

Weekly Management Report

May 19, 2017

1. **Minutes** Burbank Police Commission Meeting of April 19, 2017
Burbank Police Department
2. **Synopsis** Transportation Commission Meeting of April 17, 2017
Community Development Department
3. **Synopsis** Downtown Burbank Partnership (P-BID) Meeting of
May 10, 2017
Community Development Department
4. **Synopsis** Burbank Cultural Arts Commission Meeting of May 11, 2017
Parks and Recreation Department
5. **Synopsis** Sustainable Burbank Commission Meeting of May 15, 2017
Public Works Department
6. **Memo** Commercial Permits in Residential Permit-Only Zones
Public Works Department

APRIL 19, 2017

A regular meeting of the Burbank Police Commission was held in the Council Chamber of City Hall, 275 East Olive Avenue, on the above date. The meeting was called to order at 1805 hours by Commission Chair Diamond.

CALL TO ORDER

Present: Commissioners Chapman, Cohen, Diamond, Dineen, Hergelian, Pletcher, and Stearns-Niesen

Also Present: Chief LaChasse, Deputy Chief Albanese, Captains Caruso, Cremins, and Dermenjian, Police Administrator Wilson, Senior Assistant City Attorney Oh, and Executive Assistant Nakamura

INVOCATION AND FLAG SALUTE

The invocation was led by Commissioner Stearns-Niesen and the flag salute was led by Commissioner Dineen.

COMMISSION ANNOUNCEMENTS AND REPORTING OUT BY COMMISSION SUBCOMMITTEES

Commission Chair Diamond thanked the PD for the uniformed officers at the little league opening event at Brace Park a few weeks ago.

Commissioner Chapman attended a faith-based community meeting on April 5th hosted by the Police Department to strengthen the relationship between clergy and the Department.

Commissioners Stearns-Niesen and Hergelian attended the Burbank Police Foundation recognition lunch on March 16th.

Commissioner Pletcher attended the Charter Review Committee meeting on March 6th. He relayed to the Committee that the Commission did not have any recommendations or changes for the Charter at this time. Commissioner Pletcher stated the Committee expressed interest in different models of police commissions in California, and having a level of oversight (similar to OIR) memorialized in the Charter.

Commission Chair Diamond announced Commissioner Dineen has volunteered to be the liaison between the BPOA and Commission.

ORAL COMMUNICATIONS

None

RESPONSE TO ORAL COMMUNICATIONS

None

APPROVAL OF MINUTES FROM JANUARY 18, 2017

A motion was made by Commissioner Hergelian, seconded by Commissioner Pletcher, to approve the minutes as written. Motion carried by Commissioners Chapman, Diamond, Dineen, Hergelian, Pletcher, and Stearns-Niesen, with an abstention by Commissioner Cohen.

ITEMS OF BUSINESS

1. Mental Health Training

Sergeant Fatta of the COPS Bureau stated Department training is conducted that is incident driven, POST-mandated, assignment specific, and legislatively mandated. Mental Health training was developed in 2016 by the Los Angeles County District Attorney's Office, in conjunction with mental professionals. The two-day training, mandated for police personnel, focuses on improved police response to recognize, deescalate, and appropriately respond to encounters with people with mental health disabilities. To date, 171 BPD personnel have attended training, including sworn officers, Communications Operators, and Jailers.

2. Protocol for citizen correspondence

Commissioners discussed the methods of receipt of correspondence, timeliness of dissemination, concerns of filtered information, and assurance that a response is made to citizens. It was agreed that the current system is acceptable, and have requested that a log be created to track citizen correspondence, to be reviewed on a regular (quarterly?) basis by the Commission Chair/Commissioners.

3. Budget Update

Work Program Goals

As part of the budget process, an update is provided to the Police Commission on the Department's progress towards its Work Program Goals for the year. Ms. Wilson discussed the FY 2016-17 Work Program Goal highlights as well as proposed goals for FY 2017-18.

Highlights included the following:

- Office of Independent review monitoring
- CALEA re-accreditation process
- New Strategic Plan
- Patrol Community Outreach Program
- Tiburon Safety Suite System Upgrade
- Recruitment Plan
- Training
- Community Outreach
- Animal Shelter outreach to the Burbank Unified School District and community partnerships with North Shore Animal League, Good Morning America, best Friends Animal Care and NBC

FY 2017-18 Budget

In January 2017, the Command Staff met with members of the Police Commission for an in-depth review of the Department's budget and to request recommendations regarding the FY 2017-18 budget. She mentioned that Police Department operations rely on several software systems, equipment and services/programs to function. With rapid changes in technology, these systems and equipment require regular upgrades and maintenance costs increase each year. As such, additional funding in the amount of \$38,200 was requested to cover cost increases due to state mandates, audit recommendations and contractual adjustments for existing contracts. These contracts provide services for items such as the Lexipol policy manual, recruit training software, digital forensic examination certification, building security, Department accreditation, probation officer contract and jail time-keeping software, among others. She also discussed staffing and fee schedule changes, as well as scheduled

replacements for fully depreciated vehicles. Finally, she informed the Commission of the FY 2017-18 budget presentation schedule for the Council, with budget adoption set of June 6, 2017.

4. Announcements by the Police Chief

Police personnel will participate in the following:

- 4/20 Academy Graduation
- 4/29 Burbank on Parade
- 5/3 Coffee with a Cop at Porto's
- 5/13 Police/Fire Service Day

The Street Beat cable show has been dormant for several years. The personnel were previously funded by a federal grant; after the grant expired, we ran older clips until interest waned. The City PIO stated he is not able to operate the program at this time – the Department will look at the capabilities of our volunteers to possibly resume and sustain the production.

FINAL PERIOD OF PUBLIC COMMENTS

Appearing to speak before the Commission was Victor Trujillo, who commented on crime incidents involving murders of officers in the city.

RESPONSE TO ORAL COMMUNICATIONS

Commission Chair Diamond requested the documents presented by Mr. Trujillo, which will be distributed to the Commissioners.

COUNCIL LIASON COMMENTS

Council Member Gordon said farewell as the liaison to the Commission as he ends his term as a City Council Member. He brought some matters to their attention:

- There is a federal program that will pay for body worn cameras - may want to look into this with the Department
- Some residents had mentioned to him about break-ins of locked vehicles in the Empire Center – does the Department know of these incidents and has this become an area of increased activity?
- There appears to be tension in the community of a political nature – it may become a matter of concern

Commissioners thanked Dr. Gordon for his service and advocacy for the Commission.

INTRODUCTION OF AGENDA ITEMS FOR FUTURE MEETINGS

Commissioner Stearns-Niesen made a motion, seconded by Commissioner Cohen, to have a discussion to request that an independent oversight body for the Department be permanently designated in the City Charter. Motion carried by consensus.

Commissioner Chapman asked for an update on the status of welcome packets for new boards and commissions members.

Commissioner Chapman requested a copy of the Department's de-escalation policy, and the new policy adopted by the LA Police Commission for the LAPD for discussion.

Commissioner Pletcher made a motion, seconded by Commissioner Stearns-Niesen, to have a presentation/update on body worn cameras for the Department.

Commissioners Stearns-Niesen requested a brief-back on Patrol's community outreach efforts.

Commissioner Hergelian made a motion, seconded by Commissioner Stearns-Niesen, for a presentation on the ramifications effects of Prop 64, recreational use of marijuana.

For the June meeting, Commissioner Cohen requested a discussion on decorum of conduct during Commission meetings.

NEXT MEETING DATE

The next scheduled meeting of the Police Commission is Wednesday, May 17th, at 1800 hours.

ADJOURNMENT

There being no further business to come before the Commission, the meeting adjourned at 1935 hours.

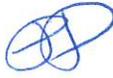
Elise Stearns-Niesen, Secretary
Burbank Police Commission

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memorandum

DATE: May 8, 2017

TO: Ron Davis, City Manager

FROM: Patrick Prescott, Community Development Director 

SUBJECT: April 17, 2017 Transportation Commission Meeting Synopsis

- A representative from the Burbank Senior Board presented findings of a recent World Health Organization (WHO) Age Friendly Cities Report (Report). The Age Friendly Cities Report provides a checklist of areas where cities are able to assess targets and goals for improving quality of life for older adults. Transportation for senior citizens is a section in the Report that the Senior Board would like to focus on improving. The Senior Board has proposed to assess the City of Burbank through surveys. Vice Chair Janet Diel and Commission Member Patrick Dickson volunteered to serve as liaisons between the Senior Board and the Transportation Commission to provide assistance on the Senior Board's study. The Commission discussed how the upcoming BurbankBus Comprehensive Service Analysis could be used to gather information on how seniors can better use transit.
- A review of the recent Downtown Burbank Metrolink Station Parking Study was scheduled for the April meeting, but was postponed to the following meeting in May.
- The next Transportation Commission meeting will be held on Monday, May 15th at 5:00 pm.

memorandum

DATE: May 10, 2017

TO: Ron Davis, City Manager

FROM: Patrick Prescott, Community Development Director 
Via: Simone McFarland, Asst. Community Development Director - Business
& Economic Development

SUBJECT: Downtown Burbank Partnership (P-BID) Meeting – May 10, 2017

- John Cambianica from the First Street Village Project made a brief presentation to the Board on the minor changes to their development plans. The total project would result in 261 apartments and 21,265 SF of commercial space on the ground floors. There will also be 673 parking spaces included in the project. The First Street Village project will be going to City Council for review on May 23, 2017. The discussion to approve a letter of support from the Partnership was postponed to a future agenda due to a lack of quorum.
- Mary Cutrone, CEO of the Burbank Community YMCA and Amy Brown, General Manager for the Burbank Town Center, introduced themselves to the Board as applicants for the currently vacant Board position. This item was postponed to a future agenda due to a lack of quorum.
- Due to a lack of quorum, the Board members present requested a meeting to review and vote on the May 10th agenda items the week of May 15, 2017.

**CITY OF BURBANK
PARKS AND RECREATION - ANNOTATED AGENDA/MEETING SUMMARY**

Meeting: Burbank Cultural Arts Commission Date: May 11, 2017
 Members Present: Mary Elizabeth Michaels, Lynda Willner, Jeff Rector, Cynthia Pease, Katherine Zoraster, Diana Means, Jeremy Geltzer (left 10:10), Peggy Flynn (left 10:20)
 Members Absent: Barbara Beckley
 Staff Present: Kris Smith, Kristin Buhagiar, Paul Paolone, Doug Fowler, Caroline Arrechea
 Liaisons

Item Discussed	Summary	Direction or Action, if any
1. Discussion with Elissa Glickman from Glendale Arts	The Commission received a report from Elissa Glickman of Glendale Arts, a private non-profit organization that works to integrate the arts into the identity, growth and economic vitality of the City of Glendale. They manage the City-owned Alex Theatre and work closely with the Economic Development and Library Arts and Culture Departments. Ms. Glickman briefly explained how the program has evolved and expanded, and discussed some of the challenges Glendale Arts has faced. She shared the many arts activities that Glendale offers (including pop-up activities such as yoga and cooking classes, open mic nights at bars/restaurants, utility box program, arts newsletter, free arts at the library, "Art Happens Everywhere" programs, etc).	
2. Logo Re-design	Item was not discussed due to time constraints.	
Art in Public Places Update	Item was not discussed due to time constraints.	
3. 2017 Burbank Cultural Arts Commission Goals Taskforces	The Cultural Arts Commission has established 3 goals to be accomplished over the next year: Goal 1: Marketing Goal 2: Website Goal 3: Utility Boxes Goal 4: Community Events/Development	Goal 1: The subcommittee contacted Woodbury University regarding a potential intern and will be meeting with someone from BUSD as well for potential High School candidates. They continue to work on social media and will be working on a training with the website subcommittee on how to upload events. Goal 2: The Website subcommittee will be working in conjunction with the Marketing subcommittee on a website training. Goal 3: The subcommittee met to discuss the next steps and timeline for the project. They would be updating the brochure. They had a discussion on a theme for the Utility Box Project and agreed to change it to <i>A World of Possibilities</i> . Goal 4: The subcommittee discussed their idea to have a variety show at the Colony Theatre. They talked about performers, a silent auction, donations, food, insurance, costs, ticket prices, etc. Mr. Rector had applied for a liquor license and secured some performers. He indicated there would be a \$325 charge to cover insurance for this event through his Burbank International Film Festival policy. The subcommittee announced the only available date would be July 16 at the Colony. Staff noted that the Commission (and its sponsored events) represent the City, and, as such, staff need to present the information to City Attorney's office and City Manager for approval. Some members felt that the date in July would not give enough time to put together a quality event and they decided to vote on whether to hold a variety event as well as the date: A motion was made by Ms. Means, seconded by Mr. Rector and passed 8-0 to have a variety show event at some point in the future (in favor: Mr. Rector, Ms. Means, Ms. Pease, Ms. Michaels, Ms. Willner, Ms. Zoraster, Mr. Geltzer, Ms. Flynn). A motion was made by Ms. Means, and seconded by Mr. Rector but failed 5-3 to move forward with the variety show event for July 16, 2017 (in favor: Mr. Rector, Ms. Means, Ms. Pease; Against: Ms. Michaels, Ms. Willner, Ms. Zoraster, Mr. Geltzer, Ms. Flynn).

SUSTAINABLE BURBANK COMMISSION
May 15, 2017

SYNOPSIS OF ITEMS ARE IN BOXES BELOW

I. ORAL COMMUNICATIONS:

A. Public Communication: None

B. Commission Member Communication:

Mr. Newhoff reported that he has read numerous articles about the closure of multiple retail outlets across the country and voiced his concerns regarding the financial and economic issues facing the City.

Mr. Smith reported that he met with City staff and discussed retail businesses in Burbank. Mr. Smith also reported that he attended a Los Angeles County water ordinance meeting and a Los Angeles County flood control meeting.

Mr. Dunigan reported that he recently attended a Burbank Rotary Club meeting. The developer for the Avion Project gave a presentation at the meeting and Mr. Dunigan will provide the electronic version for distribution to the group.

Ms. Gamiño reported that she met with the City of Los Angeles' Chief Sustainability Officer to review their sustainability plan. Ms. Gamino will provide the link to the Los Angeles plan for the rest of the group.

Mr. Roesner reported that in the Netherlands drivers practice the "Dutch Reach" to prevent cycling injuries.

C. Staff Communication:

Mr. Hampel informed the group that staff met with the Airport Authority to review on-site recycling operations, vendor recycling, and other recycling requirements for waste reduction. Mr. Hampel also reported that he attended the "Cows to Concrete" presentation that provided a perspective on sustainable food systems.

Ms. Batayneh introduced Perla Obal, the new liaison from the Burbank Water and Power Board.

II. APPROVAL OF MINUTES:

Mr. Newhoff moved and Mr. Smith seconded, to approve the April 17, 2017, minutes. The minutes were approved by all present.

III. AD HOC MOBILITY AND URBAN DESIGN SUBCOMMITTEE At its July 20, 2015, meeting, the Commission agreed to form the ad hoc Mobility and Urban Design Subcommittee to discuss the bicycle plan, the network of bikeways, public transportation, and pedestrian corridors as they relate to sustainability in the community. The Subcommittee may give an update on its activities. The Commission may ask questions, engage in discussion, and provide feedback.

Ms. Hadian, on behalf of the Subcommittee, provided a PowerPoint presentation on the Urban Sustainability Network and discussed goals and indicators of the following eight categories: 1) environment & neighborhoods, 2) infrastructure, 3) economic prosperity & livelihood, 4) ecosystems, 5) inclusion, 6) education & culture, 7) public safety, and 8) health & wellness. The group engaged in discussion and agreed to use the eight categories as guidelines for future agenda topics.

Following the presentation, Mr. Newhoff, Ms. Gamiño, Mr. Hagobian, and Ms. Hadian left the meeting resulting in lack of a quorum.

IV. AD HOC BURBANK GREEN SPOTLIGHT AWARD SUBCOMMITTEE REPORT:

At its June 6, 2016, meeting, the Commissioners agreed to form the ad hoc Burbank Green Spotlight Award Subcommittee to investigate sponsorship and format of the Burbank Green Spotlight Award. The ad hoc subcommittee will provide the Commission with an update on the group's progress and proposed future direction for discussion and Commission direction

Due to lack of a quorum, this item was tabled to the June 19, 2017, meeting.

V. CONTINUE FINAL COMMISSION GOALS DISCUSSION & CREATE AD HOC SUBCOMMITTEES:

The group discussed and reviewed their 2017 goals at the April 17, 2017, meeting. The Commission may continue to review, refine, finalize, and prioritize their future objectives and may entertain a motion to form as-needed ad hoc subcommittees that pertain to the Commission's final list of goals.

Due to lack of a quorum, this item was tabled to the June 19, 2017, meeting.

VI. INTRODUCTION OF ADDITIONAL AGENDA ITEMS:

At the May 14, 2009, Sustainable Burbank Task Force (now the Sustainable Burbank Commission) meeting, those present voted unanimously that members can suggest agenda items and obtain consensus from the group to have the items added to a future agenda.

Due to lack of a quorum, this item was tabled to the June 19, 2017, meeting.

VII. BURBANK GREEN SPOTLIGHT AWARD FOR JUNE 2017:

The Commission will select one of its members to identify a Burbank Green Spotlight Award winner for June 2017.

Due to lack of a quorum, this item was tabled to the June 19, 2017, meeting.

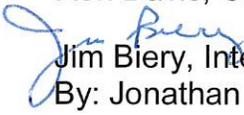
VIII. ADJOURNMENT

The meeting was adjourned at 6:23 p.m.

**CITY OF BURBANK
PUBLIC WORKS DEPARTMENT
MEMORANDUM**

DATE: May 16, 2017

TO: Ron Davis, City Manager

FROM:  Jim Biery, Interim Director

By: Jonathan Yee, Assistant Public Works Director Traffic

SUBJECT: City Manager Tracking List No. 1986 - Commercial Permits in Residential Permit-Only Zones

The City of Burbank has several areas with commercial uses adjacent to residential neighborhoods. In these areas, the residents and businesses are both competing for on-street parking. The Burbank Municipal Code (BMC) has a process to protect residential neighborhoods by creating residential permit parking zones. This code was recently modified by the City Council to make it easier to create permit parking zones.

Section 6-1-1003 of the BMC allows residents to initiate the process by submitting a petition. After submittal, staff conducts a parking survey to determine the level of non-resident cars on the street. The percentage of non-resident cars parked on the street determines the level of parking restriction. The higher the percentage of non-resident cars, the more stringent the parking restriction.

If 50% to 75% of on-street parking is occupied by non-resident cars, a residential permit parking zone will have 1-hour or 2-hour parking (except by permit). These two parking restrictions allow the public to use the residential street on a limited basis during a specified time frame. However, if 75% or more of on-street parking is occupied by non-resident cars, a residential permit parking zone may have permit-only parking. This parking restriction does not allow the public to use the residential street during a specified time frame. Permit-only parking requires a public hearing before the Traffic Commission, who will determine a finding and make a recommendation to the Public Works Director.

Permit-only parking provides the most protection to residential neighborhoods, but it also imposes the most impacts to adjacent commercial businesses. The commercial property along the City's strip commercial corridors (i.e Magnolia Boulevard) rely on parking from four places; 1) public on-street commercial parking, 2) private, off-street parking, 3) public off-street parking, and 4) public on-street residential parking.

The code recognizes that permit-only parking may negatively impact adjacent businesses and identifies a process for commercial applicants to use the permit-only parking zone (Attachment 1). However, these permits are limited to 25% of the available parking within an established permit-only parking zone. In addition, the permits may be subject to

conditions imposed by the Traffic Commission or Public Works Director, such as number of permits and parking locations, times, and duration.

Commercial permit requests also require a public hearing before the Traffic Commission. The purpose of the hearing is to review the request, evaluate the nearby available parking supply, and determine if there is justification to release some residential permits to the commercial business. The result of the public hearing is also a finding and recommendation to the Public Works Director.

There are currently ten businesses and one Burbank elementary school that receive a combined total of 91 commercial parking permits annually. These 91 permits are assigned to eight permit-only streets (Attachment 2). The annual fee for a commercial permit is \$20 each (no fee for public entities such as Roosevelt Elementary School).

All eleven commercial permit holders are in good standing. There hasn't been a single incident or request that has resulted in a commercial permit being revoked. In addition, Roosevelt Elementary School is the only commercial holders using 25% of the available parking in a Permit-Only zone.

Currently, there are 97 residential permit zones (19 permit-only zones) adjacent to commercial areas (Attachment 3). The 91 commercial parking permits can be compared with a total of nearly 1,000 residential permits which have been issued for permit-only parking zones throughout the City.

The City's current residential parking permit program -- and the provision to issue permits to commercial businesses -- is an incomplete program to manage parking. The current program only addresses one element of parking management. To effectively manage parking, a complete program must 1) manage commercial on-street parking to ensure that one or two parking spaces per block are always available, 2) allow private businesses to offer unused off-street parking supply to other nearby businesses in need, and 3) protect residential neighborhood parking from abuse by adjacent commercial businesses. A residential parking permit program by itself will protect residential parking but does so at the expense of exacerbating the problem of inadequate parking supply for businesses. A complete parking management program that addresses all three components will protect neighborhoods and promote business vitality and economic development. Staff proposes to conduct a Citywide parking study to create a complete parking management program in the upcoming city budget.

Attachments

Attachment 1: Burbank Municipal Code Section 6-1-1003(M)

Attachment 2: Commercial Permits in Residential Areas

Attachment 3: Map of Commercial Areas adjacent to Residential Permit Zones

ATTACHMENT 1

BMC 6-1-1003

M. NON-RESIDENT OR COMMERCIAL APPLICANTS FOR PERMITS WITHIN ESTABLISHED PERMIT-ONLY PARKING ZONE

1. Upon recommendation by the Traffic Commission, the Public Works Director or designee may authorize a limited number of parking permits not to exceed twenty-five percent (25%) of the available on-street parking within a designated permit-only parking zone for commuter or non-resident vehicles, as long as the findings in this section can be made.
2. The Public Works Director shall set the application for public hearing before the Traffic Commission
3. Parking permits shall be issued to non-resident or commercial applicants upon a finding by the Traffic Commission that:
 - a. A shortage of available commercial parking exists in the area
 - b. Non-resident vehicles will not be a source of unreasonable noise, traffic hazards, pollution or devaluation of real property
 - c. Non-resident vehicles will not substantially and regularly interfere with 75% of the available parking
 - d. Permits issued will not exceed 25% of the total on-street parking within the zone for which they are issued
 - e. Conditions imposed are necessary to protect the public convenience, safety, health and welfare
4. Conditions imposed by either the Traffic Commission or the Public Works Director may include, but are not limited to:
 - a. Parking locations.
 - b. Number of permits.
 - c. Times for parking.
 - d. Duration of use.
5. The Public Works Director or designee shall issue such permits directly to a representative of the applicant business for distribution to its employees
6. Revocation of permit
 - a. A resident sponsored petition with written statement detailing the facts surrounding the revocation request
 - b. Upon recommendation by the Traffic Commission to the Public Works Director upon finding of one of the following grounds:
 - 1) The permit was issued fraudulently
 - 2) The permit holder failed to comply with conditions imposed,
 - 3) Permit issuance is creating a nuisance or detriment of the public health, welfare or safety.

ATTACHMENT 2

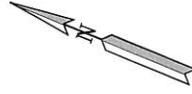
COMMERCIAL PARKING PERMITS IN RESIDENTIAL AREAS

	NAME	# of Permits	ZONE
1	Airmotive Carburetor Co 475 Riverside Drive Burbank CA 91506	3	H 400 block Riverside Dr
2	Yong Yam - Marlboro LLC 4119 W Burbank Boulevard Burbank CA 91505	8	E 1400 block N Evergreen
3	Carletta Chiropractic 2811 W Olive Avenue Burbank CA 91505	6	B 200 block N Catalina St
4	Lamer Executive Offices 115 S Lamer Street Burbank CA 91506	3	R 100 block of South Lamer
5	PES Payroll (Paul Gener) 4100 W Burbank Boulevard Burbank CA 91505	7 total *4 on Pass *3 on Evergreen	*Zone D - 1300 Pass **Zone E - 1400 Evergreen
6	North Hollywood Sound 4207 W Burbank Boulevard Burbank CA 91505	4	E 1400 block N Evergreen
7	Roosevelt Elementary School 850 N Cordova Street Burbank CA 91506	20	C 800 block N Cordova
8	Smart Post Sound 405 Riverside Drive Burbank CA 91506	24	H 400 block Riverside Drive
9	Shea Roofing 1951 N Ontario Street Burbank CA 91506	3	R 1900 block of N, Ontario
10	Simmons & Scott 4110 W Burbank Burbank CA 91505	3	D 1300 block of N, Pass
11	WB Entertainment Inc 4444 Lakeside Drive Burbank CA 91505	10	A 4400 block Lakeside Drive

91 total

LEGEND:

-  Existing Permit Only Parking
-  Street in Commercial/Media District/ Business Zone
-  Commercial Parking Permits in Residential Areas



2017
NOT TO SCALE

