partners	Timeline/ Status	Cost
A	Continue Downtown Walking Patrol ; adjust hours based on call data starting in January 2020	Olympia Police Department	Ongoing	\$1,080,648
B	Continue Neighborhood Officers ; if WASPC grant received (#3.1-A) one peer navigator would be assigned to work with the neighborhood officers	Olympia Police Department	Ongoing	\$579,632
C	Place more emphasis on enforcing low level crime while also continuing to address higher level crimes	Olympia Police Department	2020 and Ongoing	Included in base budget

2020 City-led Actions to Implement Olympia's One Community Plan

Status as of June 28, 2020

STRATEGY					
3.3 - Expand therapeutic court system to help rehabilitate low-level offenders while holding them accountable.					
ACTION		Lead/Partners	Timeline/ Status	Cost	
A	Develop a Homeless Court Branch of Community Court	Court Services; Prosecutor's Office, Police Department; service providers	2020 <i>Delayed due to COVID response</i>	Unknown	
B	Explore a change to City policy to give officers the authority to direct file citations for community/homeless court eligible cases	Prosecutor's Office Police Department	2020-2021 <i>Consider alongside or following expansion of homeless court</i>	Included in base budget	
C	Increase consultation and collaboration between Police Department and Community Court	Police; Court Services	2020 and Ongoing	Included in base budget	

STRATEGY					
3.4 - Prevent and remove new encampments before they establish.					
ACTION		Lead/Partners	Timeline/ Status	Cost	
A	Monitor and prevent camps from establishing on city owned property.	Park Rangers, CPD Rapid Response, Police Dept	Ongoing	Included in base budget	
B	Provide technical assistance to private property owners with encampment activity on their property.	CPD Code Enforcement OPD Neighborhood Officers	Ongoing	Included in base budget	

2020 City-led Actions to Implement Olympia's One Community Plan

Status as of June 28, 2020

STRATEGY				
3.5 - Provide support to businesses and property owners to help address the impacts of adverse behaviors.				
ACTION		Lead/Partners	Timeline/ Status	Cost
A	Increase visibility of Downtown Walking Patrol in the downtown core: increase number of business check-ins	Police Walking Patrol	2020 and Ongoing	Included in base budget
B	Provide de-escalation training to businesses, best practices for limiting adverse behaviors, and who to call for help	Downtown Ambassadors	Ongoing <i>On hold due to COVID response</i>	Included in base budget
C	Provide coaching and advice to downtown business and property owners about physical changes they can make in keeping with Crime Prevention thru Environmental Design (CPTED) principles.	Downtown Ambassadors	Ongoing <i>On hold due to COVID response</i>	Included in base budget
D	Continue lighting safety program: fund lighting upgrades to increase sense of safety and deter negative behaviors within downtown. <i>The City's CDBG program has completed a nighttime lighting audit with the Olympia Downtown Alliance. The program has funded several downtown safety lighting projects intended to make downtown brighter & more welcoming for all. These projects are the 3rd phase of a multi-year effort to invest CDBG downtown to support businesses, property owners and residents to feel safer. Notable projects include the Harlequin Theater; the Rex Building (Jamie Lee & Company, Wicked Pies) and the Capital Theater Building (Painted Plate & Rumors Wine Bar). In 2020-2021, the safety program will continue as an Economic Development project directed at additional lighting and other CPTED upgrades to increase safety and sense of safety in downtown at night.</i>	Economic Development Housing Program; Olympia Downtown Alliance	2020 and Ongoing <i>See left - underway</i>	\$60,000 in Economic Development budget, plus some CDBG
E	Update Downtown Design Guidelines to include CPTED requirements for new construction or significant rehabs.	Planning	2020 <i>New guidelines were adopted in May</i>	Included in base budget
F	Work with the faith community to support feeding programs while reducing the impacts.	City of Olympia, faith partners	2021-22	Unknown

2020 City-led Actions to Implement Olympia’s One Community Plan

Status as of June 28, 2020

STRATEGY				
3.6 - Establish an inclusive, common set of agreed upon standards for respecting one another downtown.				
ACTION		Lead/Partners	Timeline/ Status	Cost
A	Facilitate a stakeholder process to identify an inclusive, common set of agreed upon standards for respecting one another downtown. Scope the process and possible partners in 2020.	CPD	Unknown <i>Delayed due to COVID response</i>	Unknown
B	Find creative ways to promote the standards and feature artistic renditions throughout downtown	TBD	Unknown	Unknown
STRATEGY				
3.7 - Provide ongoing opportunities for community engagement and education related to homelessness.				
Action		Lead/Partners	Timeline/Status	Cost
A	Develop homeless/housing communication strategy for ongoing messaging to public about City’s goals, actions and outcomes	Communications Dept., Housing Program, Olympia Police Department	2020 <i>Completed – work is ongoing</i>	Included in base budget
B	Participate with Thurston County in planning and implementation of an Annual Summit and other engagement opportunities for the regional community about housing and homelessness issues, including trainings and educational opportunities	Housing Program	2020 <i>On hold due to COVID restrictions</i>	Unknown