

Reading Center for Active Living (ReCAL)

Select Board Update February 18, 2025



Metropolitan Area Planning Council (MAPC) Economic Development Plan Reading Center for Active Living Committee (ReCALC) formed

UMASS new study, details need for programs, new space ReCALC Select Board Recommendations & Extend effort

BH+A Feasibility
Study: program and space needs.
Stakeholder meetings & community charettes,

Schematic Drawings
Costing
Town Meeting &
Community Votes

2015

2017

2021

2022

2023

2024

2025

UMASS
Gerontology
Institute
Community
Needs
Assessment

Select Board prioritizes ReCALC, awards ARPA funds for feasibility, schematic design

RECALC & COA support Symonds Way

> PBC recommends Symonds Way

10 Years of Planning



Reading Center for Active Living Committee Summary

Prioritizing a Vulnerable Population Age 60+

- <u>NEED</u>: The Reading Center for Active Living is a NEED supported by data provided by professional consultants and 10+ years of exploration.
- <u>IMPACT</u>¹: Serve the growing 60+ population: 20% in 2010, 26% 2020, 28.6% 2024, 30% 2030.
- <u>SPACE</u>: Reaching more members of our 60+ population requires we create <u>better accessible and inclusive</u>
 <u>spaces</u> acknowledging that individuals will have a varying degree of interests and physical capabilities.

¹ Community Engagement and Planning Report, ReCal, December 2022



Reading Center for Active Living Committee update

Pleasant Street Center:

Unable to Meet the Growing Age 60+ Community Needs



Tight Kitchen



Non-Dividable Multi-Purpose Room (700 Sq. ft.)



Art/Lunch/Meeting Room (no dedicated storage)



Office in the Hallway



Registration in Stairwell



Nurse & Senior. Case Worker Office (no privacy or one-on-one space)



Waiting Areas in Hallways



Game Rooms (in basement) Too small



Computer Room (in basement)



Project Vision

VISION STATEMENT: The Reading Center for Active Living (ReCAL) will be a community asset, designed to support the Mission Statements of Elder & Human Services, Recreation and Veterans Divisions. ReCAL seeks to foster health and wellness by promoting social interaction, strengthening the community, and providing a point of access to programs and services for all ages.

MISSION STATEMENT: The Town of Reading created multiple guiding principles for the Center for Active Living in order to provide an <u>inclusive</u>, <u>welcoming</u>, <u>and supportive space that meets the interests and needs of the growing 60+ population</u>. The Reading Center for Active Living embraces a dynamic approach <u>promoting growth and healthy aging by enhancing the social</u>, <u>cognitive</u>, <u>and physical lives of our senior population</u>. RECAL will also provide additional <u>indoor recreational space for all age groups</u>.



Elder & Human Services



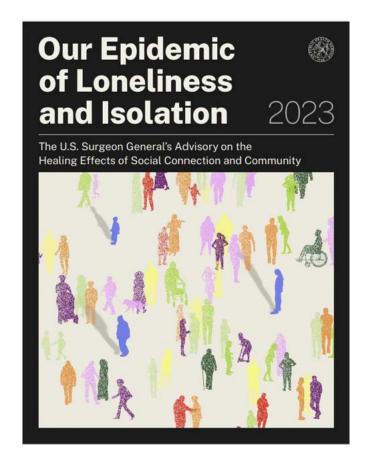
Veterans Services



Recreation

Reading Center for Active Living

Project Impact



"Social connection— the structure, function, and quality of our relationships with others—is a critical and underappreciated contributor to individual and population health, community safety, resilience, and prosperity."

"The lack of social connection can have significant economic costs to individuals, communities, and society. Social isolation among older adults alone accounts for an estimated \$6.7 billion in excess Medicare spending annually...

"...loneliness and isolation are associated with lower academic

Achievement, worse performance at work. In the U.S., stress-related

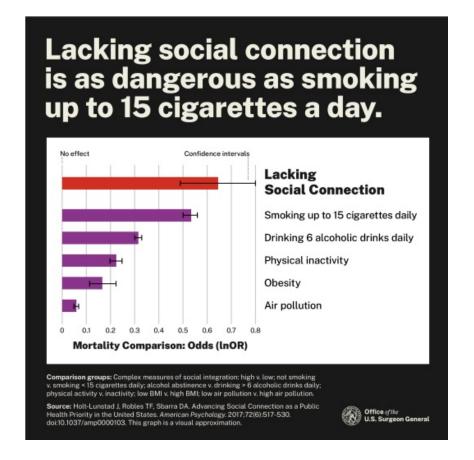
absenteeism attributed to loneliness costs employers an estimated \$154

billion annually."

"The impact of social connection not only affects individuals, but also the communities they live in."

https://www.hhs.gov/sites/default/files/surgeon-general-social-connection-advisory.pdf







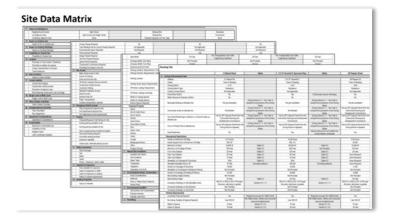
Pillar 1

Strengthen Social Infrastructure in Local Communities

- Design the built environment to promote social connection
- · Establish and scale community connection programs
- · Invest in local institutions that bring people together

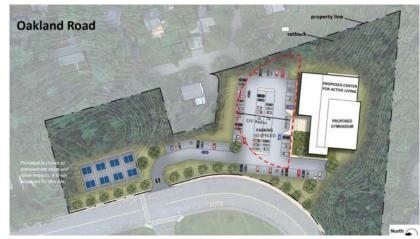
Build Environment for Social Connection

Step 3: Analysis



Information was collected for each site including zoning, environmental, a site plan and a cost estimate







1 Area of the Site	points	2 Impact on Abuffers	points	3 Traffic Conditions	ports
the site has sufficient area for the building, parking and future expansion.	7 - 10	development has no impact on abutters in terms of views, noise levels, or the site's character	7-10	traffic conditions do not impact travel to and from the site	7-10
the site has sufficient area for the building, parking but not future expansion	4-6	development has some impact on abutters in terms of views, make levels, and the stells character	6-6	haffic conditions have a moderate impact on bavel to and hom the ote	4-4
the site has sufficient area for the building but not parking or fishere expension.	1-3	development has major impact on abullers in terms of views, minimized, and the star's character	1-3	traffic conditions have a maps impact on travel to and from the site.	1-3
reviewer ower that points weighted points factor	15 0	reviewer awarded points weighted points factor	1.5 tow	reviewer awarded points swigtfact points factor	!
4 Publing Quantity	perm	5 Location of Parking	ports	5 Wellands and Floodslains	ports
the site has sufficient parking to meet zoning requirements and provide overflow parking	7-10	all parking is located within 125 test from the front door	7-10	daugs, constructability, post control and user conflort are not impacted by the proximity to well-and/foodplains.	7-10
the sile has sufficient parking to meet zoning requirements but no overflow parking	4-6	some parting is located within 125 feet from the front door	4-6	design, constructability, post control and user confort are commentative packed by the proximity to well-and/foodplains	4-5
the sile-does not have sufficient parking to most zoning programments	1-3	no perking is located within 125 feet from the front door	1-3	design, constructability pest contril and user confort are breakly impacted to the proximity to wetenshiftcogisans.	1-3
reviewer awarded points weighted points fector	15 0	reviewer awarded points weighted points factor	trui	reviewer awarded points weighted points factor	=
7 Site Construction Cost	ports	8 Operational Costs	points	9 Facilitates Multi-Generational Use	ports
sile construction surcharge is minimally impedied by topography, utilities and other factors	7-10	operational costs are minimally impacted by insurance, maintenance, landscaping, and garage repairs	7-10	sile is in dose proximity is multiple other programs	7-10
site construction surcharge is somewhal impacted due to topography, utilities and other factors	4-6	operational costs are moderately impacted by incurance, maintenance, tendocaping, and parage repens	4-6	site is in close proceedy to one other program	4-5
alle construction surcharge is heavily impacted by impography. Utilities and other factors	1-3	operational costs are heavily impacted by insurance, maintenance, landscaping, and garage repairs	1-3	site is not in-dose-proximity to other programs	1-3
reviewer awarded points weights cooks factor	12 14	reviewer awarded points weighted points factor	.	reviewer awarded points weighted points factor	

An evaluation sheet was developed for the sites to create an objective analytical process



area of the site

area of the site

mpact on abutters

Reading Center for Active Living Committee update

Programming a Solution

Finding the Right Location

ReCALC COA ALL BH+A

	(COA	4	A	٩LL	-	BH+A			
	Average Score	COA Average Weighted Score	% of Max Score	Average Score	ALL Average Weighted Score	% of Max Score	Average Score	BH+A Average Weighted Score	% of Max Score	
	3.3	4.9	33%	3.0	4.5	30%	2.0	3.0	20%	
	3.6	5.4	36%	3.6	5.4	36%	3.0	4.5	30%	
	5.5	5.5	55%	5.1	5.1	51%	4.0	4.0	40%	
	4.8	7.1	48%	3.9	5.8	39%	2.0	3.0	20%	
	7.1	7.1	71%	7.2	7.2	72%	8.5	8.5	85%	
	8.9	8.9	89%	8.4	8.4	84%	10.0	10.0	100%	
	5.4	8.1	54%	4.9	7.4	49%	7.0	10.5	70%	
	5.4	5.4	54%	5.2	5.2	52%	3.0	3.0	30%	
	5.5	5.5	55%	4.4	4.4	44%	7.5	7.5	75%	
	2.6	2.6	26%	2.6	2.6	26%	1.0	1.0	10%	
	3.5	3.5	35%	3.9	3.9	39%	4.0	4.0	40%	
į	4.8	7.1	48%	4.9	7.4	49%	4.0	6.0	40%	
1	60	71	49%	57	67	46%	56	65	45%	
	5.9	8.8	59%	6.9	10.3	69%	7.0	10.5	70%	
	3.9	5.8	39%	3.9	5.8	39%	3.5	5.3	35%	
	4.9	4.9	49%	5.1	5.1	51%	8.0	8.0	80%	
	8.0	12.0	80%	7.8	11.7	78%	9.5	14.3	95%	
	8.5	8.5	85%	8.4	8.4	84%	8.0	8.0	80%	
	6.4	6.4	64%	6.8	6.8	68%	9.5	9.5	95%	
	4.6	6.9	46%	4.1	6.2	41%	3.0	4.5	30%	
	6.5	6.5	65%	6.5	6.5	65%	7.5	7.5	75%	

6.8 5.5	68% 55%	7.5 5.9	7.5	75%	6.0	6.0	60%
	55%	50					
		0.9	5.9	59%	5.0	5.0	50%
6.1	61%	6.0	6.0	60%	8.5	8.5	85%
10.9	73%	7.6	11.4	76%	8.5	12.8	85%
89	61%	76	91	63%	84	100	69%
	100000	2000			3.333		
		20000					
13.3	89%	8.9	13.4	89%	8.5	12.8	85%
10.7	71%	7.7	11.6	77%	9.0	13.5	90%
6.1	61%	6.4	6.4	64%	8.0	8.0	80%
12.9	86%	8.8	13.2	88%	9.0	13.5	90%
7.6	76%	7.5	7.5	75%	7.5	7.5	75%
4.8	48%	4.4	4.4	44%	4.5	4.5	45%
7.7	51%	5.1	7.7	51%	5.0	7.5	50%
6.1	61%	6.6	6.6	66%	8.0	8.0	80%
5.4	54%	5.9	5.9	59%	5.5	5.5	55%
8.6	86%	8.9	8.9	89%	9.0	9.0	90%
6.6	66%	6.9	6.9	69%	8.0	8.0	80%
12.2	81%	8.2	12.3	82%	10.0	15.0	100%
102	70%	85	105	72%	92	113	78%
		202					
8.8	44%	7.2	7.2	36%	5.0	5.0	25%
11.8	59%	11.5	11.5	58%	12.5	12.5	63%
17.2	86%	15.4	15.4	77%	16.5	16.5	83%
		000001			10000		
80	48%	64	74	45%	61	70	42%
		3333					
101	61%	88	103	62%	97	112	68%
	89 13.3 10.7 6.1 12.9 7.6 4.8 7.7 6.1 5.4 6.6 12.2 102 8.8 11.8 17.2 80	89 61% 13.3 89% 10.7 71% 6.1 61% 12.9 86% 7.6 76% 6.8 6.6 66% 6.1 61% 1022 79% 8.8 44% 8.8 89% 11.8 99% 17.2 86% 8.9 48%	89 61% 76 13.3 89% 8.9 10.7 71% 7.7 6.1 61% 6.4 12.9 86% 8.8 7.6 76% 7.5 5.1 61% 6.6 6.1 61% 6.6 5.4 54% 5.9 6.6 66% 8.9 6.6 66% 8.9 102 70% 85 8.8 44% 7.2 11.8 59% 11.5 17.2 86% 15.4	89 61% 76 91 13.3 89% 8.9 13.4 10.7 71% 7.7 11.6 6.1 61% 64 6.4 12.9 86% 8.8 13.2 12.9 86% 6.8 13.2 1.6 1 61% 6.6 6.5 1.6 1 61% 6.6 6.5 1.6 1 61% 6.6 6.6 1.6 1 61% 6.8 6.9 1.8 6.8 69% 6.9 6.9 1.2 2 81% 8.2 12.3 102 70% 85 105 8.8 44% 7.2 7.2 11.8 59% 11.5 11.5 17.2 86% 15.4 15.4 80 48% 64 74	89 61% 76 91 63% 13.3 89% 8.9 13.4 89% 10.7 71% 7.7 11.6 77% 6.1 61% 6.4 6.4 6.4 12.9 86% 8.8 13.2 86% 7.6 76% 7.5 7.5 75% 6.1 61% 6.6 6.6 66% 6.1 61% 6.6 6.6 66% 6.1 61% 6.8 6.6 66% 6.8 69% 9.9 99% 6.6 66% 6.9 6.9 6.9 6.9 6.9 6.9 6.9 6.9 6.9 6.9	89 61% 76 91 63% 84 13.3 89% 8.9 13.4 89% 8.5 10.7 71% 7.7 11.6 77% 9.0 6.1 61% 6.4 6.4 64% 8.0 12.9 86% 8.8 13.2 86% 9.0 7.6 76% 7.5 7.5 75% 7.5 7.7 51% 5.1 7.7 51% 5.0 6.1 61% 6.6 6.6 66% 8.0 6.1 61% 6.9 6.9 69% 8.0 12.2 81% 8.2 12.3 82% 9.0 102 70% 85 105 72% 92 8.8 44% 7.2 7.2 36% 5.0 11.8 59% 11.5 11.5 56% 12.5 17.2 86% 15.4 15.4 77% 16.5 80 48% 64 74 45% 61	89 61% 76 91 63% 84 100 13.3 89% 8.9 13.4 89% 8.5 12.8 10.7 71% 7.7 11.6 77% 9.0 13.5 6.1 61% 6.4 6.4 64% 8.0 8.0 12.9 60% 8.8 13.2 88% 9.0 13.5 7.6 76% 7.5 7.5 75% 7.5 7.5 7.5 7.6 1.6 64 6.6 66% 8.0 8.0 1.6 1 61% 6.6 6.6 66% 8.0 8.0 1.6 1 61% 6.6 6.6 66% 8.0 8.0 1.6 1 61% 8.9 8.9 5.9 59% 5.5 5.5 1.6 1 61% 8.9 8.9 89% 9.0 9.0 1.6 66% 8.9 6.9 69% 8.0 8.0 1.2 2 81% 8.2 18.5 165 72% 92 113 8.8 44% 7.2 7.2 36% 5.0 5.0 11.8 59% 11.5 11.5 58% 12.5 12.5 17.2 86% 15.4 15.4 77% 18.5 16.5

PBC

		PBC		
	Average Weighted % of Ma			
	Average Score	Weighted Score	% of N	
Pleasant	acure	acure	3001	
area of the site	2.9	4.3	259	
mpact on abutters	4.1	6.2	419	
traffic conditions	5.4	8.2	549	
parking quantity	3.1	47	319	
location of parking	6.7	6.7	679	
wetlands/floodplains	8.7	8.7	879	
site construction cost	6.1	9.2	619	
operational costs	43	2.2	439	
multi-gen use	4.9	7.3	499	
outdoor activities	1.8	1.8	189	
sustainability impact	4.7	2.3	479	
senior center	3.9	5.8	399	
Total Score	57	67	461	
Oakland				
area of the site	6.0	9.0	609	
mpact on abutters	4.0	6.0	409	
traffic conditions	4.8	7.2	489	
parking quantity	7.2	10.8	729	
location of parking	6.8	6.8	689	
wetlands/floodplains	7.0	7.0	709	
site construction cost	5.3	8.0	539	
operational costs	6.1	3.1	619	
multi-gen use	8.1	12.2	819	
outdoor activities	6.0	6.0	609	
sustainability impact	6.0	3.0	605	
senior center	6.3	9.5	639	
Total Score	74	89	611	
Symonds				
area of the site	8.4	12.7	849	
impact on abutters	7.6	11.3	765	
traffic conditions	5.9	8.8	599	
parking quantity	8.7	13.0	879	
location of parking	6.3	6.3	635	
wetlands/floodplains	4.1	4.1	415	
site construction cost	6.1	9.2	619	
operational costs	6.6	3.3	655	
multi-gen use	5.8	8.7	585	
outdoor activities	8.1	8.1	819	
sustainability impact	5.8	2.9	589	
senior center	8.0	12.0	819	
Total Score	81	100	691	
Subjective Score				
Pleasant	10.6	10.6	539	
Oakland	12.4	12.4	629	
Symonds	12.0	12.0	609	
Final Score - Pleasant	67	78	479	
Final Score - Oakland	86	101	611	
Final Score - Symonds	93	112	681	

6 Sites Considered Top 3 Studied Closely Unanimous Results

ReCALC

- 1. Symonds Way
- 2. Oakland Road
- 3. Pleasant Street

COA

- 1. Symonds Way
- 2. Oakland Road
- 3. Pleasant Street

PBC

- 1. Symonds Way
- 2. Oakland Road
- 3. Pleasant Street

BH+A

- 1. Symonds Way
- 2. Oakland Road
- 3. Pleasant Street

TTH

"(Symonds Way) ranks the highest in terms of value between the three locations."

Select Board

5-0 Vote for Symonds Way

Community Resource Area

Athletic Fields Site Plan



PICKLEBALL COURTS are separate project.

15 Acres of Town Owned Land

Design Update





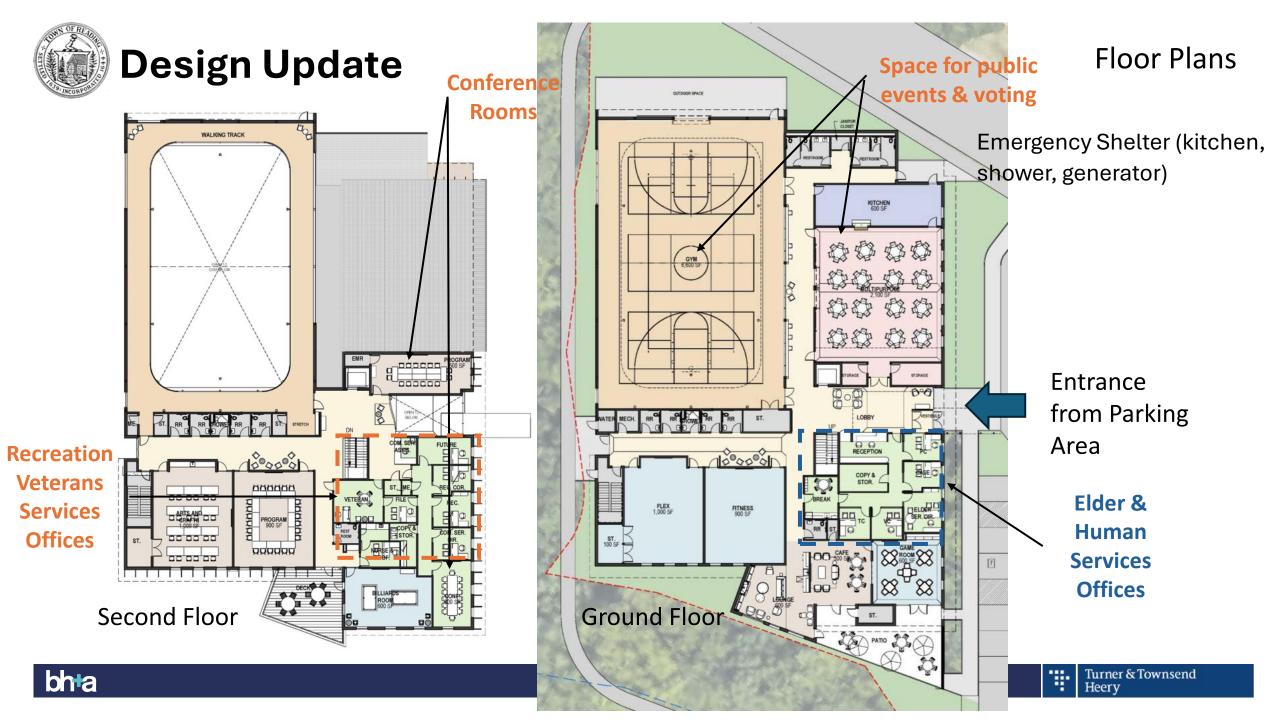


Design Update





Outdoor Spaces



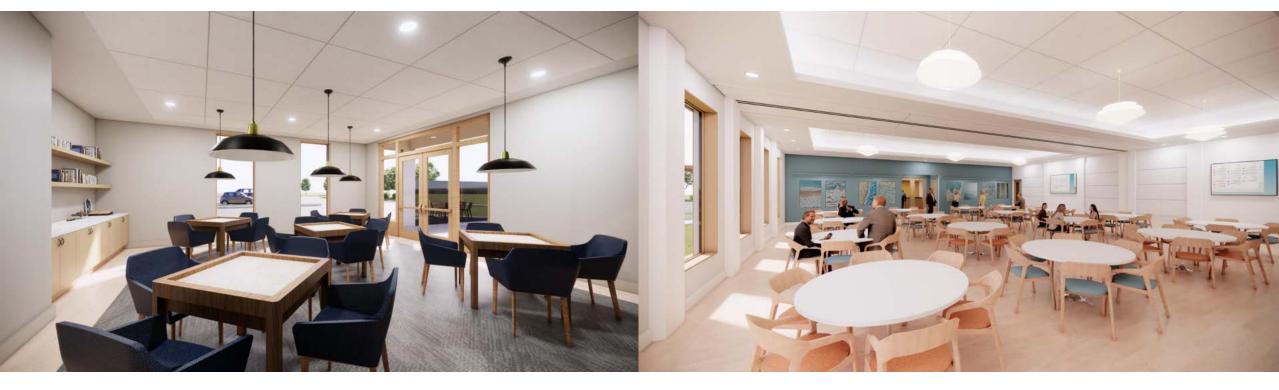


Entrance





Senior Lounge Senior Cafe

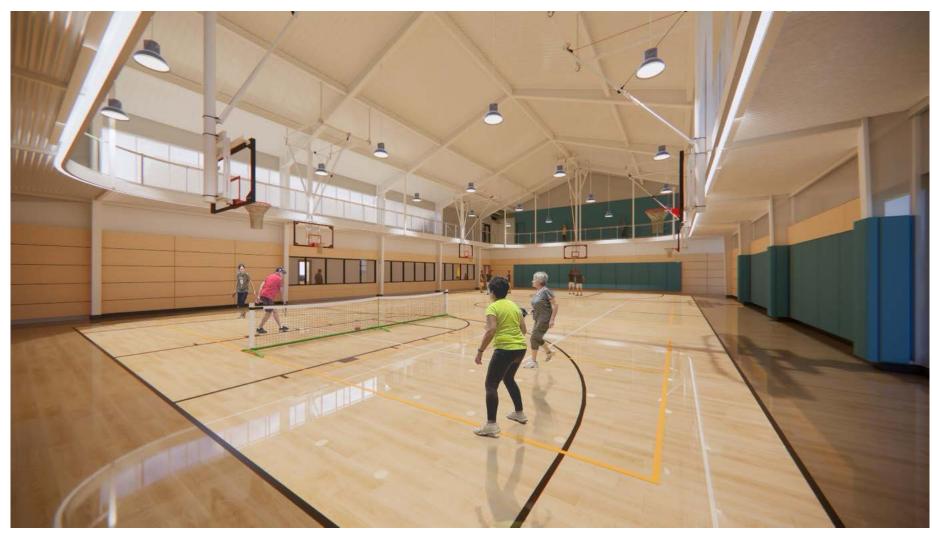


Game Room

Multi Purpose Room



Design Update



Gymnasium with Walking Track

Feasibility Study \$28.3M - \$29.4M

26,300 SF, construction start 2025,\$2.6M contingency

Feasibility Study \$32.6M - \$33.8M (adjusted)

28,380 SF, construction start 2026, \$3.6M contingency

Neighboring Communities \$26.8M - \$34.4M Project Goal <\$30M Project Budget \$27.9M



Project Budget \$27.9M

Cost conscientious design – Ongoing effort

- I. Comparative analysis of materials
- II. Return on Investment (ROI)
- III. What is really needed/rightsizing
- IV. Design efficiency/synergy through multiple uses/shared spaces
- V. Tighten schedule to reduce inflation impacts

Responsible financial planning

- I. Multiple cost estimates
- II. Detailed Project Budget
- **III.** Built in Contingencies



Total Project Budget

Reading Center for Active Living

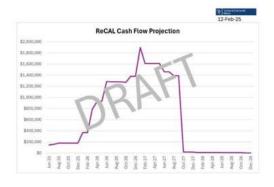
February 13, 2025

nete & Owner Contingencies	
DF:	28,
150000001.	2/6

Soft Costs & Owner Contingencie	es .	\$5,072,033 189	% of Project Cost
DPM Fee		\$1,235,000 5.6%	% of Construction Cost
	Feasibility Study		
	Schematic Design Phase Services	\$94,500	Costs already paid by Town
	Design Development Phase Services	\$89,500	
	Construction Document Phase Services	\$91,000	
	Prequalification	\$35,000	GC + Trade Prequalification
	Bidding	\$60,000	
	Construction Administration	\$750,000	Incl. full time onsite rep.
	Closeout	\$75,000	
	Extra Services	010,000	
	Reimburseables		
		*****	P. C.
	Cost Estimates	\$40,000	DD + CD Estimate
	Other Direct Costs		
lesign Fee		\$2,025,000 9.2%	
	Feasibility Study	\$90,000	Costs already paid by Town
	Schematic Design Phase Services	\$160,000	Costs already paid by Town
	Design Development Phase Services	\$450,000	
	Construction Documents	\$550,000	
	Pregualification	\$35,000	GC + Trade Prequalification
	Bidding	\$60,000	
	Construction Contract Administration		
		\$447,000	I
	Closeouf	\$35,000	
	Printing	\$20,000	Allowance
	Other Reimburseables	H	I
	Survey	\$15,000	100000000000000000000000000000000000000
	Haz Mat		None included
	Environmental	\$4,000	
	Wetlands	\$15,000	I
	Arbreist	\$7,000	I
	Geotach	\$12,000	
		\$12,000	
	Additional Services Allowance	III .	
	FFE Design	\$50,000	
	Tech Design	\$30,000	
	Energy Model	\$30,000	
	Traffic Study	\$10,000	
	Solar Study	\$5,000	1
lwner Fees	dotte disay	\$2,156,533 9.8%	% of Construction Cost
whet rees			
	Owner Contingency	\$894,135 3.2%	% of Project Cost
	Construction Contingency	\$1,097,398 5.0%	% of Construction Cost
	Land Acquisition		The second secon
	Permit Fees		Trade permits in base constr. \$. No bldg permi
	Sustainability Credits		
	Peer Review	\$15,000	Structural, Code, Civil.
	Geothermal Test Well		None included
		\$70,000	
	Testing Services	\$70,000	Based on 2/25 BH+A Test Requirements
	Temp Facilities	100000000	None included
	Moving	\$15,000	
	Printing		None included
	Legal/Recording Fees	\$5,000	The Committee of the Co
	Advertising & Bid Hosting	\$10,000	1
	Commissioning	\$50,000	I
	Preconstruction Documentation	000,000	None included
	Construction Photo Documentation	11	None included
- Contract		4944.65	
winer Credits	Costs already paid by Town	-\$344,500	Feasibility & SD Costs
lard Costs		\$22,827,967 829	Materials, Labor, Overhead, Profit
onstruction Costs		\$21,947,967 96.19	SD Cost estimates \$21.6M-\$21.7M
	Base Construction	\$17,773,000	Incl. triple pane, prop gen.
	Building	\$13,900,000	Incl. Range Rd. ext, st. dust trl
	Site	\$2,300,000	
	Design & Pricing Contingency	\$1,620,000 10.09	
	CM Contingency		No CM included
	General Conditions	\$1,777,300 10.09	% of Base Construction Cost
	General Requirements	\$355,460 2.0%	% of Base Construction Cost
	Bond & Insurance	\$400,000 2.3%	
	Pormit Fees	\$110,000 E.SH	Trade permits in base constr. \$. No bidg permi
	Profit	\$498,000 2.8%	
			% of Base Construction Cost
	Construction Costs before Escalation	\$20,803,760	
	Escalation	\$1,144,207 5.5%	3% per year thru Dec '26
	Alternates	\$0 0.0%	PV if funds become available
Owner Construction Costs		\$880,000 3.9%	
The second second second	Furnishings & Equipment	\$500,000 3.9%	1
			1
	Technology Utility Fees	\$300,000	Calaboration and personal and the second
			Fiber install & backcharges.
Total Project Budget	Utility rees	\$27,900,000	Tiber minute & concerningers.

\$27,900,000

- i. All anticipated project costs
- ii. Design and pricing contingency 10% (\$1.6M)
- iii.Inflation amounts 5.5% (\$1.1M)
- iv. Construction contingency 5% (\$1.1M)
- v. Owner's contingency 3.2% (\$0.9M)



ReCAL Cash Flow Projection TOTAL \$27,900,000 Jun-25 \$144,800 Oct-27 \$18,400 Aug-26 \$1,280,348 Jul-25 \$158.000 Sep-26 \$1,280,348 Nov-27 \$18,400 Aug-25 \$178,000 Oct-26 \$1,270,348 Sep-25 \$178,000 Nov-26 \$1,380,383 Oct-25 \$178.000 Feb-28 \$8,400 Dec-26 \$1.380.383 Nov-25 \$178,000 Jan-27 \$1,896,543 Dec-25 \$178,000 Feb-27 \$1,610,453 Jan-26 \$368,098 Mar-27 \$1,610,453 May-28 \$8,400 Feb-26 \$368.098 Apr-27 \$1.610.453 lun-28 \$6 900 Mar-26 \$788,202 May-27 \$1,610,453 Apr-26 \$925,244 Jun-27 \$1,460,279 May-26 \$930.244 Jul-27 \$1.460.279 Sep-28 \$6.900 Jun-26 \$1,284,744 Aug-27 \$1,390,383 Oct-28 \$6,900 Jul-26 \$1,280,348 Sep-27 \$1,390,383 Nov-28

Page 1 of 1

Includes:

- i. Range Road Improvements & 2nd Parking lot entrance
- ii. Full Building Propane Generator
- iii.Triple pane windows
- iv. Stone Dust Trail

Public Engagement

Email Input

Email us at RECAL@readingma.gov.

Website





Social Media



Press Articles

Daily Times Chronicle The Reading Post

Video



Suggestion box





Town News Flash





Automatic Updates



Newsletters

Reading's Newsletter for Adults 60+

January 2025

49 Pleasant Street Reading, MA 01867 (781) 942-6794 Hours: M-Th: 8:30am - 4:00pm Fr: 8:30am - 12:00pm www.readingma.gov/205/Elder-Human-Services

nda Antinoro intinoro@readingma.gov 81-942-6794

ris Kowaleski 781-942-6796 owaleski@readingma.gov nior Center Coordinator

RECAL PUBLIC FORUMS

Please join the next two Reading Center for Active Living (ReCAL) public forums on Tuesday, January 28th and Tuesday, March 5th. Both forums will start at 7:00pm at the Pleasant Street Center. Do you have feedback or thoughts to share on the project? Email them to ReCAL@readingma.gov.

NEW YEAR LUNCHEON

Forums



Fivers



Reading Capital **Projects**

Comparable Costs

Learn January 30

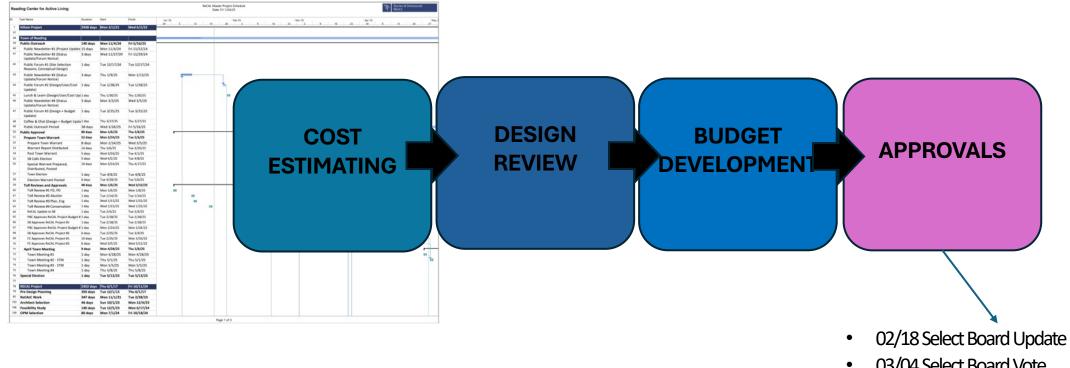
2025

Tax Impacts

Impacts

Add. Outreach *April* 2025





- 03/04 Select Board Vote
- 03/05 Finance Committee Update
- 03/12 Finance Committee Vote
- 05/01 Special Town Meeting
- 05/05 Special Town Meeting
- 05/13 Special Town Vote

THANK YOU!

Q&A