



Board of Education Meeting

Fargo Public Schools | December 12, 2023



Agenda

- 1 Welcome
- 2 Community Survey Results
- 3 Planning Area Review/Options
- 4 Next Steps



FARGO PUBLIC SCHOOLS

Educating and Empowering All Students to Succeed



Community Survey #1 Results

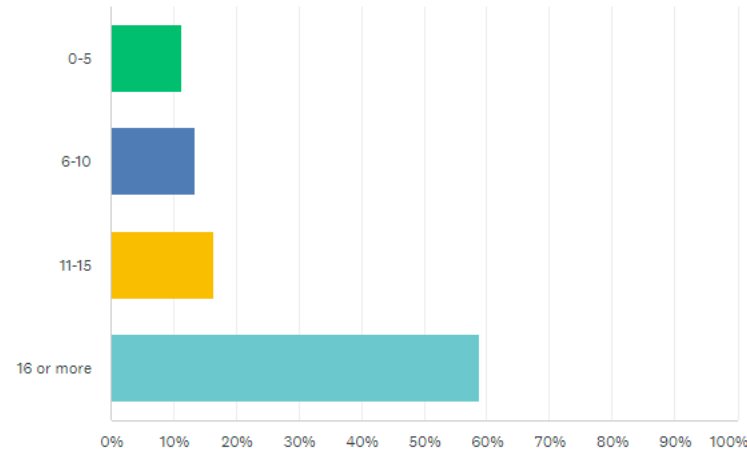
Survey Results

Summary Points:

- 531 respondents
- All buildings and programs were represented.
- 65% (286) - Parents/Guardian of a current student
- 41% (180) - Community member
- 31% (137) - Teacher or staff
- 58% (257) - Lived in District 16 or more years
- 41% (181) - 35-44 years old
- 27% (118) - 45-54 years old

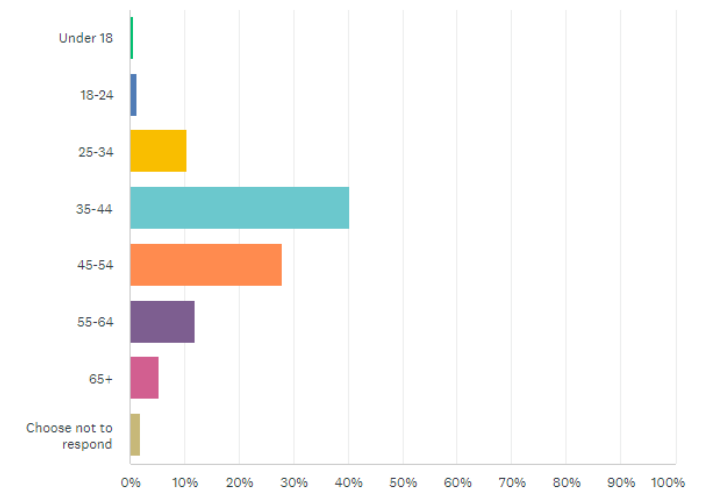
How many years have you lived in the District?

Answered: 409 Skipped: 86



Your age

Answered: 409 Skipped: 86



Survey Results

Summary Points:

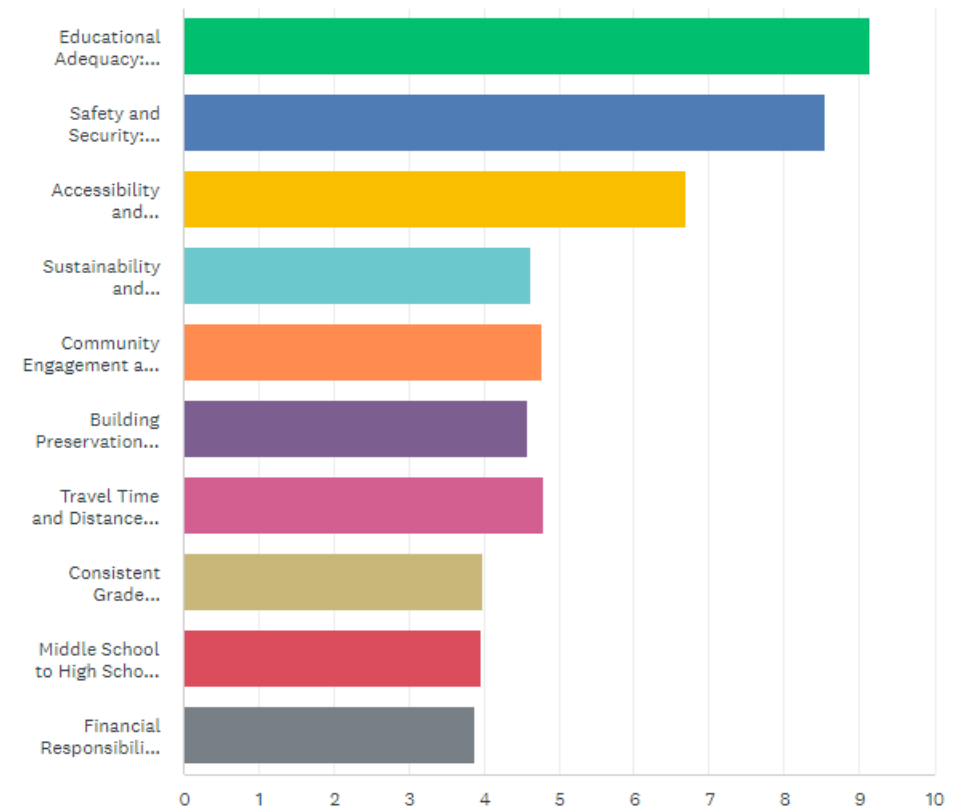
- Educational Adequacy - 55% 1st Choice and 24% 2nd Choice
- Safety and Security – 25% 1st Choice and 41% 2nd Choice
- Accessibility/Inclusivity – 34% 3rd Choice

Chosen highest by:

- *Educational Adequacy*: Former students, teacher or staff, and relative of current or former student
- *Safety and Security*: Student
- *Accessibility/Inclusivity*: Teacher or staff
- *Sustainability/Environmental Responsibility*: Student
- *Community Engagement/Partnership*: Grandparent
- *Building Preservation*: Student
- *Travel Time/Distance*: Parent/guardian
- *Consistent Grade Configuration*: Former student and teacher or staff
- *MS to HS Feeder*: Parent/guardian
- *Fiscal Responsibility*: Grandparent

Strategic planning principles for facilities are used to help make decisions about school facilities. Rank the planning principles from top to bottom with the top one being the planning principle you believe should be ranked highest.

Answered: 516 Skipped: 15



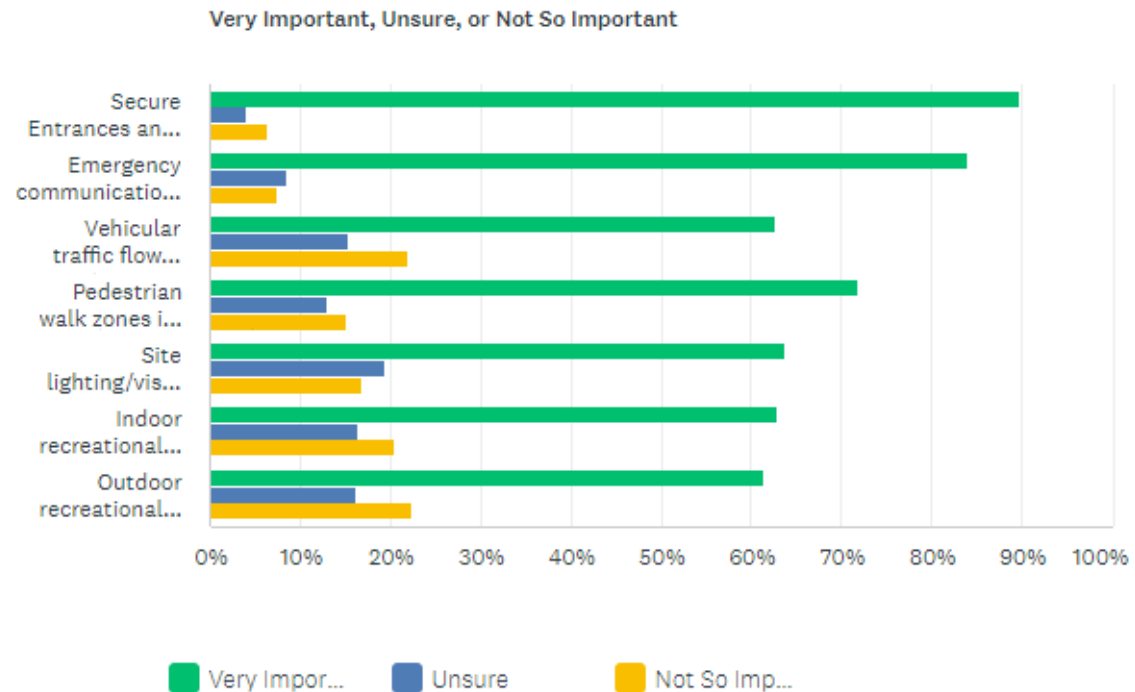
Survey Results

Summary Points:

- Secure Entrances and Access to Facilities was selected as Very Important 90% of the time. Ranked highest by parent/guardians.
- Emergency Communications Systems was selected as Very Important 84% of the time. Ranked highest by students.
- Pedestrian walk zones in front of schools was chosen as Very Important 72% of the time.

Given your knowledge of the school facilities please answer the following questions. There is no right or wrong answer. Responses will help us understand what you want FPS to prioritize for its facility investments in safety and security and indoor/outdoor recreational amenities. How important are the following:

Answered: 446 Skipped: 85



Survey Results

Summary Points:

- Most common themes around other improvements and renovations to be considered:
 - Facility adequacy
 - Equity for all students
 - Need for redistricting
 - Rebuild Ben Franklin
 - Public use of rec spaces
 - Increased safety and security
 - Restrooms
 - Accessibility for students
 - Consolidate underutilized buildings
 - Renovate older schools

- *“Why are some kids deemed more worthy than others to have a nice building?”*
- *“Neighborhood schools are positive for our community and kids, and we want to keep them going. If the buildings themselves are beyond repair, I'm ok with new construction ... I place more value in the location of the school than the historic sentiment of its character. (Meaning....hold onto the location and do what you must with the building).”*



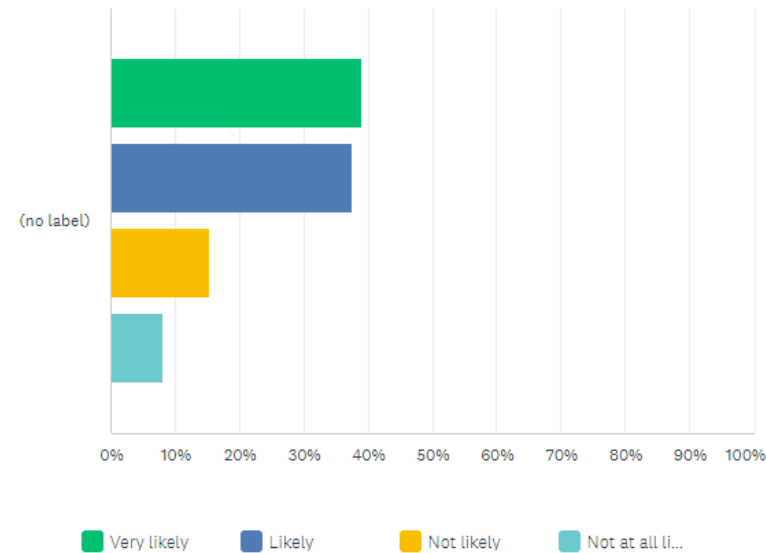
Survey Results

Summary Points:

- How likely are you to support increased funding?
 - Does not support: **23.5%** Not Likely or Not At All Likely
 - Fiscally responsible
 - Trust
 - No new taxes
 - Support: **76.5%** Very Likely or Likely
 - Return on investment
 - Depends on the plan
 - Want the best for students and staff
 - Equal investment in North side of District
- Good financial stewards
- Have a clear plan
- Community Engagement
- Invest in the North side of District

Fargo Public Schools oversee facilities, collectively valued at around \$1.5 billion, which are facing funding challenges for their upkeep and modernization. With an average age of 50 years, spanning construction dates from 1909 to 2021, there is a growing need for additional funding to address renovations and improvements beyond what has historically been allocated. How likely are you to support increased funding for these necessary upgrades? Please explain your answer

Answered: 439 Skipped: 92



“I would be much less enthusiastic about supporting funding for renovations on schools that are relatively new (e.g., Discovery, Davies, Kennedy, Bennett) or on schools that have enrollments SO low that they should really be consolidated with other schools.” – parent/guardian



Planning Area Overviews and Options

Community Meeting Small Group Discussion Topics

- **What is your perception of the condition of the FPS schools you are most closely affiliated with?**

Excellent Good Fair Poor

- **Are the facilities Fargo Public Schools operates now, the ones they should continue to operate for the next 20+ years? Why or why not?**
- **What do you think FPS should consider when developing its Long-Range Facilities Plan?**



Community Meetings Small Group Discussion Notes

Additional Comments:

- South Fargo will need more schools
- Not continuing the direct feeders may solve some utilization problems
- Parking
- Safe traffic flows
- Climate resiliency/Energy efficiency
- Maintain school differences
- How big is Security issue?
- Return on Investment of renovations/repair
- Community Connections – Fargo Parks, etc.
- Continue to diversify student populations
- Abandon MS direct feeder to HS
- Socio-economic disparities
- Do the buildings and plans reflect best practice in best teaching practices for safe and nurturing spaces?
- Current travel distance is not bad
- Fewer buildings to improve utilization – lower operation costs
- Try to set emotions aside
- Follow the data
- Balance the feeder system
- Tour the buildings
- Online options
- Safety features
- Recreation spaces
- Where is the affordable starter homes?
- Role of public school in student and family life.
- Model of future with options vs traditional
- Real estate markets and family homes
- Post diversion development
- Voices of community should be sought – *yes survey goes out to everyone*
- Competing impact of private schools – are these families surveyed?
- Impact of legislation (now and future)
- Emotions run high when talk of closing schools



Portfolio Overview – High Schools

School Name	Grades Served	Year Built	Age	Acreage	Total GSF	Design Capacity	Enrollment 23/24	Utilization	SF/Student	FCI	Ed Adq Score	Projected Enroll 2029	Projected Utilization	% Util Change ('24-'29)	Latest Addition/Renovation
Agassiz - Dakota High School, Adult Learning, ECSE		1914	109	4.4	180,600					32%					1991
Davies HS	9th-12	2010	13	20	279,000	1,445	1347	93%	193	11%	93%	1412	98%	5%	
North HS	9th-12	1965	58	31.5	287,824	1,210	1,109	92%	238	36%	87%	1101	91%	-1%	2007
South HS	9th-12	1967	56	34	316,768	1,545	916	59%	205	36%	92%	966	63%	4%	1999
Totals/Averages		1964	59	22	1,064,192	4,200	3,372	80%	212	29%	91%	3,479	83%	3%	2003

Summary Points:

- **Ed Ad:** Good overall. Scores range from 87-93%. Significant missing spaces at North HS.
- **Condition:** North and South HS are critical.
- **Utilization:** Low at South HS. Projected to be 83% on average.
- **Oldest renovation:** 1986
- **Average year built:** 1981
- **Enrollment:** Projected to be +107 in 2028-29.

Steering Committee #2 Discussion Notes:

- *Redistrict to fill South HS from Davies HS*
- *Build a centralized CTE/trade school*
- *Consider current locations based on density and growth*
- *Equal opportunities at all HS*

Community Meeting Discussion Notes:

- *North HS has stood the test of time in regards to design.*
- *North HS – Good condition (3); Davies – Excellent condition*
- *Davies is at capacity with growth continuing.*
- *Special education spaces.*
- *New HS in south*
- *Centralize CTE - Industry skills needed to keep graduates in community*
- *How do we entice students to attend Fargo South? Redistrict, trade programs, elite academic programs, fine arts magnet, etc.*
- *Expansion of lab spaces to create more offerings at North.*



Portfolio Overview – Middle Schools

School Name	Grades Served	Year Built	Age	Acreage	Total GSF	Design Capacity	Enrollment 23/24	Utilization	SF/Student	FCI	Ed Adq Score	Projected Enroll 2029	Projected Utilization	% Util Change ('24-'29)	Latest Addition/Renovation
Ben Franklin MS	6th-8th	1951	72	5.4	202,064	1,104	889	81%	183	45%	75%	875	79%	-2%	1991
Carl Ben Eielson MS	6th-8th	2005	18	12	178,802	834	649	78%	214	14%	79%	750	90%	12%	
Discovery MS	6th-8th	1994	29	26	224,800	1,065	1010	95%	211	23%	90%	975	92%	-3%	2019
Totals/Averages		1983	40	14	605,666	3,003	2,548	85%	203	28%	81%	2,600	87%	2%	1998

Summary Points:

- **Ed Ad:** Scores range from 75-90%. Significant missing spaces at Carl Ben Eielson MS.
- **Condition:** Poor except Ben Franklin MS which is critical.
- **Utilization:** OK. Projected to be 87% on average.
- **Oldest renovation:** 1991
- **Average year built:** 1983
- **Enrollment:** Projected to be +52 in 2028-29.

Steering Committee #2 Discussion Notes:

- *Ben Franklin needs renovation*
- *Redistrict to fill Carl Ben MS*
- *Build a 6th or 9th Academy to lower utilization at MS level*
- *New MS in the north – New location to replace Ben Franklin*
 - *Build new MS on Longfellow site*
- *Consider current locations based on density and growth*
- *Discovery MS becomes a Feeder for South HS, decrease capacity and move Agassiz programs to Discovery MS*
- *Build new MS to feed Davies (2)*
- *Discovery MS becomes a K-8 and feed South HS*
- *Ben Franklin site becomes new ES site*

Community Meeting Discussion Notes:

- *Ben Franklin – Poor condition (7)*
- *Ben Franklin needs new site and building (3); Repurpose site for new ES*
- *Carl Ben Addition (2)*
- *Green space at Ben Franklin is too small. Not worth \$ to update.*
- *Buy park land by McKinley to rebuild Ben Franklin on that site*



Portfolio Overview – ES South

School Name	Grades Served	Year Built	Age	Acreage	Total GSF	Design Capacity	Enrollment 23/24	Utilization	SF/Student	FCI	Ed Adq Score	Projected Enroll 2029	Projected Utilization	% Util Change ('24-'29)	Latest Addition/Renovation
Bennett ES	K-5	2000	23	15	90,268	680	630	93%	133	31%	89%	624	92%	-1%	2009
Centennial ES	K-5	1989	34	19	75,070	680	621	91%	110	33%	82%	645	95%	4%	1996
Eagles ES	K-5	1969	54	6	83,906	424	306	72%	198	15%	85%	290	68%	-4%	2018
Kennedy ES	K-5	2006	17	15	90,984	696	454	65%	131	34%	91%	542	78%	13%	2011
Totals/Averages		1991	32	14	340,228	2,480	2,011	81%	143	29%	87%	2,101	85%	4%	1998

Summary Points:

- **Ed Ad:** Scores are good. Significant missing spaces at Bennett and Centennial ES.
- **Condition:** Poor
- **Utilization:** Projected to be 85% on average.
- **Oldest renovation:** 1996
- **Average year built:** 1991
- **Enrollment:** Projected to be +90 in 2028-29.

Steering Committee #2 Discussion Notes:

- *New school not needed*
- *Build new school to anticipate continued growth (3)*

Community Meeting Discussion Notes:

- *Mixed feelings about consolidation*
- *No split campus*
- *Combine underutilized buildings to create diversity*
- *Excellent Condition – Eagles; Good to Excellent – Centennial; Good to Fair – Bennett*
- *Negative of portables at Bennett*
- *Numbers do not indicate the need for new schools on the southside yet*



Portfolio Overview – ES Central

School Name	Grades Served	Year Built	Age	Acreage	Total GSF	Design Capacity	Enrollment 23/24	Utilization	SF/Student	FCI	Ed Adq Score	Projected Enroll 2029	Projected Utilization	% Util Change ('24-'29)	Latest Addition/Renovation
Clara Barton ES	3rd-5th	1927	96	4	54,968	288	169	59%	191	44%	74%	171	59%	0%	2002
Hawthorne ES	K-2	1958	65	3.8	35,719	192	162	84%	186	43%	66%	171	89%	5%	1986
Jefferson ES	K-5	2008	15	5	60,637	272	293	108%	223	28%	79%	304	112%	4%	
Lewis & Clark ES	K-5	1954	69	16	73,821	544	438	81%	136	48%	80%	465	85%	4%	1990
Lincoln ES	K-5	1962	61	14	75,000	544	320	59%	138	42%	82%	281	52%	-7%	1992
Ed Clapp ES	K-5	2014	9	19	83,809	544	438	81%	154	5%	91%	417	77%	-4%	
Totals/Averages		1971	53	10	383,954	2,384	1,820	76%	171	33%	79%	1,809	76%	-1%	1998

Summary Points:

- **Ed Ad:** Scores are up and down. Significant missing spaces at Hawthorne, Lewis and Clark, Lincoln, and Ed Clapp ES.
- **Condition:** Poor to Critical. Good at Ed Clapp ES.
- **Utilization:** Inconsistent and low. Projected to be 76% on average.
- **Oldest renovation:** 1986
- **Average year built:** 1971
- **Enrollment:** Projected to be -11 in 2028-29.
- 2 schools <200 enrollment.

Steering Committee #2

Discussion Notes:

- *Build new and combine split campuses (4/6)*
- *Focus on buildings with low Ed Ad*
- *Centralize ECSE in one building built for 3-5 year olds (2)*
- *Redistrict to balance utilization*
- *Repurpose Hawthorne for ECSE*

Community Meeting Discussion Notes:

- *Mixed feelings about consolidation*
- *No split campus (4); Lower operation costs/redundant staff/time away from educating student*
- *Combine underutilized buildings to create diversity*
- *Walkability (3); How many students walk to school?*
- *Some concerns with poor conditions at ES – gets expensive to repair/replace at older schools.*
- *Combine split campuses (2) – Hawthorne/Clara Barton/Lincoln*
- *Do areas of town have unique needs?; How do schools and city collaborate?; Downtown development*
- *Will central Fargo survive without neighborhood schools?*



Portfolio Overview – ES North

School Name	Grades Served	Year Built	Age	Acreage	Total GSF	Design Capacity	Enrollment 23/24	Utilization	SF/Student	FCI	Ed Adq Score	Projected Enroll 2029	Projected Utilization	% Util Change ('24-'29)	Latest Addition/Renovation
Horace Mann ES	K-2	1915	108	4	43,856	256	161	63%	171	48%	67%	162	63%	0%	1996
Longfellow ES	K-5	1962	61	14	73,266	416	384	92%	176	23%	85%	339	81%	-11%	2007
Madison ES	K-5	1958	65	8.5	44,025	288	138	48%	153	47%	79%	142	49%	1%	1999
McKinley ES	K-5	1958	65	8	38,147	272	158	58%	140	42%	71%	158	58%	0%	1965
Roosevelt ES	3rd-5th	1909	114	3	46,943	288	187	65%	163	49%	67%	172	60%	-5%	
Washington ES	K-5	1953	70	7	74,287	416	312	75%	179	50%	80%	277	67%	-8%	1996
Totals/Averages		1943	81	7	320,524	1,936	1,340	69%	164	42%	75%	1,250	65%	-7%	1998

Summary Points:

- **Ed Ad:** Scores are up and down. Significant missing spaces at Longfellow, McKinley, and Washington ES.
- **Condition:** All Critical except Longfellow ES which is poor.
- **Utilization:** Low in all schools except Longfellow ES. Projected to be 65% on average.
- **Oldest renovation:** 1965
- **Average year built:** 1943
- **Enrollment:** Projected to be -90 in 2028-29.
- 4 schools <200 enrollment.

Steering Committee #2 Discussion Notes:

- Consolidate and build new to reduce number of buildings (5/6)
- Focus on buildings with low Ed Ad
- Repurpose the Roosevelt or McKinley buildings
 - McKinley repurposed for ECSE
- Move ECSE classrooms from Longfellow to central location
- McKinley site becomes new MS site

Community Meeting Discussion Notes:

- Condition is fair to poor
- Mixed feelings about consolidation
- No split campus (2)
- Combine underutilized buildings to create diversity
- Walkability (3)
- Value of school for the neighborhood (2); School is extremely important to the quality of life in neighborhood.
- Concern about socio-economic differences (Example of bringing HM and Madison together)
- # of students and capacity
- How much influence do developers have in school building planning?
- New northside MS and ES
- Consolidate split campuses – lower operation costs/redundant staff/time away from educating students

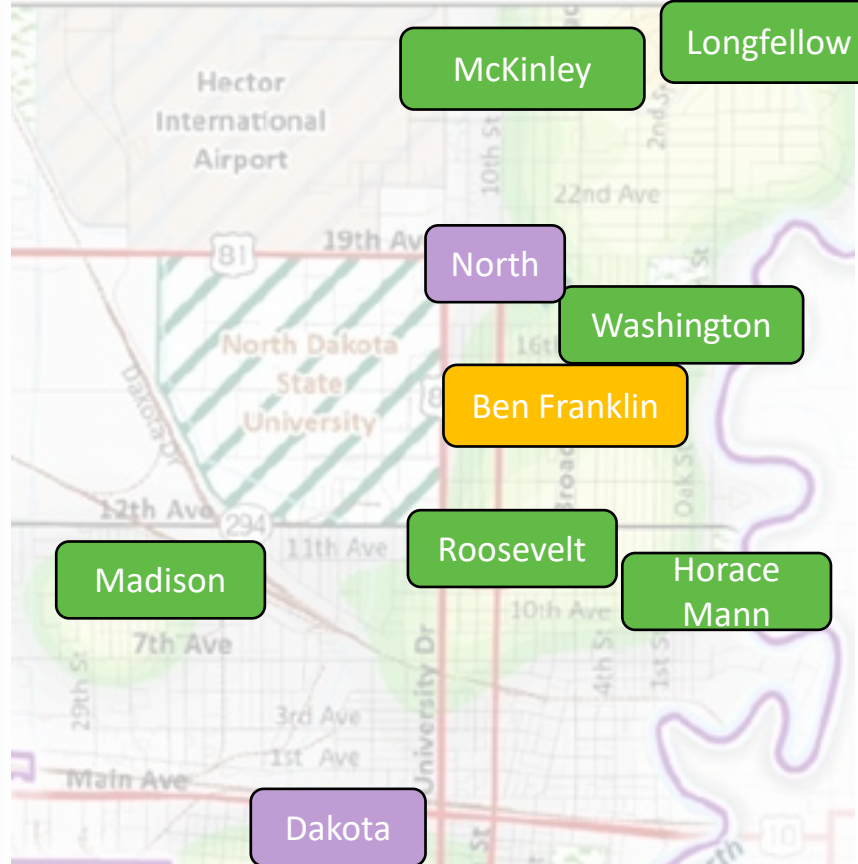


North – CURRENT

HS

MS

ES



North – DRAFT VISION FOR SC REVIEW

HS

MS

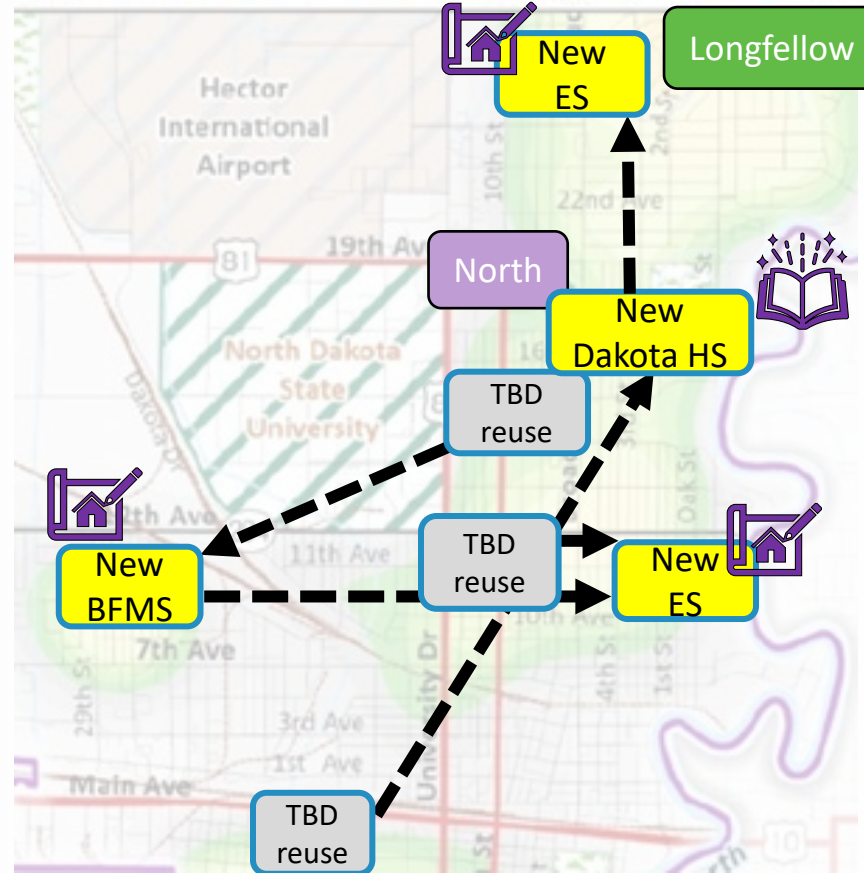
ES

Rebuild Ben Franklin MS on Madison ES site; TBD reuse of Ben Franklin

Consolidate Horace Mann with Madison & Roosevelt and rebuild on Horace Mann site; TBD reuse of Roosevelt

Consolidate McKinley with Washington and rebuild on McKinley site

Based upon SC feedback, considering rebuilding Ben Franklin on Washington ES site and repurpose the current Ben Franklin site to build new ES for Horace Mann, Roosevelt, and Madison.



Washington--> Dakota HS & Adult Education; TBD reuse for Agassiz

Considering Dakota HS/Adult Ed located at Horace Mann or Roosevelt site.



North – DRAFT VISION FOR SC REVIEW

Evolution of Feedback

Steering Committee

- * Ben Franklin needs renovation
- * New MS in the north – New location to replace Ben Franklin
- * Ben Franklin site becomes new ES site
- * Consolidate and build new to reduce number of buildings (5/6)
- * Move ECSE classrooms from Longfellow to central location

Community Meetings

- * Ben Franklin needs new site and building (3); Repurpose site for new ES
- * Green space at Ben Franklin is too small. Not worth \$ to update.
- * No split campus (2)
- * Combine underutilized buildings to create diversity
- * New northside MS and ES
- * Consolidate split campuses – lower operation costs/redundant staff/time away from educating students

School Board

- * Guiding Principles
- * K-5 configuration
- * 4 sections per grade

District Leadership

- * K-5 configurations
- * Location for new programs
- * Ben Franklin needs to be replaced on larger site
- * Consider repurposing of existing buildings/sites

SC #3 Options Feedback

Likes:

- Rebuilding Ben Franklin (4)
- Consolidating split campuses
- Proximity of Dakota HS to North HS

Additions/Changes:

- Swap Ben Franklin MS and Dakota HS
- Size of Horace Mann site (3)
- Location of New Ben Franklin (3)
- Use McKinley or new site for Ben Franklin (2)
- Adult Ed to Madison
- Washington or Longfellow site for Ben Franklin

Benefits/Challenges:

- Timeline
- Swing Space for students
- Repurposing of buildings – community resources?
- Bussing/transportation
- Traffic issues getting to new Ben Franklin proposed site and when rebuilding on existing ES sites
- Amount of green space at proposed new MS

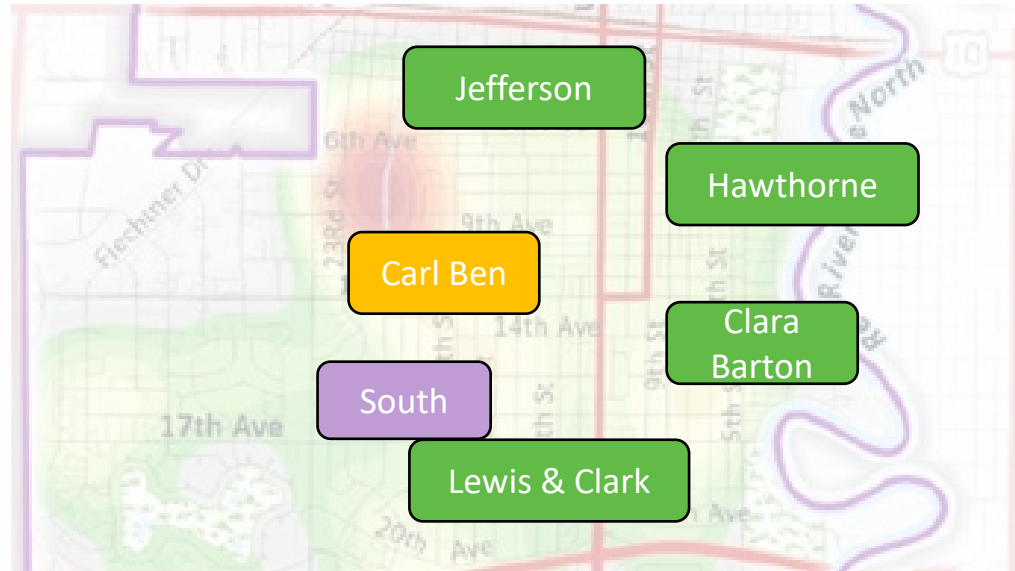


Central – CURRENT

HS

MS

ES




Central – DRAFT VISION FOR SC REVIEW


HS

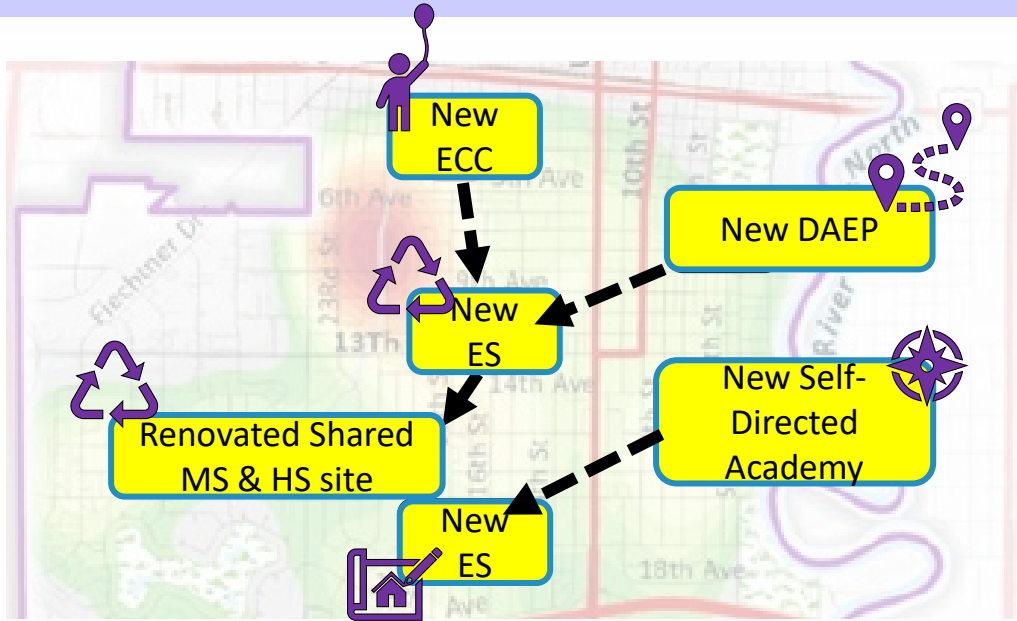
MS

ES

 South HS site becomes a shared site for CBE and South HS

 Consolidate Jefferson and Hawthorne and relocate to current CBE MS

 Consolidate Lewis & Clark with Clara Barton and rebuild on Lewis & Clark site



 Jefferson --> Early Childhood Center North

 Clara Barton --> New Self-Directed Academy

 Hawthorne --> Discipline Alternative Education Program

Consider using a portion of South HS for new Self-Directed Academy.

Consider building new CBE on Lewis & Clark site and new ES for consolidated Lewis & Clark and Clara Barton on Clara Barton site.



Central – DRAFT VISION FOR SC REVIEW

Evolution of Feedback

Steering Committee

- * Build new and combine split campuses (4/6)
- * Centralize ECSE in one building built for 3-5 year olds (2)
- * Repurpose Hawthorne for ECSE

Community Meetings

- * Combine underutilized buildings to create diversity
- * No split campuses
- * Centralized ECSE

School Board

- * Guiding Principles
- * K-5 configuration
- * 4 sections per grade

District Leadership

- * Locations for ECSE and potential to expand Preschool programming
- * K-5 configurations
- * Location for new programs
- * Jefferson has PK adequacy spaces
- * Consider repurposing of existing buildings/sites

SC #3 Options Feedback

Likes:

- ECC and Alternative learning programs (5)
- Consolidating CBH and Jefferson
- New CBE/South

Additions/Changes:

- Avoid combining MS and HS or be intentional about separation
- Adequate space for MS and HS
- Neighborhood walkability impacted – could CB/Hawthorne remain together?
- Do not combine CBE/South – redistrict to resolve?
- CBE and Discovery feed South HS
- Add ES east of University

Benefits/Challenges:

- Timeline
- Large size of elementaries
- Pick-up and drop-off
- Limiting neighborhood schools
- Combined MS/HS look like
- This is a lot of change in the next 10 years
- Performing Arts School?
- Keeping South HS capacity same as other HS and balance resources
- Sharing athletic facilities at South HS site
- Cost of renovating CBE as ES vs. redistricting

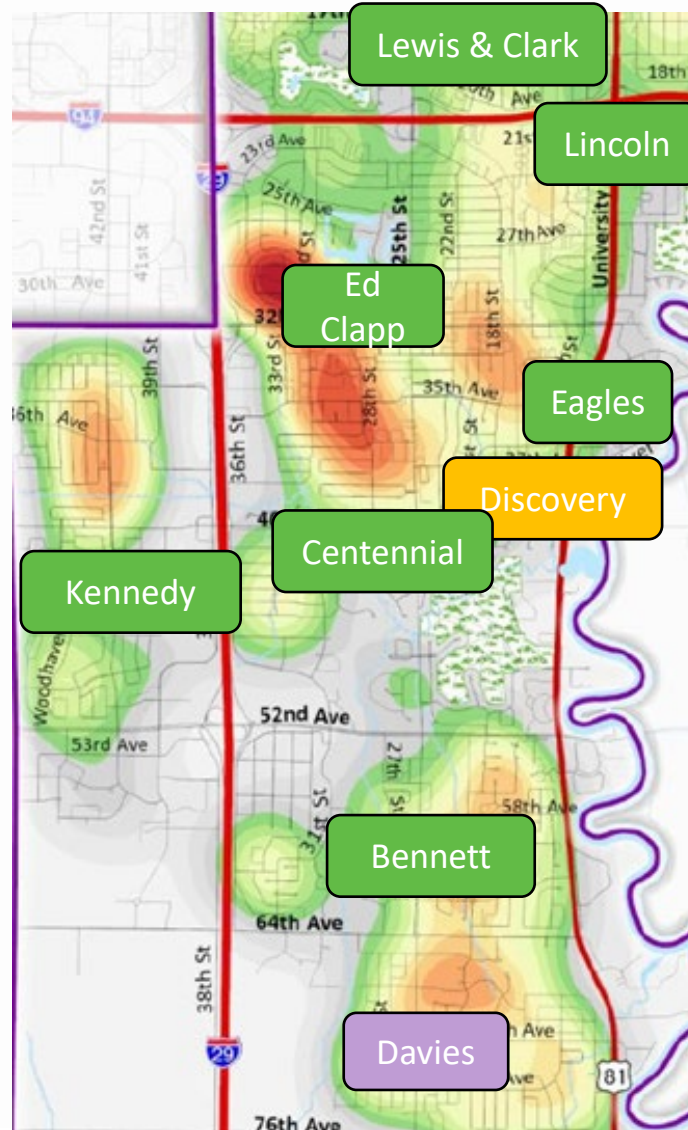


South – CURRENT

HS

MS

ES



South – DRAFT VISION FOR SC REVIEW

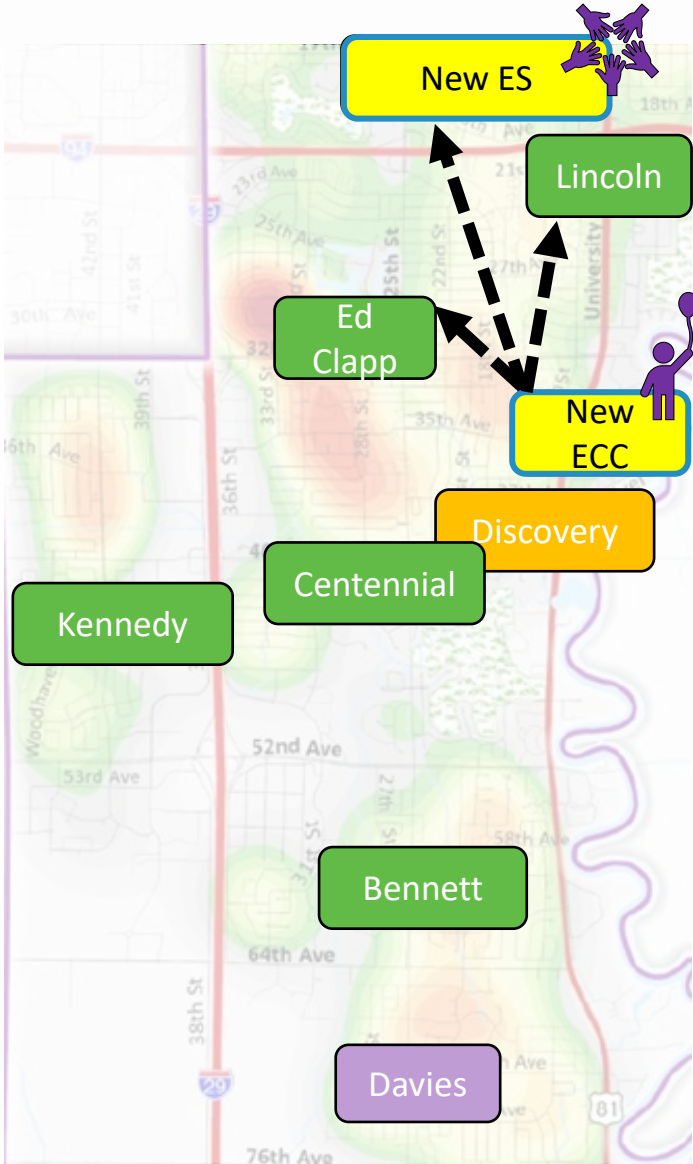
HS

MS

ES

 Redistrict Eagles ES into new school on Lewis & Clark site, Lincoln, & Ed Clapp

With a possible change of the Lewis & Clark site to rebuild CBE, a third ES will need to be considered for current Eagles students to be redistricted.



 Eagles--> Early Childhood South



South – DRAFT VISION FOR SC REVIEW

Evolution of Feedback

Steering Committee

- * Redistrict to fill South HS from Davies HS
- * Centralize ECSE in one building built for 3-5 year olds (2)
- * Davies is at capacity with growth continuing.
- * Build new MS to feed Davies (2)
- * Discovery MS becomes a K-8 and feed South HS
- * New school not needed
- * Build new school to anticipate continued growth (3)

Community Meetings

- * Combine underutilized buildings to create diversity
- * No split campuses
- * Centralized ECSE
- * Negative of portables at Bennett
- * Numbers do not indicate the need for new schools on the southside yet

School Board

- * Guiding Principles
- * K-5 configuration
- * 4 sections per grade

District Leadership

- * Locations for ECSE and potential to expand Preschool programming
- * Eagles has PK adequacy spaces
- * Location for new programs
- * Consider repurposing of existing buildings/sites

SC #3 Options Feedback

Likes:

- Bigger schools = less learning gaps
- Adding ECC
- Changes are distributed across the whole District

Additions/Changes:

- Adding new elementary
- Removing portables at Bennett
- Additional building needs

Benefits/Challenges:

- Timeline
- Transportation
- Do these options alleviate crowding at Davies?



District – DRAFT VISION FOR SC REVIEW

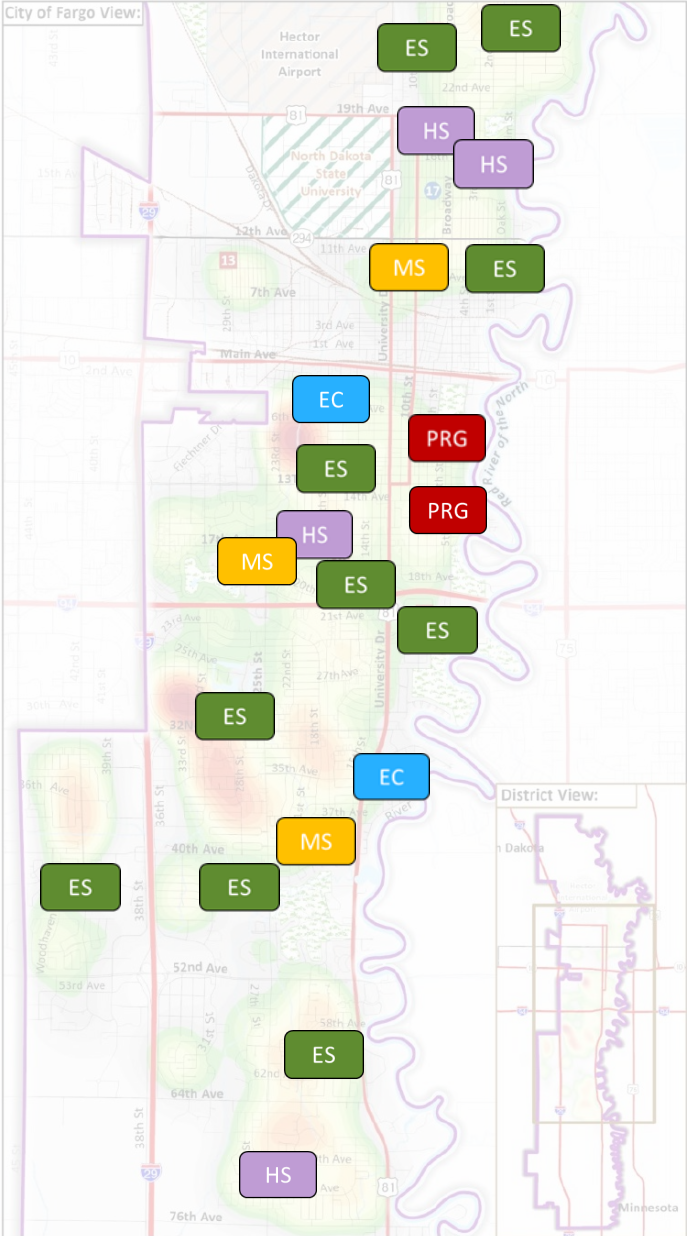
HS

MS

ES

EC

PRG



End State

10 Elementaries

3 Middle Schools

3 High Schools + Alt HS

2 EC Centers



SC#3 Small Group Discussion Notes

Likes:

- Idea of consolidating underutilized buildings (2)
- New/updated construction will improve educational adequacy
- More consistent elementary set-up regarding enrollment
- Two designated ECC sites (5)
- New Dakota site is accessible via arterial roads (2)
- Improvements for everyone

Additions/Changes:

- Career/Tech Academy
- More representation/response to survey
- Adding project timeline (2) and costs
- Bluestem?
- Some buildings need to just go instead of being repurposed
- Show redistrict improvement

Benefits/Challenges:

- Lots of construction – swing space? (2)
- Lots of people moving to new schools. – How does this get “sold”? (2)
- How do you capture voices equitably and not have the loudest be a priority?
- Walkability/neighborhood schools (2)
- Great to balance enrollment after building changes are made, redistrict and settle in so communities get behind their schools instead of frequent change and happiness.





Next Steps

Project Timeline

Fargo Public Schools: Draft LRFP Schedule	2023					2024		
	August	September	October	November	December	January	February	March
Project Kick-off & Board Meeting (August 29, 2023)	29-Aug							
Visioning, Framework for Planning, and Steering Committee Selection								
Data Review & Background Report								
SC 1: Initial Data Review & Planning Process Introduction			11-Oct					
SC 2: Data Review & Draft Framework for Options Development				1-Nov				
Board Presentation: Draft Framework for Options Development (2x2)				2-Nov				
Community Meetings: Data Review & Planning Framework				11/14, 15, 16				
Survey 1				Wk of 11/20				
Exec. Team: Draft Options				11/27&28				
SC 3: Review Draft Options/Survey Results & Prepare for Community Meeting and Survey 2					5-Dec			
Board Presentation: LRFP Options					12-Dec			
Focus Groups (Identified populations most impacted by the Draft Options)						TBD		
Community Meetings: Draft Options & Focus Group Feedback						Wk of 1/10		
Survey 2						Jan 10-24		
SC 4: Review Survey Data and Draft Recommendations							6-Feb	
Exec. Team: Draft LRFP Recommendations							8-Feb	
Board Meeting: Review Draft LRFP Recommendations (2x2)							21-Feb	
SC 5: Review Draft Recommendations								5-Mar
Final Report & Board Presentation								26-Mar

