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1450 Herndon Ave.  
Clovis, CA 93611

**SPECIAL EDITION**  
**CUSD**  
*Today*



May 2023

Volume 24, No. 10

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**2023 REPORT TO THE COMMUNITY: FACILITIES**

**OUR SCHOOLS ARE YOUR SCHOOLS**

Clovis Unified facilities reflect value of partnership with community

**J**OFTEN illustrate the importance Clovis Unified places on hiring with the expression, “No principal is going to stand up in front of a group of parents and say, ‘Don’t worry, I did my best to hire the most average teachers I could find.’”

Of course not! Our students deserve the best! The same can be said of our attention to detail and effort devoted to creating first-class educational environments for our students. Of course our students deserve the best.



From classrooms to competition fields, from libraries to laboratories, we want our students to take pride in their schools, and to see in the caliber of their surroundings that our community believes their education is important. That pride of ownership, in our students and their families, our employees, and for every resident of our community, has a way of creating positive energy. And, that positive energy translates to success in the classroom, success on the field of competition, and success for our community as a whole.

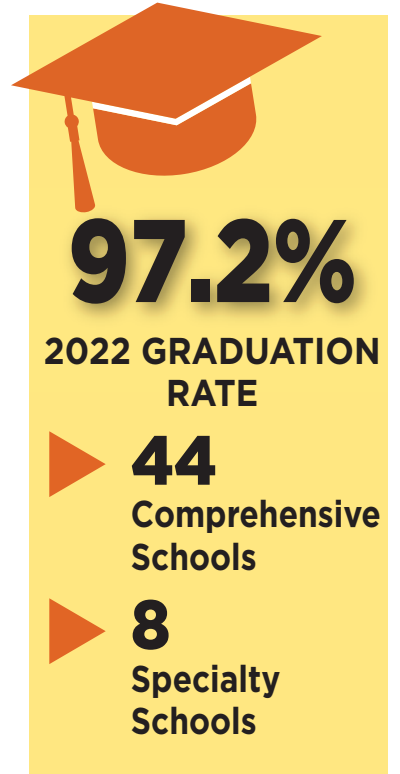
It is this attitude that drives our philosophy toward the high standards we set for instruction, and the high standards we set for building and maintaining our facilities. In this issue of CUSD Today, we invite our community to learn more about how we are putting your resources to work on behalf of our students, and so that your neighborhood schools remain points of pride whether they are 1, 5 or 55 years old.

As our region’s lowest funded school system based on per pupil funding, **we recognize that everything we do must be intentional and designed to maximize outcomes.**

You might not notice that paving project or library modernization while it’s underway, but the results impact your daily life. These and other projects, along with state-of-the-art performing arts, athletic and career technical facilities, create clean, up-to-date, and inviting schools that return on our community’s investment in its schools through increased property values; and tourism revenue as we host state and national events. Most importantly, this community commitment is reflected in our students attaining high standards of academic achievement, in their outstanding citizenship, and in the positive contributions they continue to make in the workforce of our community.

Thank you for picking up this issue of CUSD Today. It was delivered to you because we want to keep you informed of how things are going in **YOUR** schools.

*Eimear O’ Brien, Ed.D.*  
Superintendent



*“The schools belong to the people.”*

**Dr. Floyd “Doc” Buchanan**  
Clovis Unified Founding Superintendent

**Clovis Unified is more than its name implies.** Our 200-square-mile boundary includes most of the City of Clovis, 20 percent of the City of Fresno and a small portion of unincorporated Fresno County. We work in partnership with three local governments and multiple law enforcement agencies.

We strive to make a positive impact in the communities in which our schools are located by **offering high-quality education** to children; well-kept facilities that **enhance neighborhoods** and **add to property values**; and drawing large regional, state and national events to the area that **support local economies.**

**MIND  
BODY  
SPIRIT**



Three times a year, Clovis Unified School District provides a **Report to the Community** - focused on achievements (October), budget and finance (January) and facilities (May). You are receiving this special edition because you live or own a business in the district’s 200-square mile boundary. We invite you to learn more about the district at [cUSD.com](http://cUSD.com).

**PARENTS SAY**

- 96%** Parents say their child’s school provides a quality education.
- 87%** Parents say their child’s school has a positive climate.
- 92%** Parents say school staff cares about students.
- 96%** Buildings and grounds are maintained at their school.

Source: CUSD Annual Parent Satisfaction Survey, April 2023

**Facility projects add layers of safety for kids**

We are grateful to the community for investing in our efforts to increase school safety for students and staff, and it is our belief that facilities play an integral role in our multi-layered campus safety strategies.

We have added several new layers of protection and technology into our buildings to complement our already robust safety program that includes safety procedures, drills and trainings, district police on campuses and partnerships with local law enforcement.

This year, additional cameras were installed throughout the district that give immediate views of our sites, and technology was added to support Catapult, a cutting-edge platform that increases our team’s communication speed in the event of a crisis.

When Clovis West High was the target of what turned out to be a series of hoax threats earlier this year, the new systems gave instant visuals into all quadrants of the school and allowed for the pre-established safety team to coordinate responses with law enforcement and quickly connect with fast-moving information.

We are continuing implementation of new locked door standards for all classrooms, and in the fall, we will be piloting a

**HEALTH & SAFETY**



one-touch automated locking door system for unmanned doors (such as an MPR or library) at two of our oldest schools and one of our newest. Facility Services has been researching systems this year and will use what it learns from the upcoming pilot program to finalize plans to install a one-touch locking system at all schools. Other facility safety features under research include a high-tech film for windows that protects against projectiles.

Safety to us also means creating healthful, safe experiences through the physical environment on campus. This year that included facility projects that added shade structures at our elementary schools; installing hospital-grade HEPA air filtration systems in classrooms that cleanse air of allergens, viruses and smoke particulates; putting water-bottle filling stations on campuses; and replacing aging HVAC (heating ventilation and air conditioning) units for better circulation and efficiency. The latter is a project that will enter its second phase in the upcoming year.

Into the future, we will continue to seek out and implement facility features that promote our safe school priority. Our students and community deserve no less.



Clovis Community College

# TIME TO REGISTER

for the upcoming 2023 Summer and Fall semesters.

## SUMMER SCHOOL

Three sessions to choose from:

**4-week session:** Monday, May 22 – Friday, June 16

**6-week session:** Tuesday, June 20 – Friday, July 28

**4-week session:** Monday, July 3 – Friday, July 28

## FALL SEMESTER

Starts Monday, August 7

Have questions or want to learn more about the process?  
Visit our registration help page at [cloviscollege.edu/registrationhelp](https://cloviscollege.edu/registrationhelp)  
or contact your Outreach Specialist below.

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[clovis.financialaid@cloviscollege.edu](mailto:clovis.financialaid@cloviscollege.edu)



## Registration Help

### Clovis Community College Outreach Specialists



**David-Anthony Navarro**  
Schools: Clovis West, Clovis Online,  
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**Dulce Guerrero**  
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**Amy Yocupicio**  
School: Clovis North  
559-325-5035  
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# Facilities: ABOUT US

## Get to know Clovis Unified Facility Services

**Facility Services oversees the maintenance and development of buildings and grounds of all district campuses**

**OUR MISSION** is to be a quality educational system providing the resources for all students to reach their potential in mind, body and spirit. The district's facilities – from classrooms and libraries to performing art venues and athletic fields – are a key part of this equation. High quality, well designed, maintained and modern learning environments send our students the message: "We believe in you and want you to succeed!"

Our facilities are also for our community. Our schools serve as an anchor in their neighborhoods. The public can access our grounds and use our buildings. Community involvement is part of the vitality of our campuses, and we provide families, civic groups and local clubs safe access and enjoyment year-round. In a typical year, we have an average of 56,000 usage requests by organizations in and outside of the district. And those are the official numbers. We know unofficially, our school grounds and fields are used most evenings and weekends by families and friends out taking a walk, tossing a ball or playing a pickup game.

Our commitment to top-notch facilities for our students, staff and the community is based



### Facility Inventory

- 44 Comprehensive TK-12 schools
- 8 Specialty Schools
- 2 Business campuses
- 3 Schools under construction
- 4.8 million square-feet of building space cleaned daily
- 537 acres of lawns/fields
- 7,000+ trees cared for by district arborist
- 10,000 maintenance work orders fulfilled to date this year
- 200 construction projects in past decade
- 56,000 annual facility usage requests

on a set of non-negotiable core values that include:

- Provide safe, student-centered, world-class schools.
- Build state-of-the-art facilities that promote success.
- Maintain quality campuses that create community pride.
- Design learning environments that serve ALL students, now and in the future.
- Upgrade existing and older facilities to create equity and economic stewardship.



The Clovis Unified Facility Services team is dedicated to providing students with innovative learning environments that enhance their education and inspire them to dream.

*"We believe well-maintained campuses, engaging learning environments and state-of-the art facilities challenge, inspire and encourage our students to learn and grow."*

Denver Stairs, Clovis Unified Facility Services Assistant Superintendent



### FACILITY SERVICES VISION STATEMENT

**We are one team, committed to quality facilities and student success.**

**398**  
Facility Employees

Facility Services/  
Design, Construction,  
Plant Operations  
(Custodial, Grounds,  
Energy),  
Development and  
Boundary, and  
Administration

### Clovis Unified Quick Facts

**MIND  
BODY  
SPIRIT**

Clovis Unified is **No. 1** among local school districts on percent of students proficient in the English Language Arts and in Math on the 2022 state standard tests.

**97.2%**  
2022 Graduation Rate

**15th**  
Largest School District in California.

**21**  
Career Technical Education Programs

SOURCES FOR THIS PUBLICATION: California Department of Education, 2022-23 Clovis Unified SART Survey, U.S. Bureau of Labor Statistics, Fresno County Controller & Auditor

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CUSD Today

CUSD Today, Clovis Unified's good news publication, is published each month except for July and is sent directly to the homes of all CUSD parents and staff, as well as district supporters and those residing within the district boundary. Businesses and services advertising with CUSD Today help offset the cost associated with producing, printing and mailing.

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2019	15	↑ 650%
2020	41	↑ 63%
2021	114	↑ 178%

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**2022 DEATHS** **54** (and counting)\*

\*Due to delays in screening and reports, the 2022 number will probably keep INCREASING until this time next year.

ONE PILL CAN KILL

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- 🚚 = PERCOET
- 🚚 = ADDERALL

OTHER EMJOI DRUG CODES

- ❄️ = COCAINE
- 💎 = METH
- 🌿 = MARIJUANA
- 👊 = MDA & MOLLIES
- 👑 = DRUG DEALER ADVERTISING THAT THEY SELL/DEALER
- 🍷 = COUGH SYRUP
- 📦 = UNIVERSAL FOR DRUGS
- 📦 = LARGE BATCH AMOUNT
- 🍄 = MUSHROOMS
- 🚀 = HIGH POTENCY

COMBINATION EMJOI DRUG CODES

- 📦 = PACKAGE ARRIVED
- 🚚 = MOBILE/DELIVERY
- 📦 = 100 PK = 100 PILLS

# Facilities: FUNDING

## It's not just your carton of eggs that's costing more these days

Clovis Unified stretches dollars, makes adjustments to navigate steeply rising construction costs

In a climate where construction costs have escalated by around 30%\* since 2021, how does Clovis Unified stay on track to build three much-needed schools and manage its robust facility program? In 2020, funds from developer fees and voter-approved bonds were expected to pay for new schools to ease overcrowded conditions in areas impacted by our community's growing population.

Plans were made, budgets established, and projects started, only to be sideswiped by pandemic-started supply chain disruptions and skyrocketing costs of supplies, materials, transportation and labor in the years that followed.

Just like homeowners are trying to manage household budgets given the steep price increases of consumer goods – like a carton of eggs or a box of cereal nearly doubling in price – so too, the district is navigating its way through unprecedented cost increases impacting the building industry, compounded by the urgent need to house a growing number of students who cannot be turned away.

District projects currently underway include building Hirayama Elementary, to open Fall 2024; the Terry Bradley Educational Center for intermediate and high school students to open for seventh through ninth graders in Fall 2025, adding a grade level each year after; and Clovis Online School relocating to a larger stand-alone campus in 2025 to address growing enrollment needs.

"We are committed to doing what it takes to keep those school construction projects on track to open on time," said Assistant Superintendent of Facility Services Denver Stairs.

The team, however, has been challenged to find creative solutions to stretch every dollar. Working with designers and industry professionals, all expenditures have been revisited with savings in mind. In some cases this has meant modifying existing architectural designs to exchange materials for others more affordable or readily available, or phasing construction to focus first on what is most critical for school operations.

"A 30% increase on a multi-million-dollar project is a lot of money that we cannot just make



**“ We must maintain our standards at all of our campuses and remain good stewards of our facilities. We owe that to our present and future students and to the communities we support. ”**

**Denver Stairs**  
Assistant Superintendent of Facility Services

up by cutting back," said Stairs. "We will do everything on our part to adjust plans and become innovative with finances, but these steep escalations will require additional funds to ultimately complete projects."

For example, for the Bradley Educational Center, the district is now looking to build in phases starting with the most-needed buildings in order for the school to open on time, a critical need as nearby Reagan Educational Center is nearing a beyond-capacity enrollment of roughly 6,000 students.

Future funds will be needed to construct the remaining academic wing for upper-division students and performing arts spaces. Stairs said a committee will be forming in the fall to weigh asking voters to consider a bond for the completion of the project.

Any bond request, he said, would be vetted by a large community group and open for public input before being considered by the district's Governing Board to put on a ballot in 2024.

\*Source: U.S. Bureau of Labor Statistics

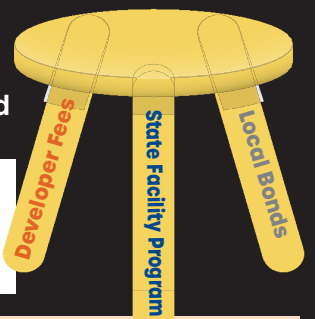
### ESCALATING COSTS

The Producer Price Index compiled by the U.S. Bureau of Labor Statistics tracks significant cost increases for construction.

NON-RESIDENTIAL CONSTRUCTION MATERIALS	% Change from 2021 to 2022	% Change since 2020
Plumbing fixtures and fittings	11.3%	16.8%
Fabricated Structural Metal Products	11.0%	53.8%
Iron and Steel	-19.8%	60.3%
Wire and Cable	1.2%	41.4%
Soft Lumber	4.4%	32.5%
Concrete Products	14.0%	23.4%
Crude Petroleum	12.9%	83.3%
Natural Gas	-2.5%	253.9%

### CALIFORNIA SCHOOL CONSTRUCTION FINANCING

School construction funding is often referred to as a three-legged stool. All three legs are necessary for a successful and stable facility program.



1. Developer Fees
2. State Facility Program
3. Local Bonds

**DEVELOPER FEES:** Revenue collected from residential and commercial development to help defray the cost of new construction or re-construction due to enrollment growth.

Assembly Bill 2926 permits Level 1 fees to be levied on new development based on a district's Fee Justification Study. Senate Bill 50 permits Level 2 and Level 3 alternative school fees to be levied based on a district's School Facilities Need Analysis.

#### Clovis Unified's Developer Fee Rate Per Square Foot for 2022-23

Level 1: \$4.79 sf  
Level 2: \$5.36 sf  
Commercial: \$0.78 sf

#### Developer Fees Collected for 2022-23 to date

\$9,091,418 Residential  
+ 185,227 Commercial  
\$9,276,645\*

\*From 1,967,723 square feet of new development

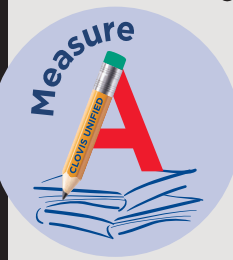
Developer fees will pay for Hirayama Elementary School under construction at Fowler and McKinley avenues and opening in the Fall 2024.

**STATE FACILITY PROGRAM:** Designed as a collaboration between the state and local school districts, provided in the form of per pupil grants, to fund new school facilities construction (50/50 state and local match) and modernize existing schools 25 years old (60/40 state and local match).

State funding relies on the availability of funds through the passage of state bonds. In 2016, State Proposition 51, the public school facility bond, was passed, which was the first in a decade. This bond was used to fulfill many past funding obligations. Clovis Unified received more than \$92 million in promised matching grants for 36 projects, some that dated back to 2013. The district also received nearly \$6 million in matching grants for Career Technical Education, which were used to construct new facilities at each of the high schools. However, the state fully depleted the \$9 billion bond in the 2022-23 fiscal year and will need to pass a new state bond to continue reimbursing applicable projects.

**State Facility Program**  
2022-23 CUSD Prop 51 Reimbursement  
\$16,490,615

**LOCAL SCHOOL BONDS:** Voter-approved funds issued to CUSD to finance building projects or other capital projects. These funds are leveraged to secure matching dollars from the State Facility Program. Projects from the 2012 voter-approved bond were completed in 2020. In November 2020, voters approved a new bond for new construction and maintenance in Clovis Unified.



**\$335 Million**  
**Measure A 2020 Voter-approved bond**  
Major projects include safety features; health/air filtration upgrades; academic wings; new schools (Bradley Center); and modernizations.

**“Schools are the hub of the community.”**

**Dr. Floyd “Doc” Buchanan**  
Clovis Unified Founding Superintendent



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# Facilities: UNDER CONSTRUCTION

## Adding new buildings, taking care of existing ones

Student enrollment creates facility needs



Maintenance, upgrades and construction are ongoing in Clovis Unified as we take care of our 4.8 million square-foot of building space and 537 acres of landscape while also working to meet the needs of a growing community and student population.

We are committed to being good stewards and preserving the community's investment in our state-of-the-art facilities. On a daily basis, our team of custodial and grounds crews keep our campuses in top shape. But over time, just like your home may need new flooring or a touch of paint after 20 years, so do our schools. And think of this: the wear and tear that our buildings experience is not caused by just one family as in a home, but by anywhere from 700 to 4,000 students on one campus!

Here's a look at some of the current projects underway:

### New Construction

- Satoshi Hirayama Elementary School: Opening for TK-6th graders Fall 2024 at McKinley and Fowler avenues. (Under construction.)
- Terry Bradley Educational Center: Opening 7-9th graders Fall 2025, adding grade level each year until fully operational by 2028 at Highland and Clinton alignment. (Under construction.)
- Clovis Online School: Relocating to larger site Fall 2025 at Herndon and Fowler avenues. (In design.)
- Special Education Services: Relocating to larger facility for more resources in 2025 at Herndon and Fowler avenues. (In design.)

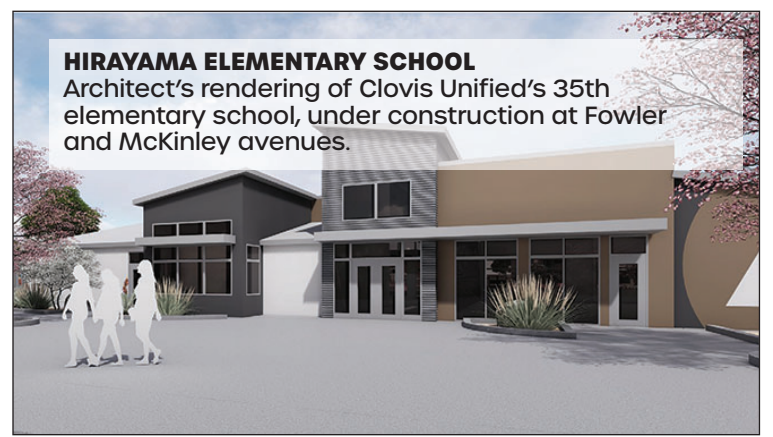
### Modernizations/Upgrades

- Clark Intermediate/Mercedes Edwards Theatre: Modernize industrial arts building, add backstage and storage. (In progress.)

- Clovis Unified Soccer Complex at Clovis East High: Upgrading venue to become premiere soccer facility for large competitions that includes bleachers, bathrooms, field house and ticket booth. (Under construction.)
- Energy Management System: Updates at multiple sites. (In progress.)
- Sierra Outdoor School: Repair/replace gym damaged from weather collapse. (In design.)
- District Wide: Development of one-touch automatic door locking system. (In progress.)

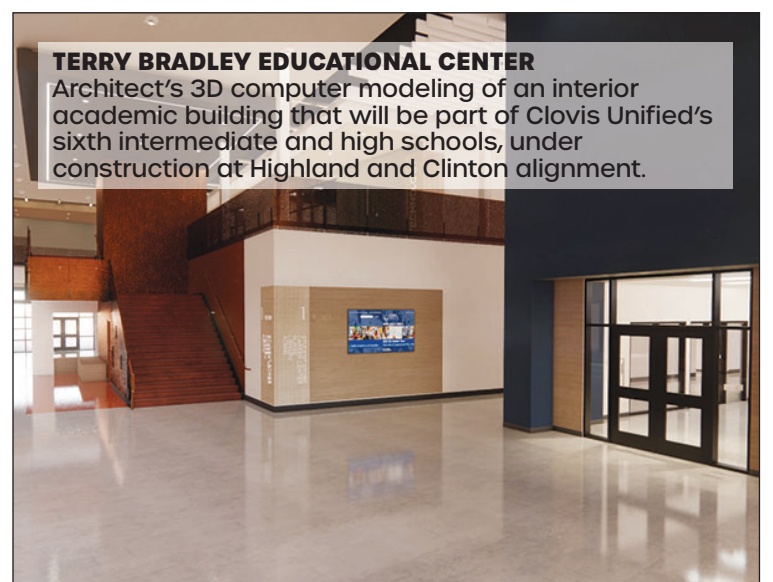
### 2023 Summer Deferred Maintenance & Construction

- Clovis Elementary, Cole Elementary, Copper Hills Elementary, Fort Washington Elementary, Fugman Elementary, Liberty Elementary, Maple Creek Elementary, Mickey Cox Elementary, Nelson Elementary, Sierra Vista Elementary, Woods Elementary, Clark Intermediate, Granite Ridge Intermediate, Buchanan High, Clovis East High, Clovis North High, Clovis West High, Gateway High - Varying projects including HVAC, flooring, painting, paving, sealing, striping
- District Wide - Miscellaneous carpet, portables and bleachers



**HIRAYAMA ELEMENTARY SCHOOL**  
Architect's rendering of Clovis Unified's 35th elementary school, under construction at Fowler and McKinley avenues.

*"We encourage our architects to bring us research-based strategies that will improve design and flow of our schools to the benefit of our students and staff. We don't want to follow a mold. We want to keep evolving and growing with creativity, innovation, sustainability and cutting-edge technology while also being prudent and efficient with our budget."*  
Nick Mele  
Clovis Unified Administrator of Facility Services



**TERRY BRADLEY EDUCATIONAL CENTER**  
Architect's 3D computer modeling of an interior academic building that will be part of Clovis Unified's sixth intermediate and high schools, under construction at Highland and Clinton alignment.

**96%**  
Parents say buildings and grounds are well maintained

**WHATCHA MUNCHIN?** | Illustrated by Alexis Rodriguez - Former Multimedia Student at CART High School

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# Facilities: BOND REPORT

## MEASURE A CITIZENS OVERSIGHT COMMITTEE REPORT

### BOND MEASURE REVIEW



- ▶ \$335M local bond approved by voters in November 2020
- ▶ Does not increase tax rate
- ▶ Monitored by committee of local citizens (see report below)
- ▶ Local, protected control of funds

### 2022-23 Message from the Chairperson

I want to report to the community on the status of the capital improvements approved under Measure A – Clovis Unified’s \$335 million bond measure approved by voters in 2020.

On Nov. 3, 2020, the citizens of Clovis Unified School District passed Measure A. With the approval of Measure A, CUSD will be able to maintain the high facility standards established by our community.

I am proud to report that the district began projects immediately after the bond measure passed in November 2020.

In recent times, there has been a focus on upgrading the HVAC Energy Management System districtwide, which is a crucial step towards achieving energy efficiency and sustainability goals. The district has completed the initial phase of the bid for the Terry Bradley Educational Center and the Clark/MET modernization. Apart from this, there has been successful completion of projects like classroom expansion at Dry Creek Elementary and Clovis West High, as well as pool renovations at the Clovis Unified Olympic Swim Complex – site of the CIF State Swim & Dive Championships – located at Clovis West.

These upgrades and renovations indicate the district’s commitment to providing modern, comfortable, and safe learning environments for students and staff while also prioritizing the efficient use of resources.

In closing, the committee would like to thank Facility Services Assistant Superintendent Denver Stairs; Administrator Nick Mele; Senior Accountant Cherie Larson; and Facility Services Administrative Assistant Lara Stinecipher for their organized and forthcoming presentations at our meetings. With their assistance and guidance, we have been able to fulfill our responsibilities of overseeing many projects on behalf of you, the voters of our district.

*Samantha Bauer*

Samantha Bauer, Chairperson



With ongoing growth in Clovis Unified’s 200-square-mile boundary bringing new students to CUSD schools, and the full opening of a new grade level, Transitional Kindergarten (TK), for 4-year-olds by 2025, the Facilities team will be auditing every school site for capacity and maintenance needs beginning this summer. Future enrollment projections show Clovis Unified’s student population increasing. Bond funds help support projects necessary to meet the needs of growth.

### Committee’s Purpose & Actions

To ensure bond accountability and to keep the public informed, the Citizens Oversight Committee meets quarterly to:

- Review and report on bond expenditures
- Monitor whether funds are being spent on voter-approved project list
- Confirm expenditures are only on capital facility projects
- Ensure no funds are used on teacher/administrative salaries other than operating expenses
- Promptly report any waste or improper expenditures

### Citizens Oversight Committee Members

Appointed by the Governing Board, members monitor the expenditure of Measure A Bond Funds.

- Chairperson Samantha Bauer
- David Fey
- Rick Hopkins
- Dea Roberson
- Scott Vived

### Upcoming Meetings

The Measure A Citizens’ Oversight Committee meetings are open to the public and will be Aug. 17, Oct. 19, Jan. 18, 2024, and April 18. Agenda and minutes are maintained online.

For more information:

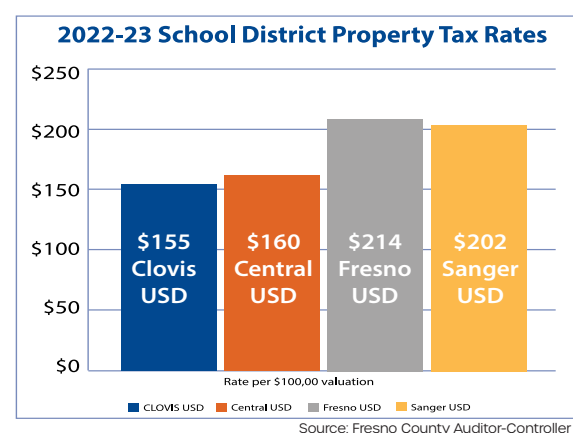
[cusd.com/2020MeasureABond.aspx](https://cusd.com/2020MeasureABond.aspx)

## Your questions about Clovis Unified bonds answered

### What is the tax rate?

Voter-approved bond measures for Clovis Unified result in \$155 taxation per \$100,000 of assessed (not market) property value. The rate has remained the same since 2012, and passage of bonds during that time extended the length of taxation but did not increase the annual rate. Prior to 2012, the rate for Clovis Unified was actually higher; at one point, it was \$224. It will be recommended that a future bond request aims to stay with the current, lower rate and look at extending the term.

### How does our rate compare locally?



### Why are there so many lines on your property tax bill?

It’s not what you think. When you receive your annual property tax bill, more lines listed for Clovis Unified School District does not mean more taxes; they actually mean there is more savings. Fresno County’s system records a new line each time Clovis Unified takes a bond issuance or refinances at lower rates in order to save taxpayers funds. The next time you see what looks like a lot of lines for Clovis Unified, you can be assured that means the district finance team is hard at work.



## Is your child ready for the upcoming season?

Community Health Partners will be providing sports physicals for \$20

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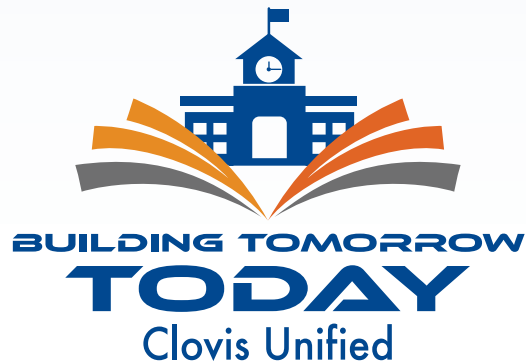
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# Facilities: PLANNING

## As a destination district, how do we plan for the future?

### Clovis Unified is a growing district

A drive within our boundaries quickly reveals vibrant new home construction and multi-family developments under construction that will bring many new students to our schools. The district's

97.2% graduation rate and award-winning co-curricular programs draw people to our community.

■ In 2023, Clovis Unified is ranked No. 1 as the Best School District in the Fresno County area by Niche, a national ranking and review site used by Realtors, buyers and

businesses when making location decisions. ■ 26% assessed property valuation growth occurred on properties located in Clovis Unified's boundaries in the past five years

### Looking ahead

The Facility Services Department monitors cur-

rent student enrollment, past enrollment trends, home sales and new housing construction within the district's boundaries in order to plan for future enrollment growth. This information is vital in identifying the district's need and timing of new schools and additions of classrooms to existing schools.

The sales of homes and new home construction in our boundaries also provide key indicators about future, incoming student populations.

Within Clovis Unified, that means 11,000 lots are monitored annually by the facilities team, and currently they are tracking around 200 new developments.

Additionally, new state legislation requires California school districts to phase in a new grade-level of students – Transitional Kindergarten (TK) – and have it available for all 4-year-old children by 2025. Classroom space for TK students must be found. Assessments are underway on each elementary school campus to identify spaces that can be modified into TK classes or to identify if portable buildings may be needed.

### What does this mean?

Facility enrollment studies and findings are used to plan for the district's future. A school district cannot control the number of children moving into its boundaries, but by law it must provide seats in a classroom for those children to receive an education. And we are excited to do that.

Monitoring projected growth and current school enrollments helps us plan and be ready to receive new students and meet school housing needs. These studies also assist in planning ongoing maintenance schedules, boundaries adjustments and school staffing needs.

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