DLBA Board of Directors Meeting

April 17, 2024
Studio One Eleven

Food provided by:





Mission: Cultivate, preserve and promote a healthy, safe and prosperous Downtown for all.

I. Call to Order and Introductions

Denise Carter





Consent Calendar

- 2. Secretary Report
 - Minutes from February 21, 2024 Meeting
- 3. Financial Report
 - Year-to-Date Financials through February, 2024

All matters listed under the Consent Calendar are to be considered routine by the Board and will be enacted by one motion.

ACTION: Approve consent calendar items unless otherwise removed for discussion.

4. Time Certain 4:15

Shoreline Dr. Realignment & Shoemaker Bridge Replacement Project

Mouhsen Habib, City of Long Beach Public Works Transportation Manager Kekoa Anderson, City of Long Beach Project Manager from KOA Consulting



4. Time Certain

Shoreline Dr. Realignment Shoemaker Bridge Replacement Project

Mouhsen Habib, City of Long Beach Public Works Transportation Manager Kekoa Anderson, City of Long Beach Project Manager from KOA Consulting

5. Chairperson's Report

Denise Carter





5A. Remarks from the Chair

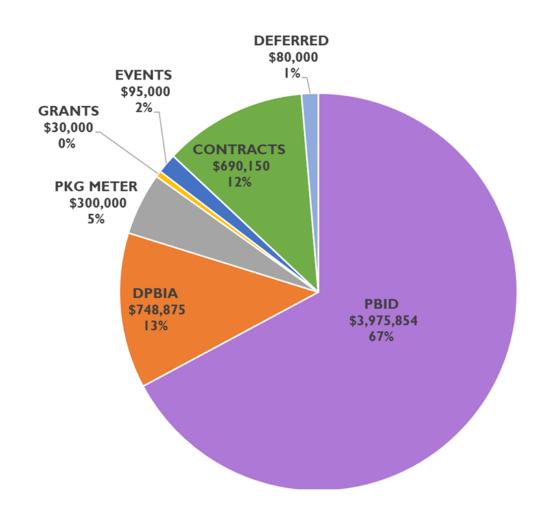


5B. Executive Committee Report

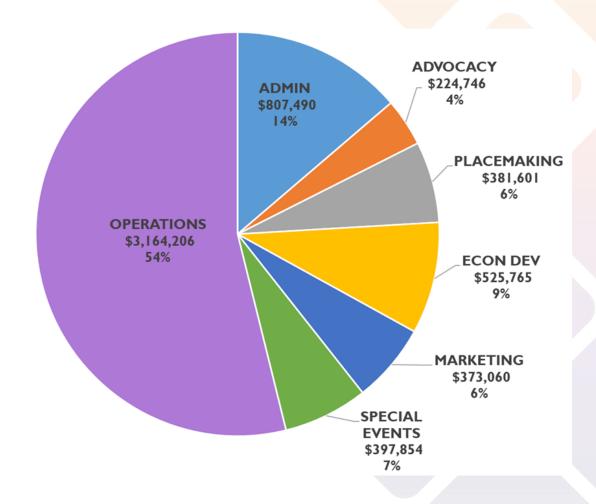
District Assessment Adjustments



REVENUE SOURCES



RESOURCE USES





DPBIA Rate Adjustment

The DLBA Executive Committee and Board annually review the City of Long Beach's CPI percentage change to its business license fees and determine any adjustments to the DPBIA assessments as part of the business license. The DPBIA rate adjustments has no cap or restrictions and its adjustments are applied annually on July 1.

| | Historical DPBIA Adjustment | | | | | | | | | |
|--------------|-----------------------------|--------------------|--------------------|--|--|--|--|--|--|--|
| Year | СРІ | City Adjustment | DLBA Adjustment | | | | | | | |
| 2012-13 | 2.03% | 2.00% | 2.00% | | | | | | | |
| 2013-14 | 1.08% | 1.08% | 1.08% | | | | | | | |
| 2014-15 | 1.35% | 1.00% | 1.00% | | | | | | | |
| 2015-16 | 0.91% | 1.00% | 1.00% | | | | | | | |
| 2016-17 | 1.89% | 1.89% | 1.89% | | | | | | | |
| 2017-18 | 2.79% | 2.79% | 2.89% | | | | | | | |
| 2018-19 | 3.81% | 3.81% | 3.81% | | | | | | | |
| 2019-20 | 3.07% | 3.07% | 3.07% | | | | | | | |
| 2020-21 | 1.62% | 3.07% | 0.00% | | | | | | | |
| 2021-22 | 3.83% | 3.80% | 3.80% | | | | | | | |
| 2022-23 | 7.45% | 7.45% | 4.50% | | | | | | | |
| 2023-24 | 3.48% | TBD | - | | | | | | | |
| 10-Year Avg. | 3.02% | 2.82% | 2.44% | | | | | | | |
| 5-Year Avg. | 3.89% | 3.72% | 2.84% | | | | | | | |



PBID Rate Adjustment

Per PBID Management Plan, the DLBA Board of Directors is charged with determining the percentage rate of increase for each year's PBID assessments. The rate of increase cannot exceed 5% per year consistent with the Tri-County consumer price index and increases in other program costs.

| Historical PBID Adjustment | | | | | | | | | |
|----------------------------|--------------|-----------------|--|--|--|--|--|--|--|
| Year | CPIA | DLBA Adjustment | | | | | | | |
| 20111-12 | 2.12% | 2.00% | | | | | | | |
| 2012 Renewal | District Inc | rease - 23% | | | | | | | |
| 2012-13 | 2.03% | 2.00% | | | | | | | |
| 2013-14 | 1.08% | 1.50% | | | | | | | |
| 2014-15 | 1.35% | 3.00% | | | | | | | |
| 2015-16 | 0.91% | 3.00% | | | | | | | |
| 2016-17 | 1.89% | 3.00% | | | | | | | |
| 2017-18 | 2.79% | 3.80% | | | | | | | |
| 2018-19 | 3.81% | 4.00% | | | | | | | |
| 2019-20 | 3.07% | 3.00% | | | | | | | |
| 2020-21 | 1.62% | 3.00% | | | | | | | |
| 2021-22 | 3.80% | 0% | | | | | | | |
| 2023 Renewal | District Inc | rease - 35% | | | | | | | |
| 2022-23 | 7.45% | 4.50% | | | | | | | |
| 2023-24 | 3.48% | - | | | | | | | |
| 2012 District Term Avg | 2.24% | 2.63% | | | | | | | |
| 2022 District Term Avg | 5.47% | 4.50% | | | | | | | |
| Overall Average | 2.77% | 2.80% | | | | | | | |



PBID Rate Adjustment

Per PBID Management Plan, the DLBA Board of Directors is charged with determining the percentage rate of increase for each year's PBID assessments. The rate of increase cannot exceed 5% per year consistent with the Tri-County consumer price index and increases in other program costs.

| Year | СРІ | | DLBA | |
|----------------|-------|-------------------|-------------------|-------------------------------|
| | | Excluding Renewal | Including Renewal | Including Rene (*Adjusted) |
| 2012- 2013 | 2.03% | 2.00% | 2.00% | 2.00% |
| 2013 - 2014 | 1.08% | 1.50% | 1.50% | 1.50% |
| 2014- 2015 | 1.35% | 3.00% | 3.00% | 3.00% |
| 2015 - 2016 | 0.91% | 3.00% | 3.00% | 3.00% |
| 2016- 2017 | 1.89% | 3.00% | 3.00% | 3.00% |
| 2017- 2018 | 2.79% | 3.80% | 3.80% 3.80% | |
| 2018- 2019 | 3.81% | 4.00% | 4.00% | 4.00% |
| 2019- 2020 | 3.07% | 3.00% | 3.00% | 3.00% |
| 2020 - 2021 | 1.62% | 3.00% | 3.00% | 3.00% |
| 2021 - 2022 | 3.80% | 0.00% | 0.00%_ | 0.00% |
| 2022 Renewal | 0.00% | 0.00% | 35.00% | 10.50% |
| 2022 - 2023 | 7.45% | 4.50% | 4.50% | 4.50% |
| 2023 - 2024 | 3.48% | 0.00% | 0.00% | 0.00% |
| 2012 Term Avg. | 2.23% | 2.62% | 2.62% | 2.62% |
| 2022 Term Avg. | 5.45% | 2.23% | 18.77% | 7.46% |
| Overall Avg. | 2.76% | 2.56% | 5.15% | 3.41% |

*70% of the 2022 PBID Renewal increase resulted from the expansion of the district boundaries, increase in frequency of C/S and homeless outreach. Adjusted column reflects the remaining portion of the 2022 PBID Renewal increase (30%) attributed purely to cost escalations.



DISTRICT BENCHMARKING: REGIONAL

| District Name | Anticipated Adjustment | Type of District |
|-----------------------|--|---------------------|
| Hollywood Partnership | • 3% Increase (Max Allowable) | Property |
| DTLA Alliance | • 5% Increase | Property |
| Downtown San Jose | • 1-3% Increase on all parcels + 1-2% Increase on commercial | Property & Merchant |
| Downtown Sacramento | • 4% Increase annually from '23 - '25 | Property & Merchant |



DISTRICT BENCHMARKING: LOCAL

| District Name | Anticipated Adjustment | Type of District |
|------------------------|--|------------------|
| Retro Row (4th Street) | Historically has not raised assessmentUnder consideration now | Merchant |
| Belmont Shore | Hadn't raised assessments in 10 yrs. One time increase of 25% in 2023 Will adjust every two years based on CPI | Merchant |
| Bixby Knolls | One time increase of 42% in 2023Will hold off increase for 2024 | Merchant |
| Zaferia | Approved 25% Increase 2024Hadn't increased assessments in 10yrs | Merchant |
| Midtown | • 4% Increase 2024 | Property |



DLBA FY25 PROJECTIONS No Increase (0%)

| TOTAL REVENUE | \$ 5,827,871 |
|---------------|-----------------|
| TOTAL EXPENSE | \$ 6,018,442 |
| NET CHANGE | \$ (190,570) |

| REVENUE | FY 24 Budget Total F | | FY 2 | 25 Projection | \$Change | | %Change |
|----------------------------------|----------------------|-----------|------|---------------|----------|-------------|---------|
| PBID Funds (gross) | \$ | 4,020,460 | \$ | 4,020,460 | \$ | | 10 |
| DPIA | \$ | 748,875 | \$ | 748,875 | \$ | 20 1 | |
| Parking Meters | \$ | 300,000 | \$ | 250,000 | \$ | (50,000) | -20% |
| Events | \$ | 95,000 | \$ | 95,000 | \$ | 3. | |
| Small Business Grant Fundraising | \$ | 30,000 | \$ | 5,000 | \$ | (25,000) | -500% |
| Contract Services | \$ | 659,009 | \$ | 704,573 | \$ | 45,564 | 6% |
| Lincoln Park | \$ | 80,000 | \$ | <u>L</u> 1 | \$ | (80,000) | -100% |
| Mosaic Street Mural | \$ | 27,178 | \$ | | \$ | (27,178) | -100% |
| Misc Income (rent reimbursement) | \$ | 3,963 | \$ | 3,963 | \$ | 19 | |
| TOTAL REVENUE | \$ | 5,964,485 | \$ | 5,827,871 | \$ (| (136,614) | |

| EXPENSE | FY 24 Budget Total F | | FY 25 Projection | | \$Change | | %Change |
|----------------------|----------------------|-----------|------------------|-----------|----------|-----------|---------|
| Administration | \$ | 576,884 | \$ | 636,884 | \$ | 60,000 | 9% |
| Advocacy | \$ | 79,051 | \$ | 79,051 | \$ | Œ | |
| Economic Development | \$ | 251,203 | \$ | 221,203 | \$ | (30,000) | -14% |
| Events | \$ | 239,253 | \$ | 239,253 | \$ | - | |
| Marketing | \$ | 134,651 | \$ | 112,750 | \$ | (21,901) | -19% |
| Operations | \$ | 2,889,316 | \$ | 3,009,316 | \$ | 120,000 | 4% |
| Placemaking | \$ | 178,258 | \$ | 70,158 | \$ | (108,100) | -154% |
| Personnel | \$ | 1,571,263 | \$ | 1,649,826 | \$ | 78,563 | 5% |
| TOTAL EXPENSE | \$ | 5,919,879 | \$ | 6,018,442 | \$ | 98,562 | |



DLBA FY25 PROJECTIONS 4.5% Increases

| TOTAL EXPENSE | \$ 6,018,442 |
|---------------|-----------------|
| NET CHANGE | \$ 24,050 |

| REVENUE | FY 2 | 24 Budget Total FY 25 Projection \$Change | | FY 25 Projection | | Change | %Change |
|----------------------------------|------|---|----|------------------|----|----------|---------|
| PBID Funds (gross) | \$ | 4,020,460 | \$ | 4,201,381 | \$ | 180,921 | |
| DPIA | \$ | 748,875 | \$ | 782,574 | \$ | 33,699 | |
| Parking Meters | \$ | 300,000 | \$ | 250,000 | \$ | (50,000) | -20% |
| Events | \$ | 95,000 | \$ | 95,000 | \$ | - | |
| Small Business Grant Fundraising | \$ | 30,000 | \$ | 5,000 | \$ | (25,000) | -500% |
| Contract Services | \$ | 659,009 | \$ | 704,573 | \$ | 45,564 | 6% |
| Lincoln Park | \$ | 80,000 | \$ | - | \$ | (80,000) | -100% |
| Mosaic Street Mural | \$ | 27,178 | \$ | - | \$ | (27,178) | -100% |
| Misc Income (rent reimbursement) | \$ | 3,963 | \$ | 3,963 | \$ | - | |
| TOTAL REVENUE | \$ | 5,964,485 | \$ | 6,042,492 | \$ | 78,006 | |

| EXPENSE | FY 2 | 4 Budget Total | FY 25 Projection | | \$ Change | %Change |
|----------------------|------|----------------|------------------|-----------|-----------------|---------|
| Administration | \$ | 576,884 | \$ | 636,884 | \$ 60,000 | 9% |
| Advocacy | \$ | 79,051 | \$ | 79,051 | \$ - | |
| Economic Development | \$ | 251,203 | \$ | 221,203 | \$ (30,000) | -14% |
| Events | \$ | 239,253 | \$ | 239,253 | \$ - | |
| Marketing | \$ | 134,651 | \$ | 112,750 | \$ (21,901) | -19% |
| Operations | \$ | 2,889,316 | \$ | 3,009,316 | \$ 120,000 | 4% |
| Placemaking | \$ | 178,258 | \$ | 70,158 | \$ (108,100) | -154% |
| Personnel | \$ | 1,571,263 | \$ | 1,649,826 | \$ 78,563 | 5% |
| TOTAL EXPENSE | \$ | 5,919,879 | \$ | 6,018,442 | \$ 98,562 | |



5B. Executive Committee Report

i. Property-Based Improvement District (PBID)
 Assessment Adjustment for 2024-25

ACTION: As recommended by the Executive Committee, approve a 4.5% increase to PBID assessments, effective January 1, 2025.



5B. Executive Committee Report

ii. Downtown Parking & Business Improvement Area (DPBIA) Assessment Adjustment for 2024-25

ACTION: As recommended by the Executive Committee, approve a 4.5% increase to DPBIA assessments, effective July 1, 2024.



5C. Governance Committee Report

i. Board & Committee Vacancies



5C. Governance Committee Report ii. Board Election Updates



5C. Governance Committee Report iii. Bylaw & Election Procedure Amendments



ARTICLE 2: BOUNDARIES OF AREAS AND ZONES

Section 2.1: Marketing Areas

The Downtown Parking & Business Improvement Area (DPBIA) consists of five-seven marketing areas: East Village, North East Village, North Pine, Pine Avenue, Waterfront, and-West Gateway, and Willmore Historic District.

The Board of Directors may vote to change the boundaries when necessary. In an election year, all boundaries will be determined by April 30. The current boundaries of each area are listed as follows:

- a. **East Village**: Beginning on the <u>southnortheast</u> corner of Long Beach Boulevard and <u>410</u>th Street, east to the east side of Alamitos <u>BlvdAve.</u>, south to the north side of Seaside Way., west to the mid-point of Long Beach Boulevard and north to the <u>north-south</u> side of <u>410</u>th Street.
- b. North East Village: Beginning on the northeast corner of Long Beach Boulevard and 10th Street, east to the east side of Alamitos Ave., south to the north side of 4th Street, west to the mid-point of Long Beach Boulevard and north to north side of 10 Street.
- b. North Pine: Beginning at the north<u>eastwest</u> corner of <u>Maine AvenuePacific</u>

 Avenue and 10th Street, east to the mid-point of Long Beach Boulevard, south to the north side of 3rd Street, west to a point even with the mid-point of Pacific Avenue. the west side of Golden Avenue, north
- c. to the north side of 6th Street, east to Maine Avenue, and north to 10th Street.
- e.d. Pine Avenue: Beginning at the southwest corner of 3rd Street and the midpoint of Long Beach Boulevard, south -to the north side of Seaside Way, west to a point even with the mid-point of Pacific Avenue, north to the south side of 3rd Street, east to the mid-point of Long Beach Blvd.

- d.e. Waterfront: Beginning at the southwest corner of Golden Shore Street and Seaside Way, east to the eastside of E. Shoreline Drive, south to a point at the mean high tide line of the Pacific Ocean, west to a point even with the west side of Golden Shore Street, and north to the southwest side of Seaside Way.
- f. West Gateway: Beginning at the southwest corner of 3rd Street and Golden Avenue, east to the mid-point of Pacific Avenue, south to a point even with the mid-point of Pacific Avenue on the north side of Seaside Way, west to the westside of Golden Shore Street, and north to the southside of 3rd Street.

Willmore Historic District: Beginning at the northwest corner of Maine Avenue and 10th Street, east to the mid-point of Pacific Ave, south to the north side of 3rd Street, west to the west side of Golden Avenue, north

to the north side of 6th Street, east to Maine Avenue, and north to 10th Street.



Existing DPBIA Marketing Area Map



Revised DPBIA Marketing Area Map





ARTICLE 6: THE STAKEHOLDER

Section 6.1: The Stakeholder

Any person, firm, corporation, or professional, engaged in a retail trade, providing a <u>service</u> or having a business, or owning residential, commercial or income generating property, or any other assessed entity within the Assessment Districts shall be a Stakeholder.

Section 6.2: Stakeholder Categories

The membership of the Association from within the City of Long Beach shallconsist of the following categories:

East Village Marketing Area. Assessed stakeholder or non- assessed dues-paying (voluntary) members who represent licensed persons, firms, corporations, or professionals doing business within the boundaries of the East Village Marketing Area.

North East Village Marketing Area. Assessed stakeholder or nonassessed dues-paying (voluntary) members who represent licensed persons, firms, corporations, or professionals doing business within the boundaries of the North East Village Marketing Area

North Pine Marketing Area. Assessed stakeholder or non- assessed (voluntary) members who represent licensed or non-licensed persons, firms, corporations, or professionals doing business within the boundaries of the North Pine Marketing Area.

<u>Pine Avenue Marketing Area.</u> Assessed stakeholder or non- assessed dues-paying (voluntary) members who represent licensed or non-licensed persons, firms, corporations, or professionals doing business within the boundaries of the PineAvenue Marketing Area.

<u>Waterfront Marketing Area.</u> Assessed stakeholder or non- assessed dues-paying (voluntary) members who represent licensed or non-licensed persons, firms, corporations, or professionals doing business within the boundaries of the Waterfront Marketing Area.

<u>West Gateway Marketing</u>. Assessed stakeholder or non- assessed duespaying (voluntary) members who represent licensed or non-licensed persons, firms, corporations, or professionals doing business within the boundaries of the <u>West Gateway</u> Marketing Area.

Willmore Historic District Marketing. Assessed stakeholder or nonassessed dues-paying (voluntary) members who represent licensed or nonlicensed persons, firms, corporations, or professionals doing business within the boundaries of the Willmore Historic District Marketing Area.

<u>Voluntary.</u> Non-assessed dues-paying (voluntary) members who represent licensed or non-licensed persons, firms, corporations, organizations, or professionals doing business within the PBID and DPIA are voluntary dues paying members.

<u>Standard.</u> Assessed property owners or representatives of property owners who own commercial, residential, or revenue-generating property in the Downtown Property Based Improvement District Standard Benefit Zone.

<u>Premium</u>. Assessed property owners or representatives of property owners who <u>own</u>, commercial, residential, or revenue-generating property in the Downtown Property Based Improvement District Premium Benefit Zone.

<u>City of Long Beach</u>. Commercial or revenue-generating property owned by the City of Long Beach.



5C. Governance Committee Report iii. Bylaw & Election Procedure Amendments

ACTION: Approve the creation of two new Downtown Parking & Business Improvement District (DPBIA) marketing areas within the existing DPBIA boundaries: North East Village and Willmore Historic District



5C. Governance Committee Report iii. Bylaw & Election Procedure Amendments

ACTION: Approve the creation of two new Downtown Parking & Business Improvement District (DPBIA) seats: North East Village Marketing Area (I) and Willmore Historic District Marketing Area (I)

6. President & CEO Report

Austin Metoyer





6A. Community Forums: Fiscal Year 2024-25 Budget



6B. Misc.



CDA LOBBY DAY

- Select Committee on Downtown Recovery
- Public SafetyCommittee







Grand Opening Celebrations

- Footwork Records
- Saffria Sage Soaps
- Dark Art Emporium

Upcoming:

- 9Round Fitness
- Eggbread
- Broken Spirits Distillery
- BabyBros/DuosMadres





ECONOMIC DEVELOPMENT

Dedicated to supporting businesses, crafting insightful reports & analysis, and strengthening the DTLB economy.

The DTLB Alliance's Economic Development team is a dedicated force that bridges the gap between the public and private sectors. Their mission: To build and cultivate dynamic relationships. Their focus: to champion business recruitment and retention and serve as a guiding light for passionate entrepreneurs seeking to plant their roots in Downtown Long Beach.

The DTLB Alliance takes an active role in engaging policymakers at all levels to ensure potential policies align with the "Roadmap to Recovery, Resilience, and Inclusion" and provide a positive benefit to Downtown. A key component of advocacy efforts included authoring letters of support for initiatives that benefit DTLB and its stakeholders. Letters of support were sent to policymakers regarding Downtown residential developments, the updated North Pine Avenue Community Vision Action Plan, the Shoemaker Bridge Replacement Project, the Smart & Connected Communities

GRAND OPENINGS

The DTLB Alliance offers free grand opening event coordination and assistance to new DTLB businesses. The DTLB Alliance was proud to celebrate Planet Fitness, Abar Law, Coffee Station, PanIQ Room, ISM Brewing, Be Here Now Insurance & Financial Services and I.C.E. Media Services to DTLB. In total, 30 new businesses opened between October 2023 and March 2024

















NEW NETWORKING PROGRAMS

Economic Development introduced Mug to Mug and Link & Learn, two networking programs for DTLB's business owners growth and prosperity, and plays a puand enterpressure. The monthly meetups aims for set DTLB's forward DTLB's economic revisitalization. thriving business ecosystem by facilitating collaboration, idea exchange, and resource sharing. By providing dedicated DTLB FOOD SERIES nee exchange, and resource sharing, cry provining evoicates of the province exchange, and resource sharing control provinces and involved in the provinces of the community as a defining characteristic, the introducillenter resilience and innovation of the community as a whole, connecting attendees to vital business resources.

BROKERS BY THE BEACH

ABROKERS BY THE BEACH
The new Brokers by the Beach event series marks a pivotal
moment for Downtown Long Beach's investment indicage.
Boasting a unique skyline, diverse sess inventory, and
a passionate community, the sear deview attention from
mestors both domestically and internationally. The Brokers
by the Beach event serves as a vital platform for incitating
connections, sharing implight, and caselying investment
provided by the search of the

culinary scene. This series serves as a and guidance for those food entrepre

KEEPING DOWNTOWN CLEAN & FUN!

STOREFRONT WINDOW WRAPS

Staff worked with property managers throughout Downtown to install window wraps on vacant storefronts, significantly enhancing the visual appeal and vibrancy of the street and

rming an otherwise empty and possibly unattract transforming an otherwise empty and possibly unattractive space into a captusting and engaging display. In an effort to find a cost-effective solution to leverage unused space for marketing, contribute to the seatheric appeal of the Downtown, and support a safer and more inviting urban environment, Phase 2 is in progress with an additional storefront being added to the program.

Staff added decorative lights to two areas in the East Village Arts District to increase safety and create a warm and inviting atmosphere that encourages more foot traffic. This beautification effort can lead to increased economic activity.

as well-lit areas are more appealing to visitors and locals alike.

The Placemaking department is looking to expand this lighting program throughout more areas of Downtown.

7,288

HOLIDAY DECOR

LINCOLN PARK COLLABORATIVE In collaboration with several local organizations and with the generous support of The Knight Foundation Donor Advised Fund, DTLB Alliance, in collaboration with several local organizations, continues to activate Lincoln Park by offering organizations, continues to activate Lincoln Plark by offering a range of free activities, including Picinic Blanket Loteria, weekly yoga, dog training, and Bollywood dance classes, as well as monthly park clean ups with Friends of Lincoln Park, fostering a community of local park enthusiasts. The Gollaborative also supported the Tricks-for-Treats Halloween

Pup Parade, Winterfest, several family movie nights and game nights put on by the City's Parks, Recreation and Marine Department, as well as Walk to Play Day, put on by the City's Health and Human Services Department.

the program by adding banners to 3rd Street. Pride banners will go up on both 3rd Street and Broadway in late April 2024.

Installing the annual holiday street decorations not only adde festive charm to Downtown's public spaces but also playe an important role in fostering a sense of community in ou shared urban environment. Staff continued the expansion of

32,060

20

\$5.5K

orchestrates a diverse array of activities and initiatives tailored to engage residents, businesses, and visitors alike. From organizing major holiday celebrotions such as New Year's Eve to neighborhood-focused gatherings like Date Night on Pine, this department strives to create meaningful experiences that bring

OPEN STREET EVENTS

Closing streets to evhicular traffic to transform them into vibrant, pedestrian-friendly spaces is a powerful testament to the importance of prioritizing people over cars. By collaborating with partners including the City of Long Beach and Mosaic, events such as Date Night on Pine and Roller Disco not only inject energy and vitality into these spaces but

COMMUNITY OUTREACH & EVENTS

people together to not only showcase the unique character of DTLB, but also to bolster economic vitality, driving foot truffic to local businesses and promoting community pride.

OPEN STREET EVENTS









- 7. Old Business
- 8. New Business
- 9. Public Comments (three minutes on all non-agenda items)
- 10.Adjournment

Please stay for DLBA's Open House immediately following this meeting!

Food and drinks provided by:



