



**THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA
OFFICE OF THE SUPERINTENDENT**

**Tuesday, August 29, 2017 – 10:00 A.M.
AGENDA PLANNING SESSION**

Kathleen C. Wright Administration Center
600 Southeast Third Avenue - Board Room
Fort Lauderdale, Florida

**EXPLANATION OF AGENDA FOR
WEDNESDAY, SEPTEMBER 6, 2017 10:05 AM SCHOOL BOARD OPERATIONAL
MEETING**

CALL TO ORDER

**PLEDGE OF ALLEGIANCE TO THE FLAG OF THE UNITED STATES OF
AMERICA**

MINUTES FOR APPROVAL

ADDED ITEMS

CLOSE AGENDA

REPORTS

Broward County Association of Student Councils and Student Advisor to the Board
Broward County Council PTAs/PTSAs
Broward Education Foundation
District Advisory Council
Diversity Committee
Employee Unions/Groups
ESE Advisory Council
ESOL Leadership Council
Facilities Task Force
Gifted Advisory Council
Human Relations Committee
Parent Community Involvement Task Force
Supplier Diversity & Outreach Program Advisory Committee
Technology Advisory Committee

August 29, 2017

Agenda Planning Session
Page 1 of 14

CONSENT AGENDA

REPORTS CONTINUED

Board Members
Superintendent

SPEAKERS

12:00 P.M.

ITEMS

Consent agenda items will be noted by a single letter, and open agenda items will be noted by a double letters in accordance with Policy 1100A.

G. OFFICE OF HUMAN RESOURCES

G-1. Personnel Recommendations for Instructional Appointments and Leaves for 2017-2018 School Year

Approve the personnel recommendations for the 2017-2018 appointments and leaves as listed in the attached Executive Summary and respective lists for instructional staff. All recommendations are made with the understanding that these individuals will comply with regulations/policies as set forth by the Florida Department of Education and The School Board of Broward County, Florida.

G-2. Personnel Recommendations for Instructional Separation of Employment or Discipline for the 2017-2018 School Year

Approve the personnel recommendations for separation of employment or discipline as listed in the attached respective lists for instructional staff. All recommendations are made with the understanding that these individuals will comply with regulations/policies as set forth by the Florida Department of Education and The School Board of Broward County, Florida.

G-3. Personnel Recommendations for Non-Instructional Appointments and Leaves for the 2017-2018 School Year

Approve the personnel recommendations for appointments and reassignments as listed on the attached Executive Summary, respective lists and individual appointments for Non-Instructional Employees. All recommendations are made pending security clearance and with the understanding that these individuals will comply with regulations/policies as set forth by the Florida Department of Education and The School Board of Broward County, Florida.

G-4. Personnel Recommendations for Non-Instructional Separation of Employment and Discipline for the 2017-2018 School Year

Approve the personnel recommendations for separation of employment and discipline as listed on the attached respective lists for Non-Instructional staff. All recommendations are made with the understanding that these individuals will comply with regulations/policies as set forth by the Florida Department of Education and The School Board of Broward County, Florida.

G-5. Supplemental Pay Positions

Approve the recommended supplemental pay positions of employees for the 2017/2018 school/fiscal year.

GG. OFFICE OF HUMAN RESOURCES

A. RESOLUTIONS

AA. RESOLUTIONS

B. BOARD MEMBERS

BB. BOARD MEMBERS

CC. BOARD POLICIES

DD. OFFICE OF THE CHIEF AUDITOR

DD-1. Internal Audit Report - Audit of the Internal Funds of Selected Schools

Receive Internal Audit Report - Audit of the Internal Funds of Selected Schools.

DD-2. Internal Audit Report - Property and Inventory Audits of Selected Locations

Receive Internal Audit Report - Property and Inventory Audits of Selected Locations.

DD-3. Internal Audit Report - Current Status Update of the McGladrey, LLP Operational Review of the Office of Facilities and Construction-June 2017

Receive Internal Audit Report - Current Status Update of the McGladrey, LLP Operational Review of the Office of Facilities and Construction-June 2017.

DD-4. Internal Audit Report - Summary of Audit Activities for the 2016-2017 Fiscal Year and Proposed Audit Plan for the 2017-2018 Fiscal Year for the Office of the Chief Auditor

Receive Internal Audit Report - Summary of Audit Activities for the 2016-2017 Fiscal Year and Proposed Audit Plan for the 2017-2018 Fiscal Year for the Office of the Chief Auditor.

E. OFFICE OF STRATEGY & OPERATIONS

E-1. Pre-Qualification of Contractors - Superintendent's Recommendations Regarding Pre-Qualification Certification

Approve the recommendation by the Superintendent indicated in the Superintendent Recommendations - Tracking Report.

E-2. Supplier Diversity Outreach Program Report as of August 10, 2017

Receive Supplier Diversity Outreach Program (SDOP) Report.

E-3. Amendment to Invitation to Bid - 18-029R-1 - HVAC-R and Cooling Tower Equipment

Approve the recommendation to amend for the above Invitation to Bid (ITB). Contract Term: September 7, 2017 through June 30, 2020, 3 Years; User Department: Physical Plant Operations; Award Amount: \$8,000,000; Additional Awarded Vendor(s): P.E.C.O. Enterprises, Inc., The Ware Group, LLC, d/b/a Johnstone Supply, Trane U.S. Inc; Additional Small/Minority/Women Business Enterprise: P.E.C.O. Enterprises, Inc.

E-4. Recommendation to Approve Agreements - 17-144N School Uniforms (Elementary & Middle Schools)

Approve the recommendation to award the above Agreements. Contract Term: September 7, 2017 through August 31, 2020, 2 Years, 11 Months; User Department: Office of School Performance & Accountability; Awarded Amount: None; Awarded Vendor(s): Carlyn International Corporation and Planet T Uniforms; Small/Minority/Women Business Enterprise Vendor(s): Carlyn International Corporation

E-5. Recommendation to Approve Agreement - 17-045-1N - School Pictures (Excludes Senior Portraits)

Approve the recommendation to award the above Agreement. Contract Term: September 7, 2017 through September 20, 2019, 2 Years; User Department: Office of School Performance & Accountability; Awarded Amount: None; Awarded Vendor(s): 11; Small/Minority/Women Business Enterprise Vendor(s): Nick's Photo Studio of Broward, LLC.

See Supporting Docs for continuation of Requested Action.

E-6. Recommendation to Reject all Bids - 18-051T - Fire Alarm Equipment, Parts, and Components

Approve the recommendation to reject all bids for the above Invitation to Bid (ITB).

EE. OFFICE OF STRATEGY & OPERATIONS

EE-1. Grant Applications - Post-Submission

Approve the submission of the following grant applications (A-R): **A.** Aetna Foundation..., \$300 (awarded) **B.** Community Foundation of Broward..., \$75,000 (requested) **C.** City of Coral Springs...Coral Springs High, \$3,000 (requested) **D.** City of Coral Springs...Coral Springs Middle, \$9,274 (requested) **E.** D'Addario Foundation, \$2,500 (requested) **F.** Florida Department of Agriculture..., \$600,000 (requested) **G.** Florida Department of Education..., \$3,444,000 (requested) **H.** Florida Job Growth...Atlantic Technical College, \$870,000 (requested) **I.** Florida Job Growth...McFatter Technical College, \$484,200 (requested) **List is continued in the Summary Explanation and Background section below.**

EE-2. Letter of Agreement with the Dairy Council of Florida

Approve the Agreement between The School Board of Broward County, Florida, and the Dairy Council of Florida. The Agreement begins the day after School Board approval and ends on July 31, 2018.

EE-3. Program Agreement with the Partnership for Leaders in Education (University of Virginia Darden School Foundation)

Approve the Agreement between The School Board of Broward County, Florida, and the University of Virginia Darden School Foundation, on behalf of the Darden/Curry Partnership for Leaders in Education.

EE-4. Recommendation to Approve Additional Spending Authority - 51-009B - Exam Gloves

Approve the additional spending authority. Contract Term: July 12, 2012 through July 12, 2020, 8 Years; User Department: District-wide; Additional Requested Amount: \$240,000; New Award Amount: \$803,891; Awarded Vendor(s): Florida Association of Rehabilitation Facilities/Respect of Florida; Small/Minority/Women Business Enterprise Vendor(s): None.

EE-5. Recommendation of \$500,000 or Greater - 18-020B - Custodial Chemicals

Approve the recommendation to award the above Invitation to Bid (ITB). Contract Term: November 1, 2017 through April 30, 2019, 18 Months; User Department: Material Logistics; Award Amount: \$633,000; Awarded Vendor(s): 9; Small/Minority/Women Enterprise Vendor(s): 4.
See Supporting Docs for continuation of Requested Action.

EE-6. Recommendation of \$500,000 or Less - 18-092B Medical and Dental Supplies and Equipment (Catalog)

Approve the recommendation to award the above Invitation to Bid (ITB). Contract Term: October 1, 2017 through September 30, 2020, 2 Years, 11 Months; User Department: District-wide; Award Amount: \$120,000; Awarded Vendor(s): Dan Enterprises Team LLC; NM Enterprises of Plantation, Inc., d/b/a Medix USA; School Health Corporation; School Nurse Supply, Inc.; Small/Minority/Women Business Enterprise Vendor(s): Dan Enterprises Team LLC; NM Enterprises of Plantation, Inc., d/b/a Medix USA.

EE-7. Recommendation of \$500,000 or Greater - 18-042V - Sale of Surplus Property - North Side Elementary School Parking Lot

Approve the receipt of proposal for the above Request for Proposal (RFP). Contract Term: None; User Department: Facility Planning & Real Estate; Award Amount: \$1,350,000; Awarded Vendor(s): Turnstone Development Corporation; Small/Minority/Women Business Enterprise Vendor(s): None.

EE-8. Recommendation of \$500,000 or Greater - 18-040V - Sale of Surplus Property - Coral Springs High School Acreage

Approve the receipt of the proposal for the above Request for Proposal (RFP). Contract Term: None; User Department: Facility Planning & Real Estate; Award Amount: \$605,000; Awarded Vendor(s): MVP Keys, Inc; Small/Minority/Women Business Enterprise Vendor(s): None.

EE-9. Recommendation of \$500,000 or Greater - 18-009V - Group Medical Insurance for School Board Employees

Approve the recommendation to award the above Request for Proposal (RFP).
Contract Term: January 1, 2018 through December 31, 2020, 3 Years; User
Department: Benefits and Employment Services Department; Award Amount:
\$200,000,000; Awarded Vendor: Aetna Life Insurance Company;
Small/Minority/Women Business Enterprise Vendor(s): None.

EE-10. Direct Negotiation Agreement - 58-063E - Bloomberg Financial Information Subscription

Approve the recommendation to award the Direct Negotiation Agreement for a two
(2) year period. User Department: Treasurer's Office; Award Amount \$26,000
Annually; Small/Minority/Women Business Enterprise Vendor(s): None.

EE-11. Recommendation of \$500,000 or Less - 18-052R - Theater Dimming Racks and Related Stage Lighting Equipment

Approve the recommendation to award for the above Invitation to Bid (ITB).
Contract Term: October 1, 2017 through September 30, 2020, 3 Years; User
Department: Physical Plant Operations; Award Amount: \$150,000; Awarded
Vendor(s): Stage Equipment & Lighting, Inc.; Small/Minority/Women Business
Enterprise Vendor(s): None.

EE-12. Recommendation for Renewal and Additional Spending Authority – 13-038T - Fire Alarm Equipment, Parts, and Components

Approve the renewal and additional spending authority for above Invitation to Bid
(ITB). Contract Term: December 4, 2012 through September 30, 2018, 6 Years;
User Department: Physical Plant Operations; Additional Requested Amount:
\$150,000; New Award Amount: \$1,000,000; Awarded Vendor(s): Bass United Fire
& Security Systems; DiversiFire Systems, Inc.; Silmar Electronics, Inc.;
Small/Minority/Women Business Enterprise Vendor(s): DiversiFire Systems, Inc.

EE-13. Recommendation of \$500,000 or Less - 18-044T - Outdoor Tables, Benches, and Trash Receptacles

Approve the recommendation to award the above Invitation to Bid (ITB). Contract
Term: October 1, 2017 through September 30, 2020, 3 Years; User Department:
Physical Plant Operations; Award Amount: \$400,000; Awarded Vendor(s): Bliss
Products and Services, Inc.; Olive Branch Products and Packaging, Inc.; Playmore
West Inc. d/b/a Playmore Recreational Products and Services; School Specialty,
Inc.; Schoolhouse Products, Inc.; Swartz Associates, Inc.; Small/Minority/Women
Business Enterprise Vendor(s): Olive Branch Products and Packaging, Inc.

EE-14. Recommendation to Approve Piggyback Agreement - 58-039N Library Materials

Approve the recommendation to award the above Piggyback Agreement. Contract Term: September 7, 2017 through May 31, 2020, 2 Years 8 Months; User Department: District-wide; Award Amount: \$4,100,000; Awarded Vendor(s): 21; Small/Minority/Women Business Enterprise Vendor(s): None.

See Supporting Docs for Continuation of Requested Action

EE-15. Recommendation of \$500,000 or Less - 18-022R - Paints, Caulks, Sealers, Related Coatings, and Accessories

Approve the recommendation to award for the above Invitation to Bid (ITB). Contract Term: October 1, 2017 through September 30, 2018, 1 Year; User Department: Physical Plant Operations; Award Amount: \$350,000; Awarded Vendor(s): Acrylux Paint Manufacturing Co. Inc.; PPG Architectural Finishes, Inc.; The Sherwin Williams Company; Stein Paint Company; Small/Minority/Women Business Enterprise Vendor(s): None.

EE-16. Piggyback Recommendation of \$500,000 or Greater 58-048E - Lexmark Printers, Software, and Technical Support

Approve the recommendation to award the Piggyback to State contract 600-000-11-1. Contract Term: September 7, 2017 through August 3, 2018, 10 Months; User Department: District-wide; Award Amount: \$700,000; Awarded Vendor: Lexmark, Inc.; Small/Minority/Women Business Enterprise Vendor (s): None.

EE-17. Recommendation for Renewal and Additional Spend Authority -17-057E - Lexmark Toner

Approve the renewal and additional spending authority for the above Invitation to Bid (ITB). Contract Term: October 19, 2016 through October 18, 2018, 2 Years; User Department: District-wide; Additional requested amount \$175,000; New Award Amount: \$1,475,000; Awarded Vendor: The Office Pal, Inc.; Small/Minority/Women Business Enterprise Vendor(s): None.

EE-18. Direct Negotiation Recommendation of \$500,000 or Greater - 58-XXE SAP Migration Upgrade for Business Software

PENDING

**EE-19. Direct Negotiation Recommendation of \$500,000 or Greater - 58-XXE
SAP Database Licensing**

PENDING

**EE-20. Direct Negotiation Recommendation of \$500,000 or Greater - 58-XXE
Cloud Hosting Provider for SAP**

PENDING

**EE-21. Direct Negotiation Recommendation of \$500,000 or Greater - 58-XXE
SAP Migration Upgrade of Reporting System**

PENDING

EE-22. Recommendation for Additional Spending Authority - 15-062R - New Tires

Approve the additional spending authority for the above Contract. Contract Term: December 10, 2014 through December 31, 2017, 3 Years; User Department: Pupil Transportation & Fleet Services; Additional Requested Amount: \$374,000; New Award Amount: \$2,974,000; Awarded Vendor(s): Boulevard Tire Center; Dan Callaghan Enterprises; Tiresoles of Broward Inc.; Small/Minority/Women Business Enterprise Vendor(s): None.

F. OFFICE OF ACADEMICS

F-1. Agreement between The School Board of Broward County, Florida (SBBC) and The City of Miramar Fire Academy Program

Approve the continuation Agreement between The School Board of Broward County, Florida (SBBC) and The City of Miramar Fire Academy Program. The term of this agreement shall be for a period of three (3) years from the date it is fully executed by both parties.

F-2. Uniform Statewide Assessment Calendar for 2017-18 school year

Approve the Uniform Statewide Assessment Calendar for the 2017-18 school year as required by 1008.22(7)(d), Florida Statutes (F.S.), and State Board of Education Rule 6A-1.094224, Florida Administrative Code (F.A.C.).

F-3. Cooperative Agreement between The School Board of Broward County, FL (SBBC) and AMI Kids of Greater Fort Lauderdale

Approve Cooperative Agreement between The School Board of Broward County, Florida (SBBC) and AMI Kids of Greater Fort Lauderdale.

F-4. Cooperative Agreement between The School Board of Broward County, Florida (SBBC) and Department of Juvenile Justice (DJJ)

Approve Cooperative Agreement between The School Board of Broward County, Florida (SBBC) and Department of Juvenile Justice (DJJ).

F-5. Cooperative Agreement between The School Board of Broward County, Florida (SBBC) and PACE Center for Girls

Approve Cooperative Agreement between The School Board of Broward County, Florida (SBBC) and PACE Center for Girls.

F-6. Cooperative Agreement between The School Board of Broward County, Florida (SBBC) and Sequel TSI of Florida, LLC

Approve Cooperative Agreement between The School Board of Broward County, Florida (SBBC) and Sequel TSI of Florida, LLC.

F-7. Cooperative Agreement between The School Board of Broward County, FL (SBBC) and Youth Opportunity Investments LLC

Approve Cooperative Agreement between The School Board of Broward County, FL (SBBC) and Youth Opportunity Investments LLC.

F-8. Broward County Public Schools Professional Learning System 2017/2018 and Master In-service Plan 2017-2018

Approve the Broward County Public Schools Professional Learning System 2017/2018 and Master In-service Plan 2017-2018 (Appendix B).

F-9. Cooperative Agreement Between The School Board of Broward County, Florida (SBBC) and The Department of Juvenile Justice, Florida Department of Children and Families, State Attorney Office, Public Defender Office, Broward County and Broward County Sheriff Office

Approve the Cooperative Agreement between The School Board of Broward County, Florida (SBBC) and The Department of Juvenile Justice, Florida Department of Children and Families, State Attorney Office, Public Defender Office, Broward County and Broward County Sheriff's Office.

F-10. Cooperative Agreement between The Broward Sheriff's Office and Whiddon-Rogers Education Center

Approve Cooperative Agreement between The Broward Sheriff's Office and Whiddon-Rogers Education Center.

FF. OFFICE OF ACADEMICS

FF-1. Agreement between The School Board of Broward County, Florida (SBBC) and National Academy Foundation (NAF)

Approve the Amendment between The School Board of Broward County, Florida (SBBC) and National Academy Foundation (NAF). The term of this agreement shall be for a period of (3) years from the date it is fully executed by both parties.

FF-2. Second Amendment between The School Board of Broward County, Florida and College Entrance Examination (College Board) for SAT and PSAT School Days

Approve the second amendment between The School Board of Broward County, Florida and College Entrance Examination Board (College Board) for PSAT School Day Pilot for select Eighth Grade Students, PSAT School Day for Freshmen, SAT School Day for Juniors, and SAT School Day for select at-risk Seniors at each Broward County Public Schools (BCPS) District High Schools and select District Middle Schools.

FF-3. Agreement with Florida Atlantic University for Teacher Certification Courses

Approve the Agreement between The School Board of Broward County, Florida (SBBC) and Florida Atlantic University (FAU). The Agreement period shall commence after School Board approval and shall expire on June 30, 2018.

H. OFFICE OF THE GENERAL COUNSEL

HH. OFFICE OF THE GENERAL COUNSEL

I. OFFICE OF THE SUPERINTENDENT

I-1. First Amendment to Affiliation Agreement for Health Science Education between SBBC and Memorial Healthcare System

Approve the First Amendment to the Continuation Agreement between The School Board of Broward County, Florida and South Broward Hospital District D/B/A Memorial Healthcare System. The term of this agreement shall be from the date it is fully executed by both parties and shall conclude on October 31, 2020.

I-2. Agreement between Vitas Healthcare Corporation of Florida and The School Board of Broward County, Florida

Approve the NEW Agreement between Vitas Healthcare Corporation of Florida and The School Board of Broward County, Florida. The term of this agreement shall be from the date it is fully executed by both parties and shall conclude on April 1, 2022.

I-3. Agreement between The School Board of Broward County, Florida and Inverrary Medical Investors, LLC.

Approve the Continuation Agreement between The School Board of Broward County, Florida and Inverrary Medical Investors, LLC. The term of this agreement shall be from the date it is fully executed by both parties and shall conclude on August 1, 2020.

I-4. State and Federal Legislative Platform

Approve the Broward County Public Schools 2018 Legislative Platform.

II. OFFICE OF THE SUPERINTENDENT

II-1. Authorization for Additional Spending Authority for Twelve Approved Contracted Apprenticeship Agencies

Increase the current spending authority for the 2017-18 school year for twelve (12) approved contracted Apprenticeship agencies by \$3,000,000.

II-2. New Broadcast Tower Lease with InSie Wireless Group (IWG)

Approve new lease agreement with IWG to replace current lease with American Tower Company (ATC).

II-3. Terminate Broadcast Tower Lease with American Tower Company (ATC).

Authorize negotiations for early release from ATC tower lease agreement.

II-4. T- Mobile Cash Offer to Meet Early Deadline for Completion of FCC Television Repack Project

Approve agreement with T-Mobile to accelerate WBEC-TV repack and channel change.

J. OFFICE OF FACILITIES AND CONSTRUCTION

JJ. OFFICE OF FACILITIES AND CONSTRUCTION

August 29, 2017

Agenda Planning Session
Page 12 of 14

K. OFFICE OF FINANCIAL MANAGEMENT

K-1. Final General Fund Amendment as of June 30, 2017

Approve the attached Final General Fund Amendment as of June 30, 2017.

K-2. Final Special Revenue (Grants) Amendment as of June 30, 2017

Approve the attached Final Special Revenue (Grants) Amendment as of June 30, 2017.

K-3. Final Special Revenue (Food Service) Amendment as of June 30, 2017

Approve the attached Final Special Revenue (Food Service) Amendment as of June 30, 2017.

K-4. Final Special Revenue (Miscellaneous) Amendment as of June 30, 2017

Approve the attached Final Special Revenue (Miscellaneous) Amendment as of June 30, 2017.

K-5. Final Internal Service Funds Amendment as of June 30, 2017

Approve the attached Final Internal Service Funds Amendment as of June 30, 2017.

K-6. Final Debt Service Amendment as of June 30, 2017

Approve the attached Final Debt Service Amendment as of June 30, 2017.

Document attachment forthcoming.

K-7. Capital Budget Fund Amendment as of June 30, 2017

Approve the attached Capital Fund Amendment as of June 30, 2017.

K-8. Superintendent's Annual Financial Report to the Commissioner of Education

Approve the Superintendent's Annual Financial Report for the Fiscal Year Ended June 30, 2017.

KK. OFFICE OF FINANCIAL MANAGEMENT

L. OFFICE OF PORTFOLIO SERVICES

L-1. Authorization to Conduct a Spot Survey to Amend the Plant Survey and Enable the Disposition of a Portion of Olsen Middle

Authorize staff to conduct a spot survey to amend the Educational Plant Five Year Survey Report, Broward County School District 2015-2020 (Plant Survey) and enable the complete disposition of approximately 6.614 acres of the Olsen Middle School site.

L-2. Authorization to Conduct a Spot Survey to Amend the Plant Survey and Enable the Disposition of the South Area Portable Annex

Authorize staff to conduct a spot survey to amend the Educational Plant Five Year Survey Report, Broward County School District 2015-2020 (Plant Survey) and enable the complete disposition of the South Area Portable Annex (SW 172 Avenue) Parcel and the ninety-nine (99) portables on the Parcel.

LL. OFFICE OF PORTFOLIO SERVICES

LL-1. Premium Services Agreements Approval

Approve the Premium Services Agreements between The School Board of Broward County, Florida (SBBC), and the listed governing board.

LL-2. Agreement of Sale and Purchase between The School Board of Broward County, Florida and the City of Sunrise, Florida

Approve the Agreement of Sale and Purchase between The School Board of Broward County, Florida (SBBC) and the City of Sunrise, Florida (City) for the purchase of the site referred to as Cypress Bay Portable Annex (aka: New River Circle Site).

ATTORNEY CLIENT SESSION(S)

ADJOURNMENT

PURSUANT TO FLORIDA STATUTE 286.0105: If a person decides to appeal any decision made by the School Board with respect to any matter considered at a meeting or hearing, he/she will need a record of the proceedings, and for such purpose, he/she may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based.

Individuals with disabilities requesting accommodations under the Americans with Disabilities Act Amendments Act of 2008, (ADAAA) may call Equal Educational Opportunities/ADA Compliance Department at 754-321-2150 or Teletype Machine (TTY) 754-321-2158.

August 29, 2017

Agenda Planning Session

Page 14 of 14