

RESOLUTION NO. 16-002

A RESOLUTION APPROVING A PROJECT SCOPE BETWEEN PLACEMAKERS AND THE LAS CRUCES TAX INCREMENT DEVELOPMENT DISTRICT (TIDD) FOR DEVELOPMENT OF A DOWNTOWN MASTER PLAN. THE TOTAL CONTRACT AMOUNT IS NOT TO EXCEED \$247,749.00, INCLUDING GROSS RECEIPTS TAX. THE RESOLUTION AUTHORIZES THE CITY MANAGER TO SIGN THE CONTRACT ON THE TIDD'S BEHALF.

The TIDD Board is informed that:

WHEREAS, the Tax Increment Development District (TIDD) was created in 2008;
and

WHEREAS, the purpose of the TIDD is to generate revenues within a specific area and to only use those revenues within that area for public improvements; and

WHEREAS, at the meeting on October 26, 2015, the TIDD Board approved a list of prioritized projects, including an update to the downtown revitalization plan and conducting market research analyses; and

WHEREAS, the TIDD Board has the authority to enter into contracts for services within the TIDD.

NOW, THEREFORE, Be it resolved by the governing body of the City of Las Cruces Tax Increment Development District:

(I)

THAT the scope of work for a downtown master plan between PlaceMakers and the Las Cruces TIDD, as shown in Exhibit "A", attached hereto and made part of this Resolution, is hereby approved.

(II)

THAT the City Manager is hereby authorized to sign the contract, based on the approved scope of work, on the TIDD's behalf.

(III)

THAT City staff is hereby authorized to do all deeds necessary in the accomplishment of the herein above.

DONE AND APPROVED this _____ day of _____ 20____.

APPROVED:

TIDD Chair

ATTEST:

City Clerk

(SEAL)

Moved by: _____

Seconded by: _____

APPROVED AS TO FORM:

City Attorney

VOTE:

- Chair Miyagishima: _____
- Board Member Gandara: _____
- Board Member Smith: _____
- Board Member Pedroza: _____
- Board Member Eakman: _____
- Board Member Sorg: _____
- Board Member Levatino: _____

PROJECT SCOPE

TITLE: City of Las Cruces Downtown Master Plan.

GENERAL DESCRIPTION:

PLACEMAKERS, LLC, a planning and communications consulting firm, (the "Consultant") shall provide to the CITY OF LAS CRUCES, NEW MEXICO, City within the State of New Mexico, (the "City") a Charrette process that engages the residents and businesses of the area as well as City staff, elected officials, potential employers, and potential builders.

The consultant shall provide a 4-day public charrette on February 16-19, 2016 (or mutually agreed on dates) with facilitated community dialogue to establish a collective local vision to shape the downtown master plan, with content that will include an executive summary, history, demographics, identity development, Mesquite and Alameda collaboration, economic development, arts and culture overview, public places, housing, transportation and parking, regulatory initiatives, implementation, as well as appendices of a residential market study, retail market analysis, reference to previous planning documents, and a chronology of Las Cruces Downtown planning efforts.

This scope shall not exceed \$191,396 including expenses and taxes and shall be billed as percent complete per phase. The City may require planning services in additional to this contract, per mutually acceptable written agreement. Optional additional services are detailed in Section 6.0, for an additional \$56,353 and a total contract of \$247,749.

1.0 SERVICES REQUIRED:

1.1 Assessment Phase:

1.1.1 **Project Assessment and Organization:** Consultant will arrange telephone conference calls with the City to confirm Section 4.0 Project Schedule, and organize project team.

1.1.2 **Outreach:** The City will work with the Consultant to compile a stakeholder contact directory of that includes name, title, organization, and email addresses of key individuals to invite to the Charrette. An HTML email strategy will be developed to invite public involvement in preparation for Phase 2. Consultant will provide a branded interactive website to encourage community dialogue and track the process of the public engagement.

1.1.2.1 Create a project website that explains the Project in the City's voice, reflects a form approved by City staff for branding, and sets community expectations as those expectations relate to participation and anticipated outcomes. This website will utilize and customize an existing public-process communications platform called the iCharrette, and will be branded to the identity of the project, and updated and maintained during all phases of this contract.

1.1.3 **Base Data Research and Analysis:** Consultant will review the economic data available from local resources like the Mesilla Valley Economic Development Alliance, the current zoning and entitlements, review base mapping provided by the City, including ownership, infrastructure, easements, flood plains, and uses.

1.1.4 **Level 2 Retail Market Analysis:** This study is intended to allow the City to gain an understanding of the types and sizes of retail businesses that are likely to be supportable Downtown presently and during the next five years. During this analysis, Gibbs Planning Group will comb the site's region, visiting most relevant employment centers, shopping centers, retailers and residential clusters. The assessment will include evaluation of the stores' quality, service and merchandise to seek out potential voids or over-supply of a particular good or service. Gibbs Planning Group will also conduct pedestrian and drive time studies and prepare a gravitational model to estimate the site's primary and secondary trade areas. Gibbs Planning Group will then research and collect third party demographic data, household income, consumer expenditure potential by retail category, education levels, percentage of various employment types, age, projected growth, etc. This study will analyze 20 retail types including apparel, books, children's, department stores (discount and luxury), electronics, gifts, grocery, hardware, home furnishings, pharmacies, sporting goods and restaurants. The deliverable of this study shall be a 20-25 page written and illustrated summary of the relevant population and demographic characteristics of the trade area, including the socio-economic characteristics and buying patterns of the population. This report will include a letter of qualitative opinion as to whether or not retail development is supportable at the study site, sales forecasts and size estimates of the retailer categories most likely to be supportable for the next five years. As a part of this task, Gibbs Planning Group shall be available to participate in up to two conference calls with the City as mutually agreed. Gibbs Planning Group shall also be available for on-site meetings or presentations for an additional per diem basis as noted in Section 6.0 Optional Services. Note that this study is designed for general planning and leasing purposes and is not intended to secure financing. Further research will be required before implementing the proposed commercial development. The study, including summary text and appendices, will be provided in print-compatible Adobe Portable Document File (.pdf) format on or before February 5, 2016, provided contract is executed on or before January 4, 2016.

1.1.5 **Residential Study** will determine the optimum market position for new dwelling units to be constructed within Downtown Las Cruces, New Mexico. This analysis will establish the depth and breadth of the market for new rental and for-sale dwelling units within the downtown (target market potential), as well as provide the unit sizes and configurations

and rent and price points (optimum market position) that will attract the target draw area households.

1.1.5.1 Supply-Side Data on the Current Context: collect information (where available) on relevant rental communities, by property and information (where available) on relevant multi-family for-sale units.

1.1.5.2 Target Market Analysis to Draw Area Delineation of the draw areas for housing in the City of Las Cruces and the Downtown.

1.1.5.3 Determination of Market Potential: Determination of the depth and breadth of the potential market for new and existing housing units in the City of Las Cruces and in Downtown Las Cruces through target market analysis of households in the draw areas; including: 1) Current household classification by market group within the draw areas. 2) Identification of those households within the draw areas with the potential to move within/to the City of Las Cruces, and to Downtown. 3) Qualification and filtering of those households by relevant criteria including, among others, mobility and migration factors, income levels (financial capabilities), and housing propensities.

1.1.5.4 Determination of the Optimum Market Position of Downtown Las Cruces: Based on the findings of the target market analysis, the supply-side context, and the existing conditions, constraints and opportunities of the Downtown, the optimum market position for new housing in Downtown will be established and will include the following: 1) Tenure and unit types that match market propensities; 2) Unit sizes and configurations, based on target market preferences; 3) Market-entry base rents and prices from the consumer perspective, derived from target market financial capabilities; and 4) Annual market capture by value (price and rent) range, over five years (absorption forecasts). In addition, the study will also provide descriptions of target market buyers and renters.

1.1.5.5 Delivery of the Study. The study, including summary text and appendices, will be provided in print-compatible Adobe Portable Document File (.pdf) format on or before February 10, 2016, provided contract is executed on or before January 4, 2016.

1.1.4 Charrette Logistics: Consultant will draft an hourly Charrette schedule for City revision. The City will work jointly with the Consultant, and will provide:

1.1.4.1 Guidelines and feedback concerning development goals and objectives, meeting schedules, and identification of stakeholders;

1.1.4.2 Survey City mapping in digital format, including parcel lines within the planning area; edge of pavement on all thoroughfares, parking areas & sidewalks, include curb & gutter where it exists; topography, building footprints, where available; existing vegetation areas; existing utilities easements; existing drainages; existing public facilities, including all schools, governmental facilities, parks, transit stops, and public parking facilities;

1.1.4.3 Aerial photos of the planning area at the same scale as the survey, digital;

1.1.4.4 Recent studies of soil analysis, traffic studies, market studies, if existing;

1.1.4.5 Governing documents including copies of comprehensive plan and any recent updates, current ordinances, subdivision regulations, all ordinances and master plans that will govern the planning area;

1.1.4.6 Printing of mapping in 24" x 36" or 36" x 48" format in Phase 1, as well as printing services in Phase 2;

1.1.4.7 Charrette Venue 1) 1,500 square feet of studio space, 2) stakeholder meeting space to accommodate 30 people, and 3) public meeting space to accommodate 200 people; all with a/v, tables, and chairs;

1.1.4.8 Equipment access and use during the Charrette, including scanner, copier, post-script compatible printer, IT support, high-speed Internet access. Equipment shall provide color 11 x 17 output.

1.2 Charrette Phase

Consultant will conduct a Charrette in phases as presented in the Section 4.0 Project Schedule below. The consultant shall provide a 4-day charrette and draft the work products as described in section 2.0 Deliverables and consult with staff regarding edits and revisions.

1.2.1 Organization, Education, Engagement, Vision: Consultant will provide engagement and education components that help local stakeholders articulate their vision for the Downtown planning area. This inclusive process will focus on planning for social equity.

1.2.2 Concept Development, Preferred Plan Synthesis, and Plan Development: The Downtown Charrette will consider alternative concepts for Downtown based upon community input in preliminary stakeholder interviews and an interactive opening night workshop. These concepts shall include:

1.2.2.1. **Urban design** issues that shall be addressed in the charrette process include:

- a. Plaza, public parks, open spaces
- b. Internal network of blocks and street types
- c. Range of uses that include a diversity of housing scale and price, neighborhood retail and services, and employment.

1.2.2.2. **Residential diversity** will be investigated to assure diverse, attainable housing including the following:

- a. Apartment buildings
- b. Mixed use buildings with apartments above retail
- c. Row houses and town houses

1.2.2.3. **Entitlement strategy:**

Exploration of additional public input on the Downtown SmartCode to refine and/or speed its adoption and implementation.

1.2.2.4. **Communications:** As the community dialogue progress, the project website will be updated daily to reflect the residents' and businesses' direction and concerns.

1.2.3 Production and Presentation: The Consultant will produce an illustrative plan for Downtown along with an entitlement strategy based on the Alternative Concepts Development, Preferred Plan Synthesis, and Plan Development of the Charrette process. The Presentation of the illustrative plan will take place in a public meeting that will solicit critique and feedback.

1.3 Report and Recommendations:

The Las Cruces Downtown Master Plan describing process and public input will include options reviewed by the citizens and landowners, preferences, and input regarding a master plan for the Downtown planning area. Content that will include an executive summary, history, demographics, identity development, Mesquite and Alameda collaboration, economic development, arts and culture overview, public places, housing, transportation and parking, regulatory initiatives, implementation, as well as appendices of a residential market study, retail market analysis, reference to previous planning documents, and a chronology of Las Cruces Downtown planning efforts.

Implementation: The consultant shall make recommendations regarding the City's next steps including plan implementation and zoning actions. The final recommendations will be posted on the iCharrette website for ongoing community dialogue. The City shall have ownership of the site for one year, and at that time may elect to keep it active for a website hosting fee or harvest the information and release the URL.

Transportation: In addition to the master plan and internal street network, there is an opportunity to utilize this engagement process to coordinate with the City Transportation Department regarding the downtown streetscapes; discuss capacity management and future complete streets options; and determine options for Downtown to improve pedestrian and bicycle facilities and integration with the planning area. Schematic street sections internal to the planning area.

2.0 **DELIVERABLES:**

2.1 Assessment: During phase one of this contract, the Consultant will coordinate with the City Staff to perform Project Assessment and Organization, Outreach, Base Data Research and Analysis, Ordinance Review, Retail Analysis, and Residential Study.

2.2 Charrette

2.2.1 Coordination, Charrette Schedule, and Charrette Manual:

During phase one of this contract, the Consultant will coordinate with the City to structure and organize the charrette. In preparation for the Phase 2 Charrette, the Consultant and City Staff will prepare an internal Charrette Manual that summarizes the findings of the assessment from background documents and studies, provides logistical coordination for the charrette, as well as a detailed schedule of hourly charrette meetings and events.

2.2.2 Charrette: The Consultant will organize and facilitate a 4-day charrette in Las Cruces to provide a master plan and unit types for the Downtown planning area, review the effects of the existing zoning with the community, and get citizen and Staff input on master plan development. The City will provide charrette and studio venues and support services as outlined in Section 1.1.4.

2.3 Charrette Report and Recommendations: Charrette report describing process and public input will include urban design and master plan reviewed by the citizens and landowners, and an entitlement strategy.

3.0 OTHER CONSIDERATIONS:

- 3.1** All work shall be coordinated with staff from the following City departments: Community Development, Parks & Recreation, Public Works, Transportation, and Utilities. Other City departments or outside organizations may be included in the process as deemed necessary by Community Development staff.

- 3.2** City may elect to have the Consultant conduct additional meetings with Staff beyond this scope. If so, these may be billed on a cost plus expenses basis.

4.0 PROJECT SCHEDULE:

Analysis Phase:	6 weeks
Retail Analysis Delivered:	February 5, 2016
Residential Study Delivered:	February 10, 2016
Charrette Phase:	February 16-19, 2016
Recommendations Phase:	12 weeks

5.0 FEE SCHEDULE:

Phase	Fee	GRT 0.0831250	Total
1.1 Scheduling and Base Material	\$2,100	\$174.56	\$2,275
1.2 Data Update	\$5,400	\$449	\$5,849
1.3 Retail Market Analysis (Level 2)	\$22,500	\$1,870	\$24,370
1.4 Housing Study	\$18,750	\$1,559	\$20,309
1.5 Project Website	\$4,200	\$349	\$4,549
1.6 Charrette Ready Manual	\$1,800	\$150	\$1,950
Phase 1 Expenses	\$1,935	\$161	\$2,096
2.1 Visioning Charrette	\$56,719	\$4,715	\$61,433
Phase 2 Expenses	\$12,994	\$1,080	\$14,074
3.1 Master Plan Update Draft 1	\$40,800	\$3,392	\$44,192
3.2 Master Plan Update Draft 2	\$5,400	\$449	\$5,849
3.3 Final Presentation and Adoption	\$3,300	\$274	\$3,574
Phase 3 Expenses	\$809	\$67	\$877
Total Base Contract	\$176,707	\$14,689	\$191,396

6.0 OPTIONAL SERVICES:

Phase	Fee	GRT 0.0831250	Total
O.1 Upgrade to Level 3 Retail Market Analysis	\$12,500	\$1,039	\$13,539
O.2 Hotel/Hospitality Market Analysis	\$10,625	\$883	\$11,508
O.3 Bob Gibbs onsite 2 days of charrette	\$12,500	\$1,039	\$13,539
O.4 Upgrade to full Housing Study	\$12,563	\$1,044	\$13,607
Optional Services Expenses	\$3,840	\$319	\$4,160
Total Additional Services	\$52,028	\$4,325	\$56,353
Total Contract With Additional Services	\$228,735	\$19,014	\$247,749
Hourly Rate – additional services of PlaceMakers, LLC Principals	\$150		

The following optional additional services are in addition to the Section 5.0 Fee Schedule, and may be added to the scope. These two services are recommended in Phase 1, during January and February of 2016: O.1 Upgrade to Level 3 Retail Market Analysis and O.2 Hotel/Hospitality Market Analysis. This service is recommended during Phase 2, during February 16-19, 2016: O.3 Bob Gibbs onsite 2 days of charrette. This service is recommended during Phase 3, during February, March, and April of 2016: O.4 Upgrade to full Housing Study.

O.1 Upgrade to Level 3 Retail Market Analysis. This study is intended to allow the client to gain a detailed understanding of the types and sizes of retail businesses that are likely to be supportable in the study area presently and during the next five years. Gibbs Planning Group will comb the area's region, visiting most major employment centers, shopping centers, retailers and retail clusters. The assessment will include evaluation (for GPG use only) of the existing businesses' quality, service and merchandise to seek out potential voids or over-supply of a particular good or service.

Gibbs Planning Group will also conduct pedestrian and drive-time studies and prepare a gravitational model to estimate the city's primary and secondary trade areas. Gibbs Planning Group will then research and collect demographic data, household income, consumer expenditure potential by retail category, education levels, percentage of various employment types, age, projected growth, etc. This study will analyze 30 retail types including apparel, books, children's, department stores (discount and luxury), electronics, gifts, grocery, hardware, home furnishings, pharmacies, sporting goods, restaurants and specialty foods.

During this study, Gibbs Planning Group will contact retail industry insiders including tenant representatives, developers and commercial real estate professionals, to estimate new store deployment plans in the study area. Based on the above interviews, Gibbs Planning Group will list the names of potential retailers and restaurant tenants for the downtown area.

The final deliverable of this study shall be a 30-35 page written and illustrated summary of the relevant population and demographic characteristics of the trade area, including the socio-economic characteristics and buying patterns of the population. This report will include a written qualitative opinion as to whether or not retail development is supportable in the study area, sales forecasts and size estimates of the retailers (if any) most likely to be supportable. Gibbs Planning Group will also provide a list of potential regional and national retail and entertainment businesses that could be tenants in the city.

As a part of this task, Gibbs Planning Group shall be available to participate in up to two (2) conference calls and one (1) meeting at the client's location as mutually agreed. Gibbs Planning Group shall also be available for additional on-site meetings or presentations for an additional per diem basis as noted below.

Note that this study is designed for general planning and leasing purposes and is not intended to secure financing. Further research will be required before implementing the proposed commercial development.

O.2 Hotel/Hospitality Market Analysis. The hospitality analysis is designed to estimate the subject site's demand (if any) for additional hotel development for the next five years. The analysis is based on existing projected potential lodging expenditure capture, and detailed lodging market supply research, including occupancy rates, average daily rates, revenue per available room, rooms available and room type. Gibbs Planning Group's hotel gap analysis will estimate the area's potential occupancy rates, revenue capture and supportable rooms. The study will also list supportable hospitality market segments and the regional and national brand hotels that could potentially deploy new units in the city.

O.3 Bob Gibbs onsite 2 days of charrette. Bob Gibbs, President of Gibbs Planning Group, will join the charrette team onsite in Las Cruces for two days of charrette to coach local businesses, the development community, City staff, and politicians on the retail dynamics required for a successful downtown retail, hotel, and hospitality marketplace.

O.4 Upgrade to full Housing Study. In addition to the Section 1.1.5 Residential Study summary of findings provided as part of the base services in advance of the February charrette, ZimmermanVolk & Associates would additionally provide a site and area visit and client meeting by a ZimmermanVolk & Associates principal, and complete a more robust Housing Study and tabular data during the Phase 3 report-writing portion of the project.



City of Las Cruces®

PEOPLE HELPING PEOPLE

TIDD BOARD ACTION AND EXECUTIVE SUMMARY PACKET ROUTING SLIP

For Meeting of _____
(Ordinance First Reading Date)

For Meeting of January 11, 2016
(Adoption Date)

TITLE:

A RESOLUTION APPROVING A PROJECT SCOPE BETWEEN PLACEMAKERS AND THE LAS CRUCES TAX INCREMENT DEVELOPMENT DISTRICT (TIDD) FOR DEVELOPMENT OF A DOWNTOWN MASTER PLAN. THE TOTAL CONTRACT AMOUNT IS NOT TO EXCEED \$247,749.00, INCLUDING GROSS RECEIPTS TAX. THE RESOLUTION AUTHORIZES THE CITY MANAGER TO SIGN THE CONTRACT ON THE TIDD'S BEHALF.

Purchasing Manager's Request to Contract (PMRC) {Required?} Yes No

DEPARTMENT	SIGNATURE	PHONE NO.	DATE
Drafter/Staff Contact		528-3048	1/5/16
Department Director		528-3067	1-5-16
Other			
Assistant City Manager /CAO		541-2098	1/2/16
Management & Budget Manager		541-2106	1-7-16
Assistant City Manager/COO			1-7-16
City Attorney			
City Clerk			



City of Las Cruces[®]

PEOPLE HELPING PEOPLE

TIDD Board Action and Executive Summary

Item # 2

Ordinance/Resolution# 16-002

For Meeting of _____
(Ordinance First Reading Date)

For Meeting of January 11, 2016
(Adoption Date)

Please check box that applies to this item:

QUASI JUDICIAL LEGISLATIVE ADMINISTRATIVE

TITLE: A RESOLUTION APPROVING A PROJECT SCOPE BETWEEN PLACEMAKERS AND THE LAS CRUCES TAX INCREMENT DEVELOPMENT DISTRICT (TIDD) FOR DEVELOPMENT OF A DOWNTOWN MASTER PLAN. THE TOTAL CONTRACT AMOUNT IS NOT TO EXCEED \$247,749.00, INCLUDING GROSS RECEIPTS TAX. THE RESOLUTION AUTHORIZES THE CITY MANAGER TO SIGN THE CONTRACT ON THE TIDD'S BEHALF.

PURPOSE(S) OF ACTION:

Approve project scope for a Downtown Master Plan.

TIDD DISTRICT: 1		
<u>Drafter/Staff Contact:</u> Andy Hume	<u>Department/Section:</u> Community Development / Planning & Neighborhood Services	<u>Phone:</u> 528-3048
<u>City Manager Signature:</u>		

BACKGROUND / KEY ISSUES / CONTRIBUTING FACTORS:

The Tax Increment Development District (TIDD) was created in 2008. The purpose of the TIDD is to generate revenue for the downtown area and to use those revenues within that area for public improvement projects.

At the TIDD Board (Board) meeting held on October 26, 2015, the Board adopted TIDD Resolution 16-001. That Resolution prioritized four projects needed to facilitate continued planning and development within the TIDD. The purpose of this Resolution is to move forward with the development of a new downtown master plan. The TIDD Board is being requested to approve the downtown master plan project scope and authorize the City Manager to sign the contract on the TIDD's behalf.

The current downtown revitalization plan is nearly 12 years old. Many factors have changed since the plan was adopted in 2004, including a new economic environment. The new master plan will coordinate with the current Las Cruces Comprehensive Plan and economic development planning

efforts. It will also identify new projects and activities that will continue to energize the downtown renaissance. The planning effort will focus around a four-day charrette and emphasize crucial topics such as downtown identity, economic development, housing, and arts and culture.

In addition to the plan, there are two other key items that will result from this contract: retail and residential market research analyses. Completing these analyses will allow us to coordinate the City's economic development efforts with potential investor opportunities. The analyses will be conducted by national firms that will be recognized by financial institutions, retailers, and developers.

SUPPORT INFORMATION:

1. Resolution.
2. Exhibit "A", Project scope between PlaceMakers and Las Cruces TIDD.

SOURCE OF FUNDING:

Is this action already budgeted?	Yes	<input checked="" type="checkbox"/>	See fund summary below
	No	<input type="checkbox"/>	If No, then check one below:
	Budget Adjustment Attached	<input type="checkbox"/>	Expense reallocated from: _____.
		<input type="checkbox"/>	Proposed funding is from a new revenue source (i.e. grant; see details below)
		<input type="checkbox"/>	Proposed funding is from fund balance in the _____ Fund.
Does this action create any revenue? N/A	Yes	<input type="checkbox"/>	Funds will be deposited into this fund: _____ in the amount of \$ _____ for FY _____.
	No	<input type="checkbox"/>	There is no new revenue generated by this action.

BUDGET NARRATIVE

N/A

FUND EXPENDITURE SUMMARY:

Fund Name(s)	Account Number(s)	Expenditure Proposed	Available Budgeted Funds in Current FY	Remaining Funds	Purpose for Remaining Funds
TIDD – Purchased Services General	2815-28760010-722190	\$247,794.00	\$247,794.00	\$0	N/A

OPTIONS / ALTERNATIVES:

1. Vote "Yes"; this action will approve the project scope between PlaceMakers and the TIDD and authorize the City Manager to sign the contract on behalf of the TIDD.
2. Vote "No"; this action will deny the project scope between PlaceMakers and the TIDD. This will delay development of a new downtown master plan.
3. Vote to "Amend"; this action could modify the project scope between PlaceMakers and the TIDD. This could delay development of a new downtown master plan.
4. Vote to "Table"; this action would delay the project scope between PlaceMakers and the TIDD. This could delay development of a new downtown master plan.

REFERENCE INFORMATION:

1. N/A