



MEDWAY MASTER PLAN COMMITTEE MEETING

6/28/21

PRESENTATION BY

JENN GOLDSON, AICP,
AND BARRY FRADKIN, GISP
JM GOLDSON LLC

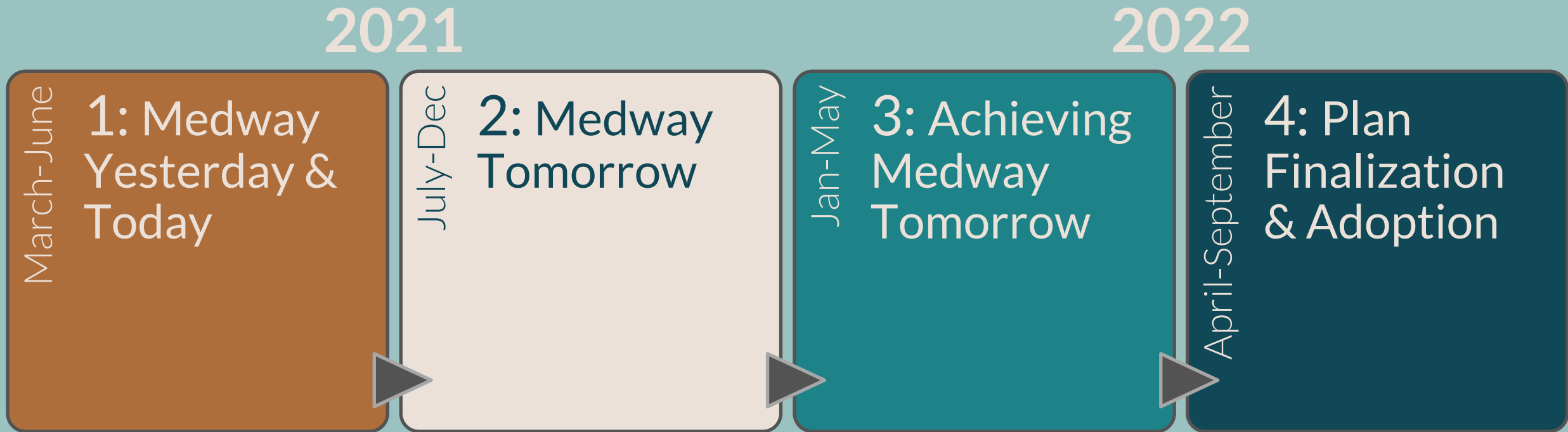
J M GOLDSON

PRESENTATION TOPICS

1. MPC Community Forum on May 24, 2021 – Summary of Findings
2. Phase I Draft Existing Conditions Report
3. Phase II Community Engagement Activities



THE PLANNING PROCESS





MPC COMMUNITY FORUM #1

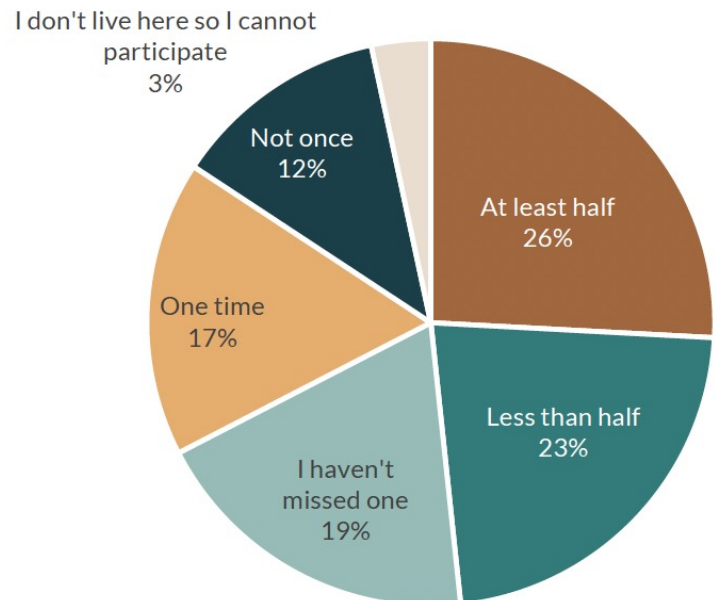
SUMMARY OF RESULTS

BARRY FRADKIN, GISP

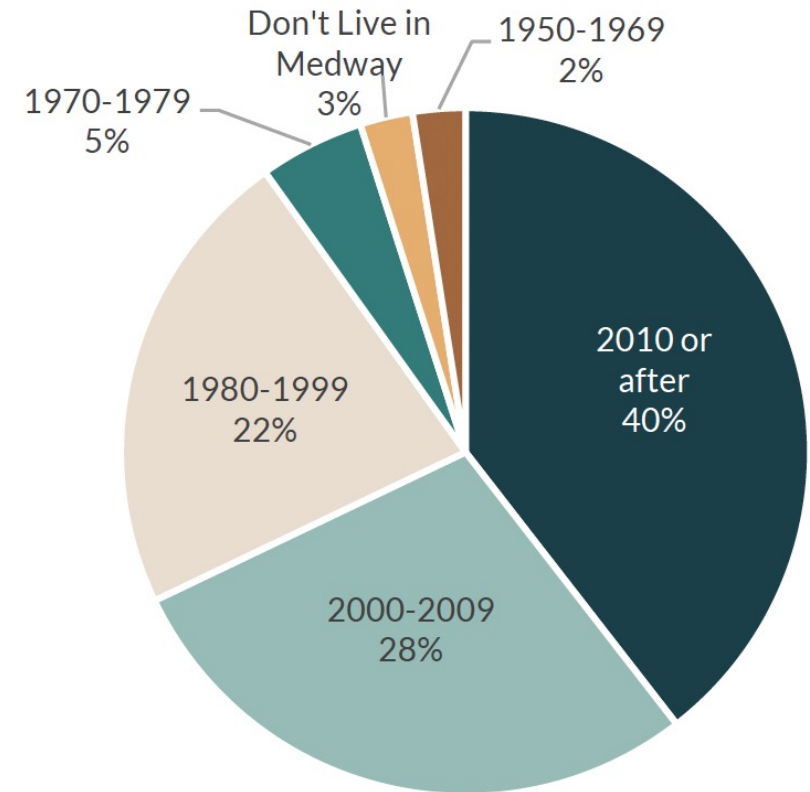
FORUM PARTICIPANT CHARACTERISTICS

93 participants in addition to panelists (MPC, Town staff, and consultants)

HOW OFTEN HAVE YOU PARTICIPATED IN TOWN MEETING IN MEDWAY IN THE PAST 5 YEARS



WHEN DID YOU COME TO MEDWAY?



WHEN A VISITOR COMES TO MEDWAY WHERE DO YOU TAKE THEM?

Some popular responses:

- Choate Park
- Restaurant 45
- Thayer House
- Medway Muffin House
- The trail system
- Medway Community Farm

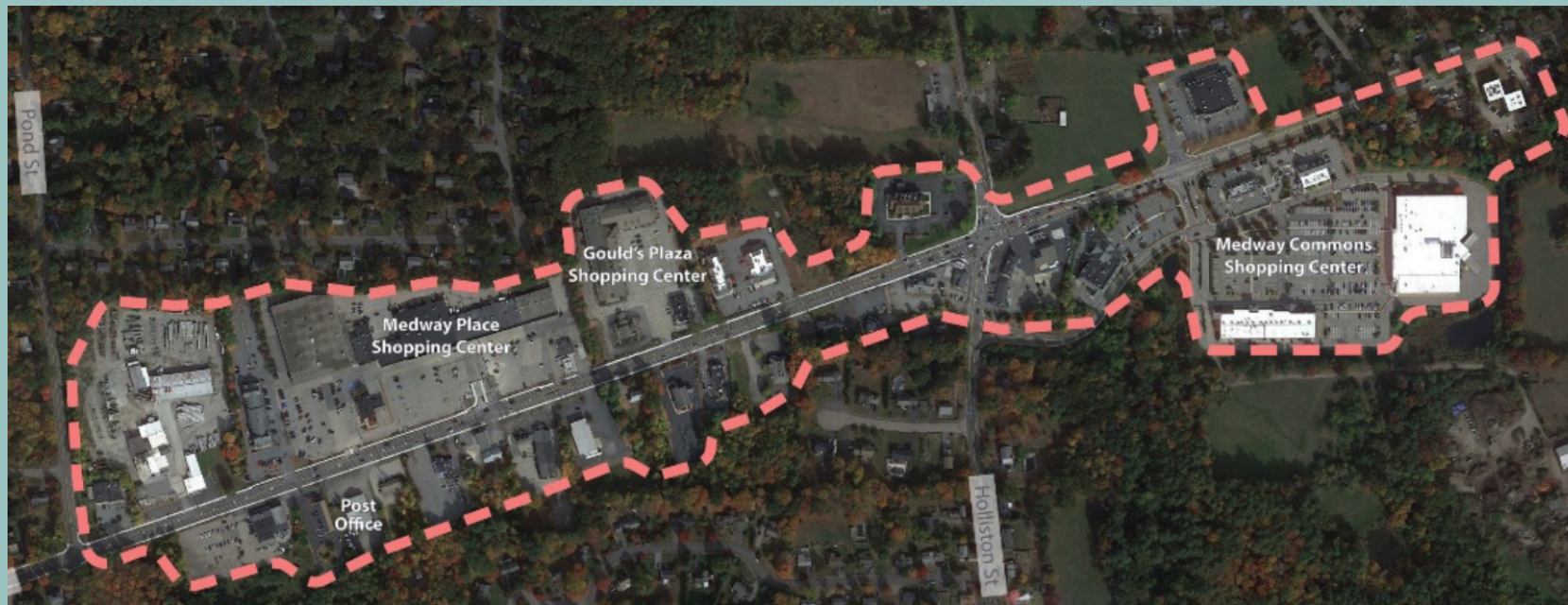


What is ONE ADJECTIVE that describes a quality that you love about Medway?



WHAT ARE YOUR BIGGEST CONCERNS ABOUT THE FUTURE OF MEDWAY

- Density, traffic, loss of small-town feel
- Lack of affordable or rental housing
- Diversity and inclusion
- High taxes
- Medway Plaza
- Schools
- Water quality
- Lack of sidewalks



WHAT MARK DO YOU HOPE YOUR GENERATION WILL LEAVE ON THE TOWN?

- Retaining professional and fiscal responsible local gov't
- More diverse housing stock
- Commitment to and celebration of arts and culture and historic preservation
- Support of law enforcement
- More welcoming, diversity, and inclusion
- Open space
- Community feel
- Schools
- More vibrant

IF YOU HAD \$10M TO IMPROVE MEDWAY, WHAT ARE ONE TO THREE THINGS YOU WOULD DO WITH THE FUNDS?

- Create a community center
- Infrastructure improvements
- Building a downtown area
- Investing in the arts
- Committing to better education by funding schools
- Improvement of Medway Plaza
- Create a swimming facility (Town pool)
- Building a baseball complex
- Retrofitting parking lots with green infrastructure





EXISTING CONDITIONS REPORT

SUMMARY OF KEY FINDINGS

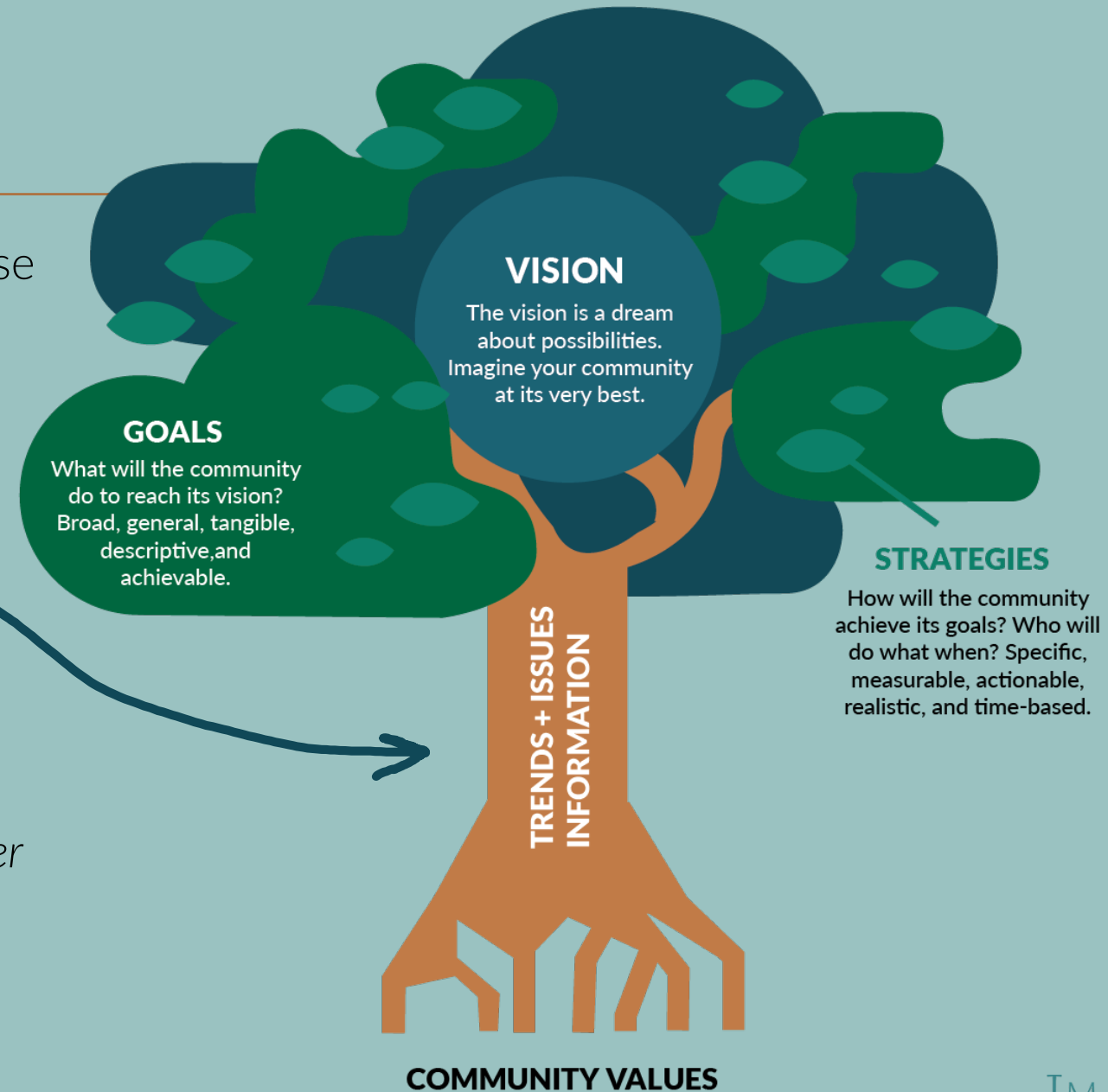
JENN GOLDSON, AICP

PURPOSE OF PHASE I

- Detailed compilation of the results of Phase I of the Master Plan
- Analysis of existing conditions
- Physical, environmental, cultural, and demographic characteristics

Three key questions:

- *What was the community like in the past?*
- *How has it developed and changed over time?*
- *What are the community's key issues and opportunities?*



PHASE I PROJECT SCHEDULE

4/12: MPC Meeting

Community driving tour

Launch project website

Create outreach & engagement plan

Collect data and review plans

Interviews

Preparation of Existing Conditions Report

5/10-5/21: Hold nine focus groups

5/24: Hold Community Forum #1

6/17: Submit draft Existing Report

6/28: MPC Meeting with PEDB members

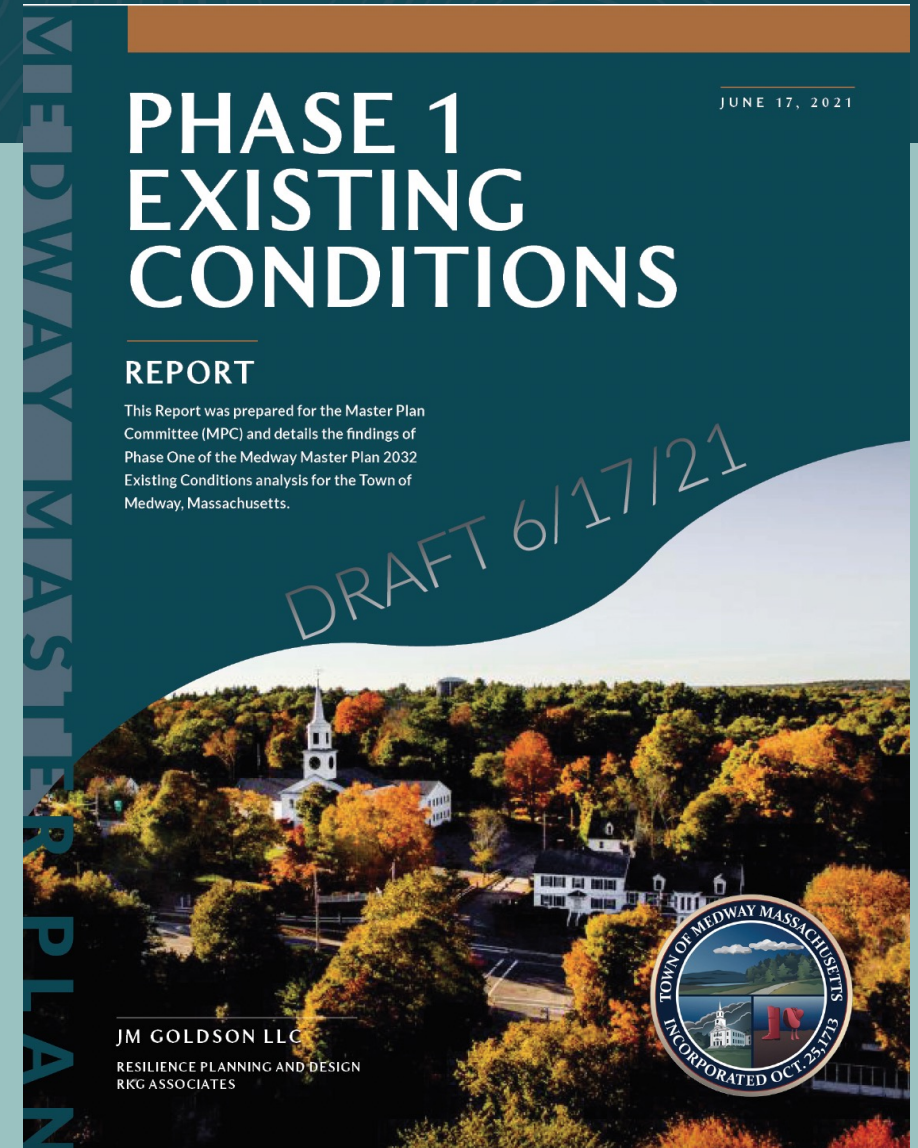
APRIL

MAY

JUNE

CONTENTS

- Introduction – serves as executive summary
- Chapter 1: Land Use
- Chapter 2: Housing and Demographics
- Chapter 3: Economic Development
- Chapter 4: Historic and Cultural Resources
- Chapter 5: Natural Resources
- Chapter 6: Open Space and Recreation
- Chapter 7: Transportation
- Chapter 8: Public Facilities and Services

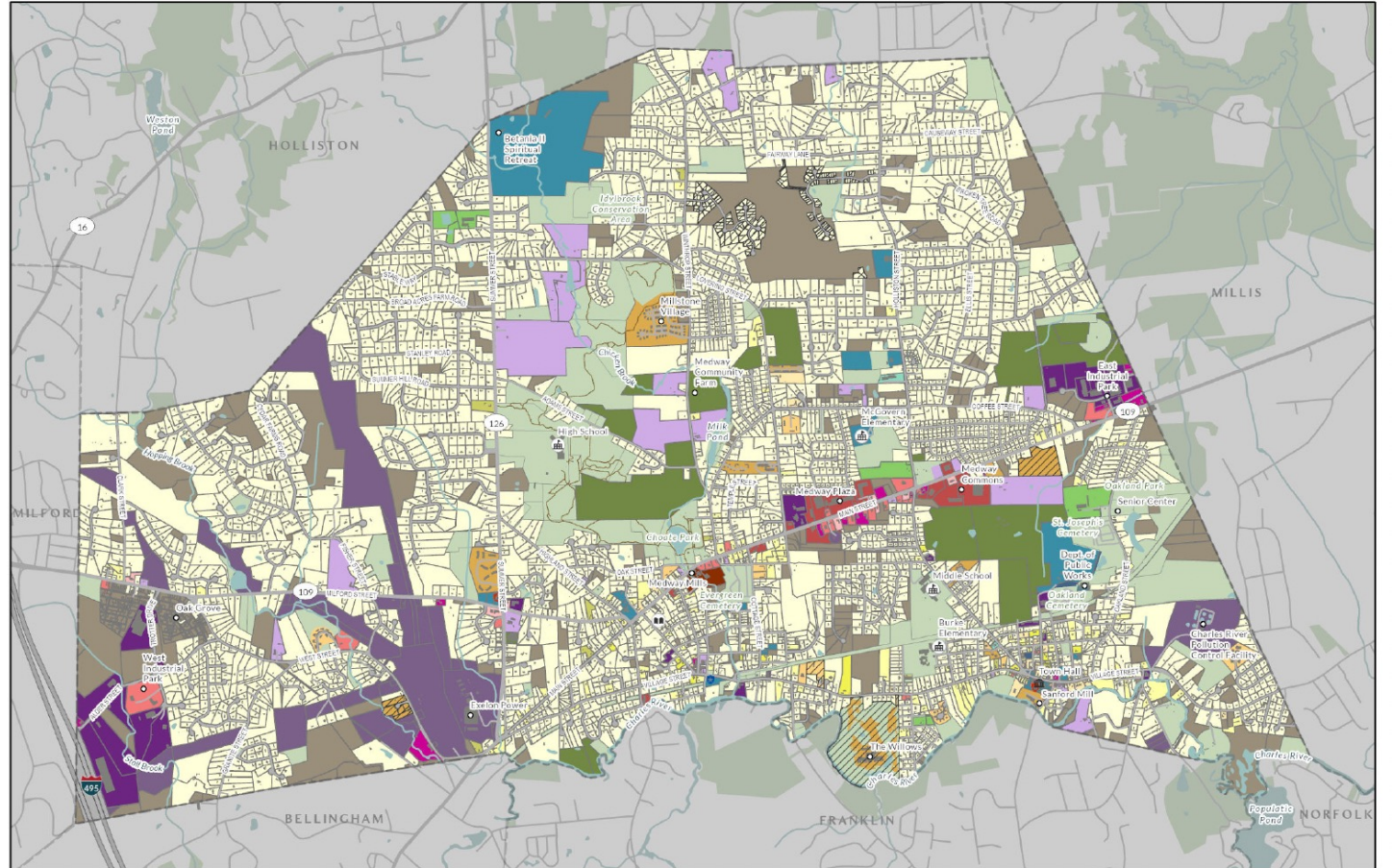


ORGANIZATION OF EACH CHAPTER

- Introduction
- Trends and Challenges
- Inventory of Existing Conditions
- Thematic Maps
- Conclusions

TOWN OF MEDWAY - CURRENT LAND USE
Prepared by JM Goldson LLC

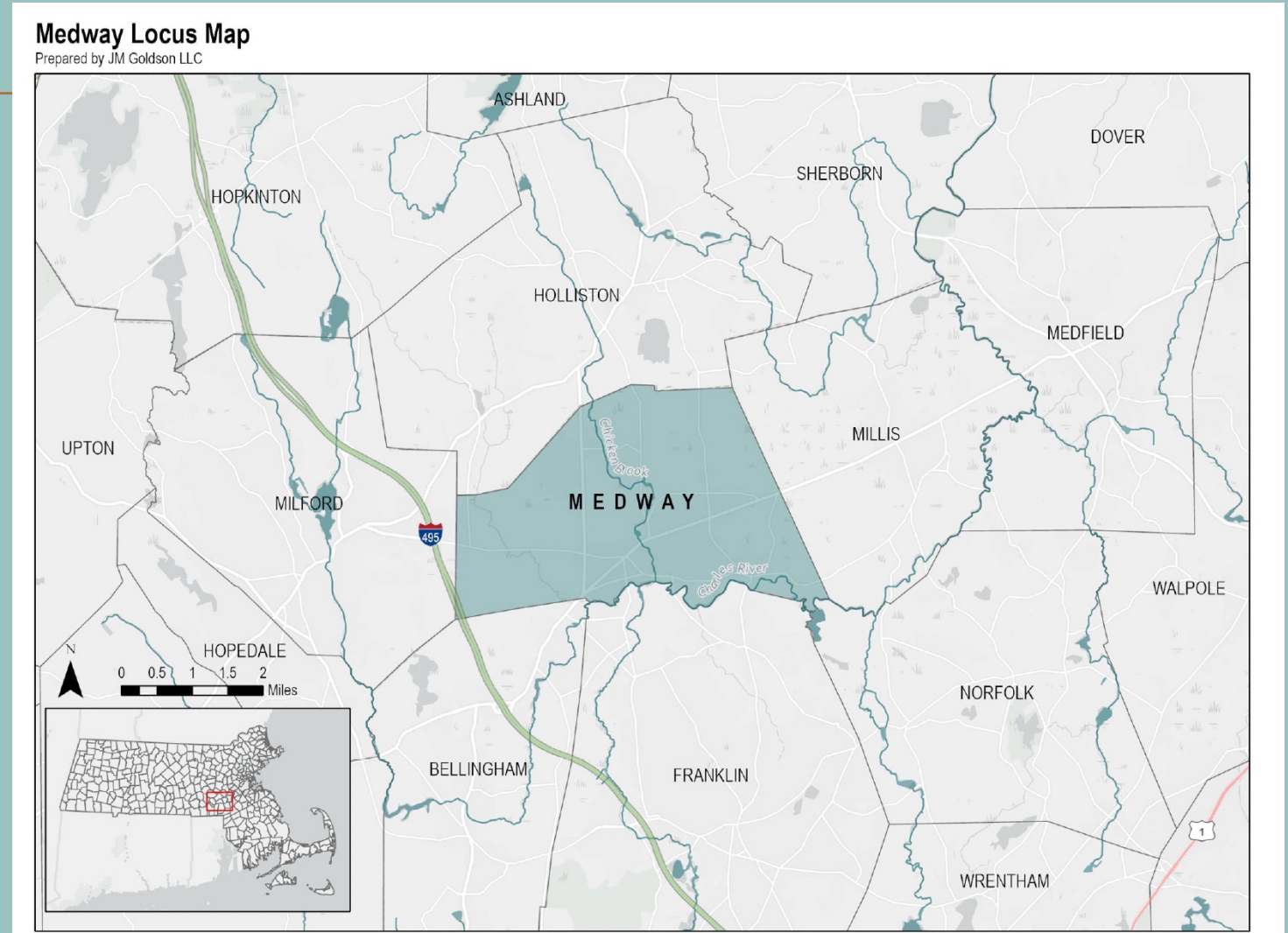
J M G O L D S O N



KEY FINDINGS

Regional Context

- Southwest of Boston between I 495 and 95 and bisected by Route 109
- Proximity to these major transportation corridors is a critical driving factor of issues and opportunities for the community and the region, creating:
 - development opportunities
 - growth pressures
 - demands on environmental resources



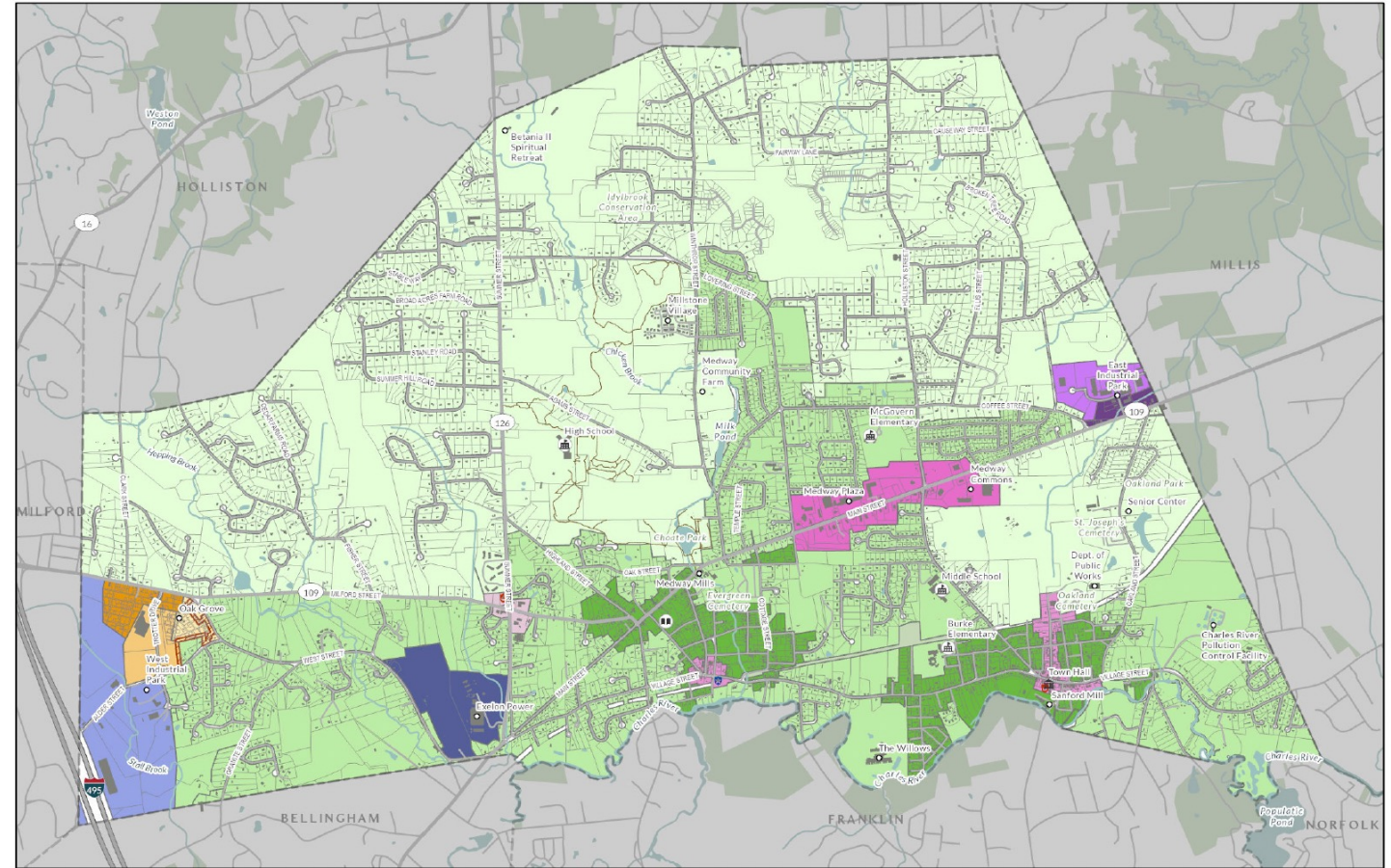
LAND USE

- Several nodes with commercial and historic buildings but lacks a distinctive town center
- Route 109 exhibits auto-centric sprawl patterns
- Opportunity for nodal development alternatives with mixed-use residential and commercial development:
 - *consumes less open land*
 - *provides greater mobility alternatives including pedestrian and bicycling modes*
 - *reduces energy consumption and emissions for a more sustainable land use pattern*

TOWN OF MEDWAY - BASE ZONING DISTRICTS

Prepared by JM Goldson LLC

J M GOLDSON



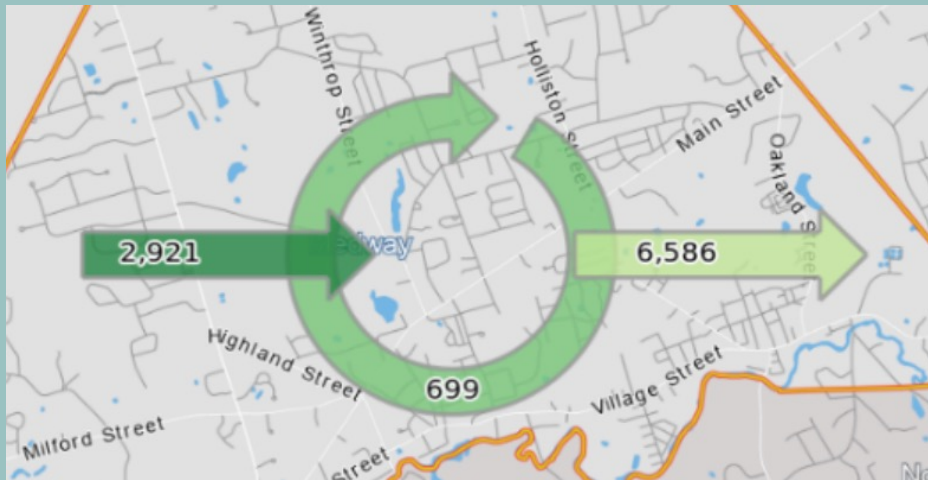
HOUSING AND DEMOGRAPHICS

- Need for more housing options
- Rental units, multi-family dwellings, and smaller units are important
 - to meet the needs of current residents
 - and to help make the town more welcoming and inclusive
- Medway's population is also aging, indicating a need for an increase in smaller and more affordable units



Glen Brook Way residential development. Source: JM Goldson

ECONOMIC DEVELOPMENT



- Daytime population drain resulting from net negative commuter flows –
- Increasing jobs in Town would help serve residents and diversify the tax base
- Effective redevelopment of portions of Route 109 could add mixed-use

ECONOMIC DEVELOPMENT

INDUSTRY EMPLOYMENT IN MEDWAY

NAICS	Description	2010 Jobs	2020 Jobs	2010 - 2020 Change	2010 - 2020 % Change	2020 Location Quotient (MA)	Avg. Earnings Per Job
90	Government	679	710	31	5%	1.12	\$102,534
11	Agriculture, Forestry, Fishing and Hunting	239	656	417	174%	31.15	\$42,624
44	Retail Trade	481	469	(12)	(3%)	1.01	\$49,070
54	Professional, Scientific, and Technical Services	359	453	94	26%	0.85	\$66,900
81	Other Services (except Public Administration)	372	446	74	20%	1.74	\$30,486
56	Admin. & Support & Waste Management	308	438	129	42%	1.67	\$59,524
62	Health Care and Social Assistance	465	431	(34)	(7%)	0.49	\$55,429
31	Manufacturing	471	422	(49)	(10%)	1.29	\$96,927
72	Accommodation and Food Services	364	355	(10)	(3%)	1.02	\$27,128
51	Information	397	216	(181)	(46%)	1.67	\$98,815
23	Construction	133	186	53	40%	0.68	\$88,294
61	Educational Services	180	179	(1)	(0%)	0.57	\$23,324
52	Finance and Insurance	113	116	3	3%	0.47	\$90,833
53	Real Estate and Rental and Leasing	92	94	2	2%	1.18	\$64,103
42	Wholesale Trade	54	56	2	4%	0.34	\$117,145
48	Transportation and Warehousing	22	21	(1)	(6%)	0.16	\$99,113
71	Arts, Entertainment, and Recreation	21	20	(1)	(4%)	0.25	\$28,294

Source: EMSI, 2020 Industry Report

- Analysis indicates specialty in Agriculture and underrepresentation in:
 - *health care*
 - *construction*
 - *educational services*
 - *finance and insurance*
 - *wholesale trade*
 - *transportation/warehousing*
 - *arts/entertainment/recreation*

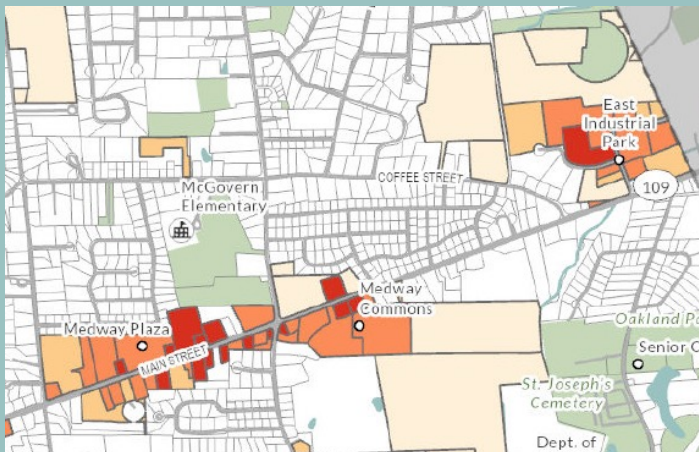
ECONOMIC DEVELOPMENT

TAX RATE AND TAX BASE TRENDS IN MEDWAY & SURROUNDING COMMUNITIES

Town	Property Tax Rates		% Change FY10-FY21				
	Res.	C/I/P	Res.	C/I/P	Avg. SF Home Value (FY2021)	Avg. SF Property Tax Bill (FY2021)	Single Family Tax Bill as % of Value
Bellingham	14.41	20.58	20.5%	22.6%	\$338,900	\$4,884	1.44%
Franklin	14.65	14.65	21.8%	21.8%	\$473,315	\$6,934	1.47%
Holliston	17.85	17.85	9.4%	9.4%	\$499,456	\$8,915	1.79%
Medway	17.46	17.46	7.2%	7.2%	\$451,156	\$7,877	1.75%
Milford	15.98	29.69	13.5%	21.7%	\$348,728	\$5,573	1.60%
Millis	19.62	19.62	43.8%	43.8%	\$433,509	\$8,505	1.96%
Norfolk	17.99	17.99	27.9%	27.9%	\$519,692	\$9,349	1.80%

Source: Massachusetts DOR, DLS, Municipal Databank, 2021

- Medway's average tax bills and tax rates are comparable to those of surrounding communities
- Medway's rates were historically high but are now more in-line with nearby communities
- Industrial uses are particularly valuable for the tax base, with a % of the total assessed values nearly 4x higher than their proportion of the land area

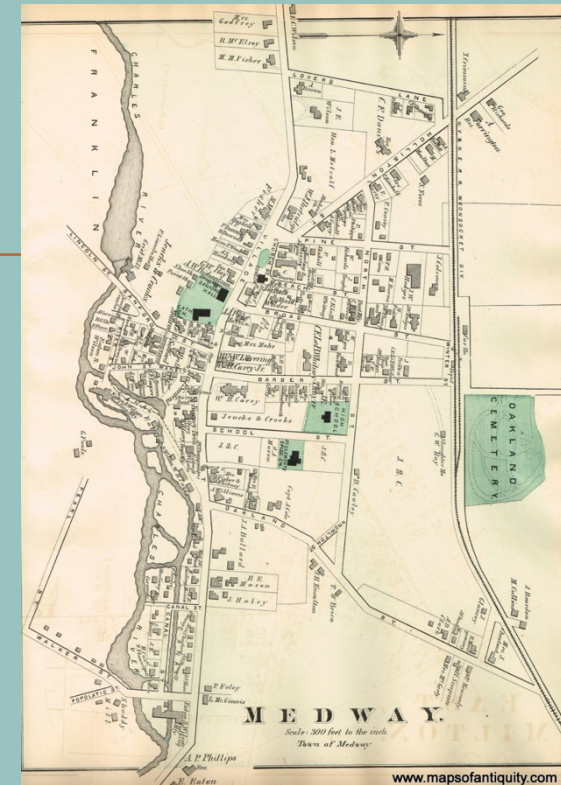


Total Assessed Value per Acre



HISTORIC & CULTURAL RESOURCES

- Wealth of historic resources but no Local Historic Districts & minimal other protections
- Several strong cultural resources but, lacks adequate event space and dedicated centers for arts/culture
- Protecting historic resources and promoting arts/culture allows the town to capitalize on unique and desirable attributes, supporting the local economy.



Medway Public Library. Source: Tim Rice Photo

NATURAL RESOURCES

- Resources:
 - *fertile soils that support local food production*
 - *the trees and forested areas that help cool and clean the air while capturing carbon*
 - *water resources that supply homes and businesses*
 - *habitat and scenic views*
- The Town continues to make coordinated efforts to conserve and sustain these resources
- Pressure from development & population growth, and the uncertainty associated with climate change, will require continued vigilance



Medway Community Farm. Source: MassDOT Pictometry Viewer



Charles River in Medway. Source: Tim Rice Photo

OPEN SPACE & RECREATION

- Made significant progress in land conservation and trail development in the Chicken Brook corridor
- Further connections and expansion of this network would provide significant benefits.
 - *Better integrate the open space network with the developed areas of the community*
 - *interrupt impervious surfaces*
 - *provide space for additional tree and vegetative cover*
 - *increase the ecosystem services provided by the living infrastructure on these parcels*



OPEN SPACE & RECREATION

- Made significant investments to increase the capacity and diversity of athletic facilities
- Use of resources require extensive coordination by Town staff and volunteers
- Ongoing maintenance and management of these facilities will require dedicated resources to ensure the longevity and functionality
- Need for improvements at secondary ball fields and playground areas, including:
 - *VFW softball field*
 - *Winthrop Street Playground*



Cassidy Field Complex. Source: Tim Rice Photo



TRANSPORTATION

- Improving connectivity and safety for all users, especially pedestrians, transit users, and cyclists
- Transportation infrastructure interfaces with land uses to reduce energy consumption and emissions
- Multi-modal options can
 - *benefit the health of residents*
 - *provide more equitable transportation*
 - *create greater opportunities for the human interactions that build social capital*



Rt. 109 construction. Source: Town of Medway



Dial-a-Ride vehicles. Source: JM Goldson

TOWN OF MEDWAY - MOTOR VEHICLE CRASHES 2016 - 2020
Prepared by JM Goldson LLC

J M GOLDSON



PUBLIC FACILITIES AND SERVICES

- A thorough 5-year Capital Improvement Program (CIP)
- Some buildings identified for substantial repairs, expansions, or new facilities
 - *Each of these projects is an opportunity for sustainable design and construction of municipal facilities and grounds*
- Future growth will continue to place demands on services, particularly for growing senior population and Parks and Rec
- May be opportunities to combine multiple facilities in a new building or look at regionalizing services with other communities



Medway Fire Station #1. Source: Tim Rice Photo

PUBLIC FACILITIES AND SERVICES

- Wastewater (Charles River Pollution Control District) – Medway at capacity and looking to purchase capacity from Franklin; also fixing infiltration issues could add capacity
- Water (Town DPW) – Water asset management plan to prioritize maintenance and implement water conservation initiatives

How Are Our Water Resources Connected?

With a little help from the water cycle, our actions have a direct impact on surface waters and ground water sources.

- Excess chemicals applied to lawns, oil and debris found on paved surfaces, and even animal waste become sources of pollution when they are carried to receiving waters or infiltrated into the ground by stormwater.
- Extra pumping of groundwater in the summer to supply water for lawns and gardens lowers the level of the water table and can dry up streams.
- A failing septic system can release bacteria and nutrients into the water cycle, contaminating nearby surface waters and ground water.
- Stormwater and ground water can enter aging sanitary sewer infrastructure, overloading it and potentially resulting in overflows to the environment.
- Aging or undersized drainage pipes can fail during storm events and cause local flooding.



EC REPORT REVIEW PROCESS



1. Master Plan Committee review – comments due noon on Thursday, July 15th
2. MPC Meeting on July 26th – we will discuss your substantive comments and determine revisions
3. By August 26th, we will submit a revised EC Report to post and seek public feedback including feedback of board, commissions, and members of the public
4. Public comments will be due on October 1st



LAUNCHING PHASE II!!

JENN GOLDSON, AICP

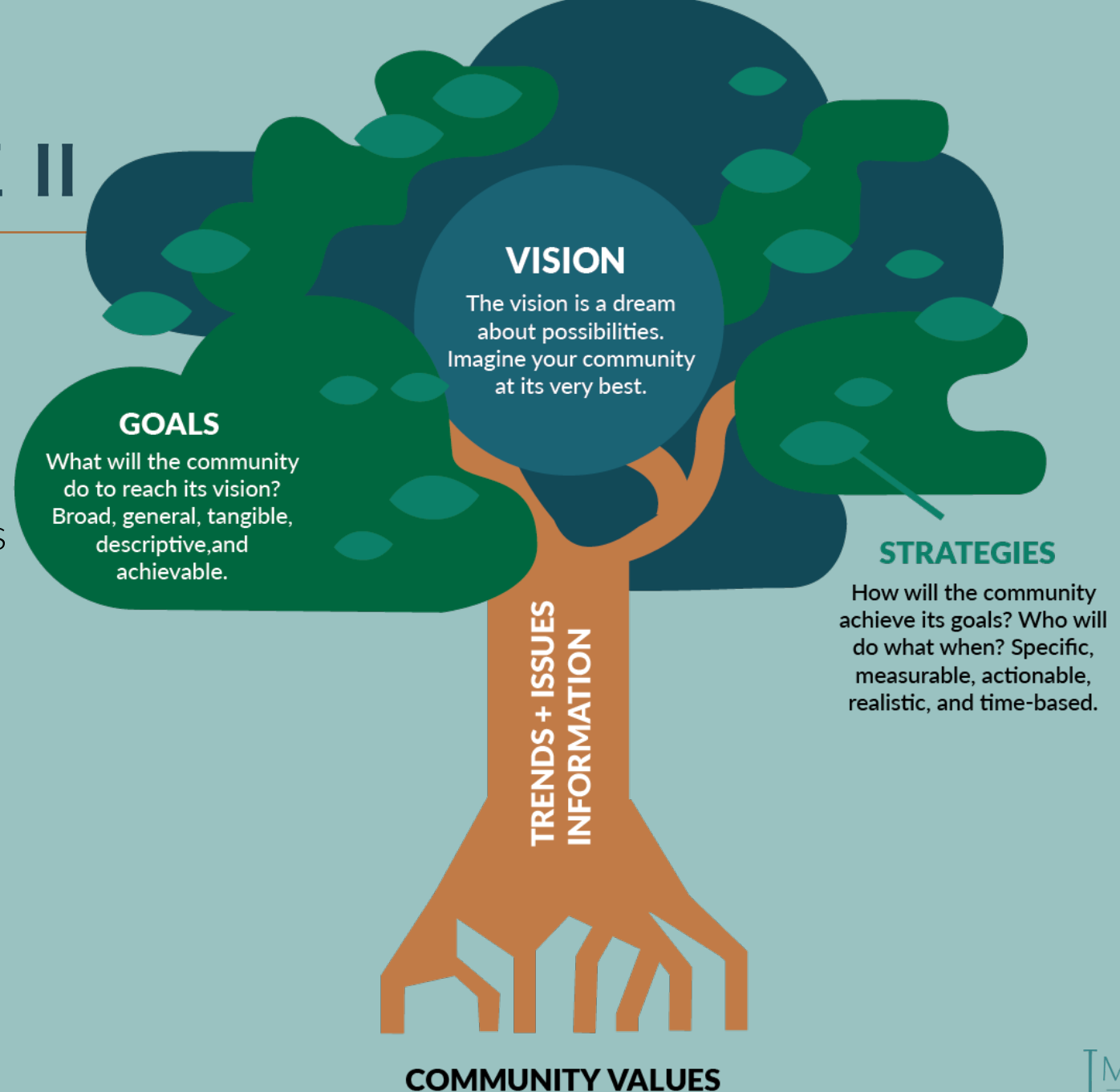
p: 617-221-4003

w: JMGOLDSON.COM



PURPOSE OF PHASE II

- Create an aspirational vision and goals through meaningful and inclusive community engagement
- Sounds dry? Let's make it fun!





...dream a little before you think.

- Toni Morrison

SOME EXAMPLES OF THE TYPE OF END-PRODUCT WE ARE AIMING



IPSWICH IN 2035...

is scenic coastal community defined by its open space and natural resources, First Period historic resources, vibrant local businesses, strong schools and community partners, and a welcoming social fabric for residents and visitors of all ages, races, ethnicities, and backgrounds.

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IPSWICH COMMUNITY DEVELOPMENT PLAN

A **CIVICALLY-ENGAGED**, CLOSE-KNIT COMMUNITY THAT IS **WELCOMING AND INCLUSIVE** WITH REPRESENTATIVE LEADERSHIP AND TOWN GOVERNMENT. THE COMMUNITY BALANCES NEW GROWTH WITH ITS **HISTORIC CHARMS** AND MAINTAINS HIGH-QUALITY TOWN SERVICES IN A **FISCALLY RESPONSIBLE** MANNER.

VISION 2030

VISION STATEMENT • 16



VISION STATEMENT • 17



VISION 2030 • 24



BALANCING DEVELOPMENT

2030

BALANCED GROWTH

In 2030, Winchester has expanded commercial diversity and mixed-use development where strategic, including Town Center, the Holton/Cross Street area, along North Main Street, and the northern portion of Cambridge Street. Winchester balances commercial and residential growth with special attention to celebrating and maintaining its historic character and natural green spaces. Well-designed new development offers new amenities, entertainment, and retail opportunities to residents and has increased the Town's commercial tax base. The Town prioritizes walkability to increase foot traffic to local businesses, accessibility to services, and community interactions. Through responsive design and site planning, new development of all types is carefully integrated, strategically located, and appropriately scaled, with a focus on creating more compact development in some areas.

HOUSING CHOICES

Winchester's housing stock in 2030 has more economically-attainable options and a balanced mix of apartments, condominiums, and houses that can accommodate a variety of households, including large families, young adults, older adults, and people with disabilities. The stock of older modestly-sized homes are valued and protected from teardowns to preserve Winchester's historic neighborhood-scale and offer more economically-attainable housing options.

Goals



Encourage more commercial, mixed-use, and compact development in areas that support economic vibrancy, including strategic redevelopment parcels in Town Center and the identified *Evolving Opportunity Areas*.



Cultivate active support by town leadership for the continued success of existing businesses and for seeking opportunities for new businesses in Winchester.



Create and preserve housing that is affordable and accessible to all, especially small-scale development that harmonizes with Winchester's character and provides easy access to everyday amenities and needs.



Promote housing types that allow residents to age within the community. Housing should be located near community gathering spaces and enable access to everyday amenities and needs.



Encourage contextually-responsive new development. New development will be carefully planned and appropriately scaled, with a focus on creating denser development in some areas.



To capture a larger share of the estimated retail leakage, promote economic development and increased retail diversity and vibrancy in Town Center and the identified *Evolving Opportunity Areas*.



Maintain the Town's visual beauty and historic character, neighborhoods, structures, and architecture through stronger local protections.

HOW DO WE IDENTIFY THE VISION AND GOALS?

- Through community conversations
- Provide information and structure opportunities for engagement
- Systems-approach that explores inter-relationships and synergies
- Based on community values



PHASE II SCHEDULE

Launch summer engagement tools: Meeting in a Box, Community Survey, and webmap

7/26: MPC meeting to review EC report and check-in on engagement process

JMG staff run 3 tabling events + 3 targeted meetings (Senior Center, Housing Authority, etc.)

MPC members run additional tabling events and host MIBs

8/23: MPC meeting to check-in on process and last push for summer engagement tools

July-Aug

Outreach for Community Forum #2

Close engagement tools and analyze community input to create draft vision and goals statements

9/27: MPC meeting to review summer engagement results

Sun 10/3: Community Forum #2 – public feedback on draft vision and goals

Compile community forum results

Sept-Oct

Prepare draft vision and goals for MPC review

11/22: Master Plan Committee (MPC) meeting to review draft vision and goals

Prepare full draft vision and goals report

12/20: MPC meeting to review draft vision and goals report

Present draft vision and goals report to PEDB (date to be determined)

Nov-Dec

“MEETING IN A BOX”

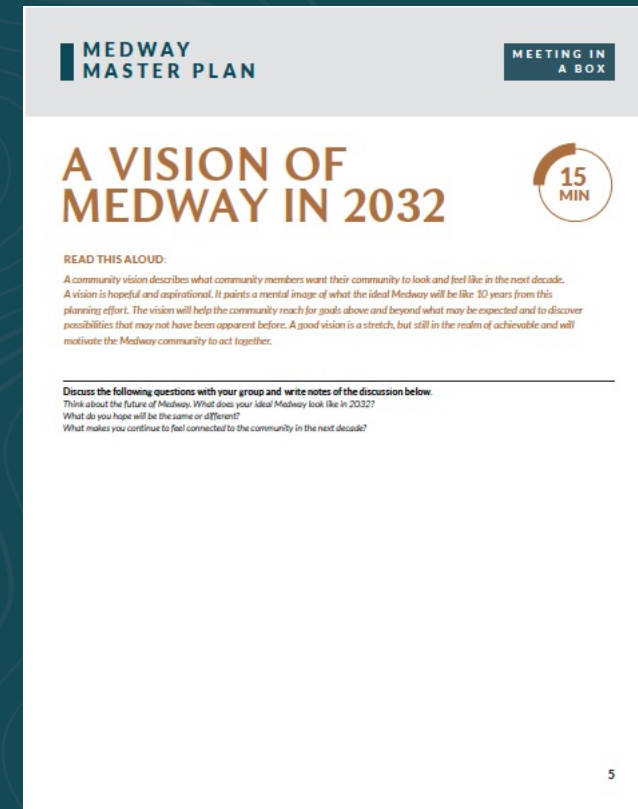
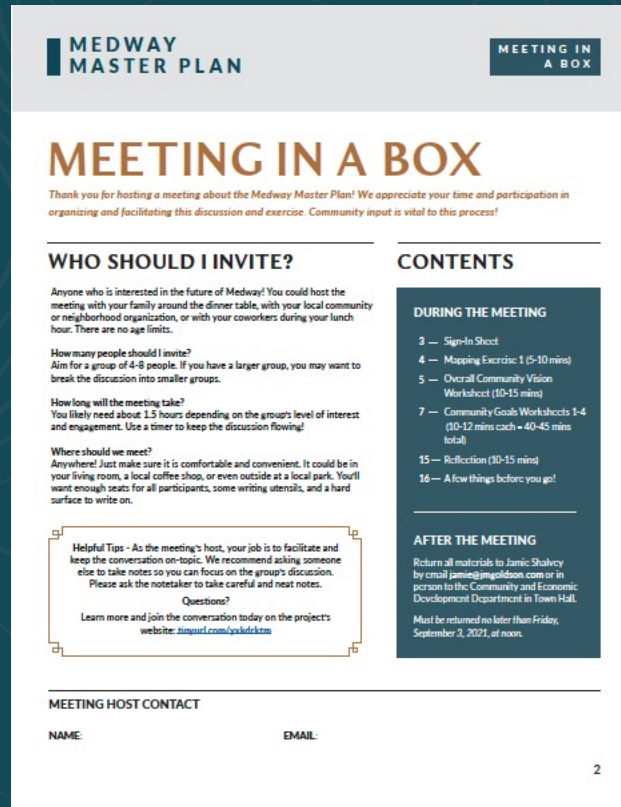
Host your own meeting!

- Invite a few neighbors over for tea
- Get your book group together for a chat
- Meet some friends at a local café
- Send us your notes
- Encourage all the people in your group to host a meeting of their own (*a “chain-meeting”- did I make that up?*)





Please review the MIB this week and let us know if you have any suggestions. Also, would anyone be willing to do a BETA run next week? (Great idea, Susy!)



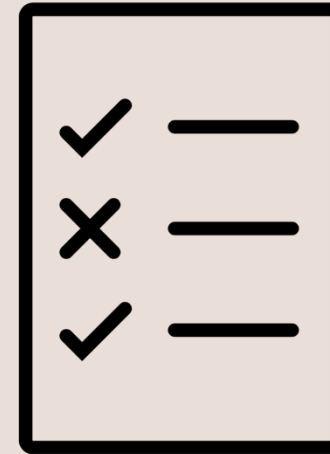
MIB – NEXT STEPS

- After our BETA run, we'd like each MPC member to lead a meeting before July 26th
- We will post the MIB packet on the project website
- Town will promote on SM and Town website
- We will also bring a few copies to the tabling events along with a flyer that links to the project website where it can be downloaded
- Deadline: submit all MIBs by 9/3 for analysis

COMMUNITY SURVEY

Live this summer!

- Online
- Paper



Please preview the survey this week and let us know if you have any suggestions. We will email you the preview link.

* Choose up to three adjectives below that you feel best describe qualities that you love about Medway

- ☐ Accepting
- ☐ Community
- ☐ Family-oriented
- ☐ Farming
- ☐ Friendly
- ☐ Green
- ☐ Nature
- ☐ Peaceful
- ☐ Quiet
- ☐ Residential
- ☐ Rural

0 of 36 answered

Considering things that work well in Medway, complete the sentence: "Medway is a community that _____."

1 of 36 answered

Considering things that could be improved about Medway, complete the sentence: "Medway is a community that should _____."

2 of 36 answered

As housing needs and preferences of both younger and older adults change, including a desire for more energy efficient homes in walkable neighborhoods, what types of housing choices would you like to see more of, if any, in the next ten years?

Accessible (i.e. no stairs, wider doorways)

- ☐ Very Interested
- ☐ Interested
- ☐ Neutral
- ☐ Not at All Interested

Apartments/Condos near shops and services

- ☐ Very Interested
- ☐ Interested

2 of 36 answered

Economic Development: The Town faces daytime population drain resulting from net negative commuter flows – approximately 3,600 more people leave Medway for work than come to town for work. Increasing the number of jobs in Medway would help support commercial uses and amenities that serve residents, as well, while diversifying a tax base that relies overwhelmingly on single family residences.

OK

2 of 36 answered

SURVEY – NEXT STEPS

- We will revise based on your comments and it will go live next week
- We will post on the project webpage
- Town will promote on social media and on Town website
- We will also have flyers with link and QR code at the tabling events
- It will be live through 9/6

TABLING AT SUMMER EVENTS



Medway Parks and Recreation - Summer Concert Series

POSTED ON: JULY 6, 2020 - 2:56PM

Summer concert series hosted by Medway Parks and Recreation every Monday night at Oakland Park. Listen in from the comfort of your car or put down a blanket on the field and enjoy the music! It all starts at 6:00 p.m.

The schedule is as follows:

Monday, July 6th: The Pub Kings
Sanford Mill Cleared.jpg

Monday, July 13th: August First

Monday, July 20th: Pieces of Eight

Monday, July 27th: The Daybreakers

Monday, August 3rd: Annie Brobst



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SATURDAY, JULY 24, 2021 AT 1 PM EDT - 5 PM EDT

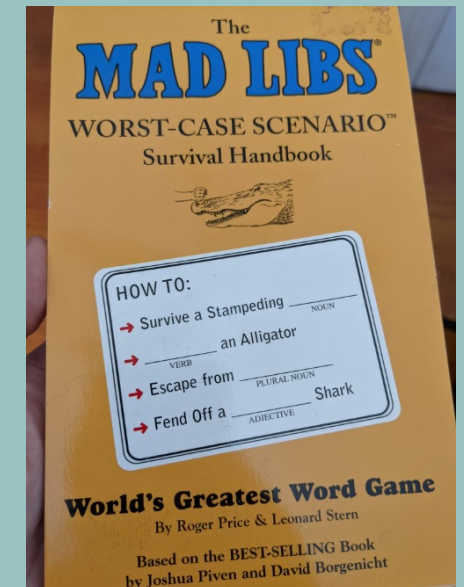
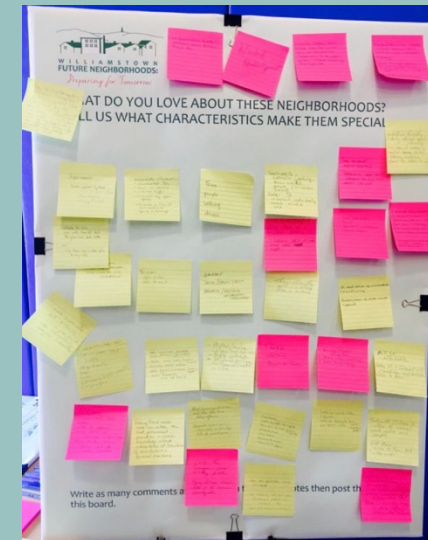
Paddle Medway Day 2021

Choate Park





INFO + FUN ACTIVITIES


- Info boards:
 - *What is the MP? How can you be involved?*
 - *Summary of some preliminary findings from the existing conditions report*
- Activities:
 - *What's your vision? – an a post-it notes exercise*
 - *Insta photo booth frame: Snap a photo. Write or draw in the blank to complete the statement and pose with your smiling face*
 - *MED LIBS! Fill in the blanks*














TABLING – NEXT STEPS

- Preparing materials this week
- Jenn will prepare an instructional video and email to the MPC for how to run the tables (look for it early next week)
- We are asking for volunteers to help! Sign up for an event:
<https://www.signupgenius.com/go/60b044eabac23a4f58-medway9>
- First event – Jenn will staff next Wed (Movie in the Park)
- Barry and Jamie will run events in August
- We have snacks to start but may need help with additional snacks for events you are tabling at
- We are working with Susy to store all materials/equipment in town

JM Goldson LLC
Medway Summer Events Sign-Up
Please review the available slots below and click on the button to sign up. Thank you!
Created by:  Jennifer Goldson 


JM
GOLDSON
—
EMPOWERING PEOPLE.
CREATING COMMUNITY.

Date (mm/dd/yyyy EDT)	Location	Available Slot	 Calendar View
07/07/2021 (Wed. 6:15pm - 8:15pm)	Movie in the Park	Tabling	Sign Up 
07/08/2021 (Thu. 4:00pm - 6:00pm)	Farmer's Market	Tabling (2)	Sign Up 
07/12/2021 (Mon. 6:00pm - 8:00pm)	Concert in the Park	Tabling (2)	Sign Up 
07/14/2021 (Wed. 6:15pm - 8:15pm)	Movie in the Park	Tabling (2)	Sign Up 
07/15/2021 (Thu. 4:00pm - 6:00pm)	Farmer's Market	Tabling (2)	Sign Up 
07/19/2021 (Mon. 6:00pm - 8:00pm)	Concert in the Park	Tabling (2)	Sign Up 
07/21/2021 (Wed. 6:15pm - 8:15pm)	Movie in the Park	Tabling (2)	Sign Up 
07/22/2021 (Thu. 4:00pm - 6:00pm)	Farmer's Market	Tabling (2)	Sign Up 
07/24/2021 (Sat. 1:00pm - 3:00pm)	Pixies in the Park	Tabling (2)	Sign Up 
07/25/2021 (Sun. 1:00pm - 3:00pm)	Pixies in the Park	Tabling (2)	Sign Up 

INTERACTIVE WEBSITE



- <https://medway-master-plan-jmgoldson.hub.arcgis.com/>
- Launching interactive webmap in July

CROWDMAPPING TOOL

Medway Master Plan Crowmap

Public Project Ideas: Cisco 0

Public Project Ideas: Barry 0

Public Project Ideas: no 1

Public Project Ideas: Jane Doe 1

+ Submit Idea

- Ability to browse map, and view ideas posted by community members
- Ideas can only be put within the Medway border

CROWDMAPPING TOOL

Medway Master Plan Crowmap

Details

I envision... (required)

So that people could... (required)

Select a category for your idea (required)

Select...

Your name (required)

Additional comments

Attachments

Browse

Location

Click the map to draw the location.

Place or Address

Report It

Cancel

- I envision...
- So that people could...
- Categories
- Ability to add a photo

CROWDMAPPING TOOL

Medway Master Plan Crowmap

Public Project Ideas: no

I envision... Buy this land

So that people could... Have more trail options

Select a category for your idea Parks & Recreation

Additional comments

Votes 1

Comments

Comments: none

COMMENT I disagree

Your name none

Date/Time 6/24/2021, 4:30 PM

Comments: no

COMMENT Good ideal

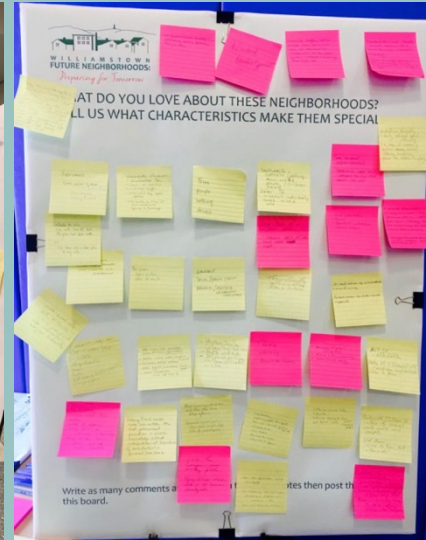
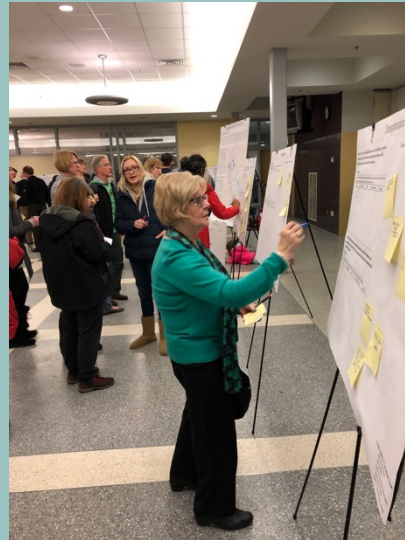
Your name no

Date/Time 6/23/2021, 4:43 PM

- Comments and upvoting
- Text will be reviewed by JM Goldson staff to monitor for any offensive language

COMMUNITY FORUM

- Sunday, October 3, 11am-3pm
- We'd like to ask for a subcommittee of 2-3 MPC members to help with logistics (food, entertainment, outreach, etc)
- Subcommittee meeting will be posted (and hopefully we can run them on Zoom as daytime meetings, if possible)



THANK YOU!

QUESTIONS?



J^M_C