Smart Schools Investment Plan -

SSIP Overview

1a. 1b.	Please enter their phone number for follow up questions.
1b.	
1b.	315-317-4571
	Please enter their e-mail address for follow up contact.
	cferrer@lafayetteschools.org
	se indicate below whether this is the first submission, a new submission or an amended submission of a rt Schools Investment Plan.
F	irst submission
wirel Plan Educ By c	Part 100.12 of the Commissioner's Regulations. Districts that include investments in high-speed broadband ess connectivity and/or learning technology equipment or facilities as part of their Smart Schools Investmer must have a submitted and approved Instructional Technology Plan survey on file with the New York State ration Department. The provided Head of the School district has an approved District Instructional Technology Plan ey on file with the New York State Education Department.
	vistrict Educational Technology Plan Submitted to SED and Approved
box I ☑ P ☑ T ☑ S	ict. hecking the boxes below, you are certifying that you have engaged with those required stakeholders. Each must be checked prior to submitting your Smart Schools Investment Plan. arents eachers tudents
☑ C	Community members
	If your district contains non-public schools, have you provided a timely opportunity for consultation with t stakeholders?
✓ C4a.	ommunity members If your district contains non-public schools, have you provided a timely opportunity for consultation with the second
4a.	If your district contains non-public schools, have you provided a timely opportunity for consultation with a stakeholders? Yes No

Status Date: 03/28/2016 00:10 PM

04/15/2016 04:17 PM Page 1 of 13

SSIP Overview

5a. Please upload the proposed Smart Schools Investment Plan (SSIP) that was posted on the district's website. Note that this should be different than your recently submitted Educational Technology Survey. The Final SSIP, as approved by the School Board, should also be posted on the website and remain there during the course of the projects contained therein.

Status Date: 03/28/2016 00:10 PM

SmartSchools Bond Act Investment Plan 2015.pdf

6.	Please enter an estimate of the total number of students and staff that will benefit from this Smart Schools
	Investment Plan based on the cumulative projects submitted to date.

1,046

- 7. An LEA/School District may partner with one or more other LEA/School Districts to form a consortium to pool Smart Schools Bond Act funds for a project that meets all other Smart School Bond Act requirements. Each school district participating in the consortium will need to file an approved Smart Schools Investment Plan for the project and submit a signed Memorandum of Understanding that sets forth the details of the consortium including the roles of each respective district.
 - ☐ The district plans to participate in a consortium to partner with other school district(s) to implement a Smart Schools project.
- 8. Please enter the name and 6-digit SED Code for each LEA/School District participating in the Consortium.

Partner LEA/District	SED BEDS Code
(No Response)	(No Response)

9. Please upload a signed Memorandum of Understanding with all of the participating Consortium partners.

(No Response)

10. Your district's Smart Schools Bond Act Allocation is:

\$857,397

11. Enter the budget sub-allocations by category that you are submitting for approval at this time. If you are not budgeting SSBA funds for a category, please enter 0 (zero.) If the value entered is \$0, you will not be required to complete that survey question.

	Sub- Allocations
School Connectivity	200,070
Connectivity Projects for Communities	0
Classroom Technology	356,600
Pre-Kindergarten Classrooms	0
Replace Transportable Classrooms	0
High-Tech Security Features	0
Totals:	556,670.00

04/15/2016 04:17 PM Page 2 of 13

School Connectivity

 In order for students and faculty to receive the maximum benefit from the technology made available under the Smart Schools Bond Act, their school buildings must possess sufficient connectivity infrastructure to ensure that devices can be used during the school day. Smart Schools Investment Plans must demonstrate that:

Status Date: 03/28/2016 00:10 PM

- sufficient infrastructure that meets the Federal Communications Commission's 100 Mbps per 1,000 students standard currently exists in the buildings where new devices will be deployed, or
- is a planned use of a portion of Smart Schools Bond Act funds, or
- is under development through another funding source.

Smart Schools Bond Act funds used for technology infrastructure or classroom technology investments must increase the number of school buildings that meet or exceed the minimum speed standard of 100 Mbps per 1,000 students and staff within 12 months. This standard may be met on either a contracted 24/7 firm service or a "burstable" capability. If the standard is met under the burstable criteria, it must be:

- 1. Specifically codified in a service contract with a provider, and
- 2. Guaranteed to be available to all students and devices as needed, particularly during periods of high demand, such as computer-based testing (CBT) periods.

Please describe how your district already meets or is planning to meet this standard within 12 months of plan submission.

The SmartSchools Bond Act funds will help the LaFayette Central School District to meet and exceed the Federal Communications Commission minimum speed standard of 100 Mbps per 1,000 students by increasing our internet connectivity through increased wireless access points. Our internet is already at 100 Mbps through our purchased BOCES technology services. The wireless well help to support that environment.

- 1a. If a district believes that it will be impossible to meet this standard within 12 months, it may apply for a waiver of this requirement, as described on the Smart Schools website. The waiver must be filed and approved by SED prior to submitting this survey.
 - ☐ By checking this box, you are certifying that the school district has an approved waiver of this requirement on file with the New York State Education Department.
- 2. Connectivity Speed Calculator (Required)

	Number of Students	Multiply by 100 Kbps	Divide by 1000 to Convert to Required Speed in Mb	Current Speed in Mb	Expected Speed to be Attained Within 12 Months	Expected Date When Required Speed Will be Met
Calculated Speed	898	89,900	90	120	0	n/a

3. Briefly describe how you intend to use Smart Schools Bond Act funds for high-speed broadband and/or wireless connectivity projects in school buildings.

The LaFayette Central School District plans to increase wifi accessibility through increased number of wifi access points throughout our school buildings. This will help to support the infrastructure of one-to-one computing implementation.

4. Briefly describe the linkage between the district's District Instructional Technology Plan and the proposed projects. (There should be a link between your response to this question and your response to Question 1 in Part E. Curriculum and Instruction "What are the district's plans to use digital connectivity and technology to improve teaching and learning?)

The District has a goal of one-to-one computing for its students. By increasing the wifi access and connectivity it allows the students to access internet for research and educational online software programs. This will ultimately improve opportunities for our students and they will become global learners.

04/15/2016 04:17 PM Page 3 of 13

School Connectivity

5. If the district wishes to have students and staff access the Internet from wireless devices within the school building, or in close proximity to it, it must first ensure that it has a robust Wi-Fi network in place that has sufficient bandwidth to meet user demand.

Status Date: 03/28/2016 00:10 PM

Please describe how you have quantified this demand and how you plan to meet this demand.

Our District has quantified its Wi-Fi network through BOCES and has replaced fiber network cabling in its latest capital project. The network will support the demand of increased Wi-Fi access.

6. As indicated on Page 5 of the guidance, the Office of Facilities Planning will have to conduct a preliminary review of all capital projects, including connectivity projects.

Project Number
420807047999-SB1

7. Certain high-tech security and connectivity infrastructure projects may be eligible for an expedited review process as determined by the Office of Facilities Planning.

Was your project deemed eligible for streamlined review?

Yes

7a. Districts that choose the Streamlined Review Process will be required to certify that they have reviewed all installations with their licensed architect or engineer of record and provide that person's name and license number.

The licensed professional must review the products and proposed method of installation prior to implementation and review the work during and after completion in order to affirm that the work was code-compliant, if requested.

- ☑ I certify that I have reviewed all installations with a licensed architect or engineer of record.
- 8. Include the name and license number of the architect or engineer of record.

Name	License Number		
Edward McGraw	20958		

9. If you are submitting an allocation for School Connectivity complete this table.
Note that the calculated Total at the bottom of the table must equal the Total allocation for this category that you entered in the SSIP Overview overall budget.

	Sub-
	Allocation
Network/Access Costs	(No Response)
Outside Plant Costs	(No Response)
School Internal Connections and Components	200,070
Professional Services	(No Response)
Testing	(No Response)
Other Upfront Costs	(No Response)
Other Costs	(No Response)
Totals:	200,070.00

10. To the extent possible, please detail the type, quantity, per unit cost and total cost of the eligible items under each sub-category.

04/15/2016 04:17 PM Page 4 of 13

School Connectivity

Select the allowable expenditure type. Repeat to add another item under	Item to be purchased	Quantity	Cost per Item	Total Cost
each type.				
(No Response)	(No Response)	(No Response)	(No Response)	(No Response)

Status Date: 03/28/2016 00:10 PM

04/15/2016 04:17 PM Page 5 of 13

Smart Schools Investment Plan -

Community Connectivity (Broadband and Wireless)

1.	Briefly describe how you intend to use Smart Schools Bond Act funds for high-speed broadband and/or wireless connectivity projects in the community.							
	(No Response)							
2.	Please describe how the proposaccess to the Internet in a manual and/or school building.							
	(No Response)							
 Community connectivity projects must comply with all the necessary local building codes a (building and related permits are not required prior to plan submission). 					g codes and regu	ılations		
	☐ I certify that we will comply with all	the necessary local building code	s and regula	tions.				
4.	Please describe the physical lo	cation of the proposed inv	estment.					
	(No Response)							
5.	Please provide the initial list of with their Federal Tax Identifica	partners participating in tl tion (Employer Identificati	ne Common) numb	unity Connectivi er.	ty Broadband Pr	oject, along		
	Project Partners		Federal ID	I ID #				
	(No Response)		(No Resp	onse)				
	entered in the SSIP Overview or	verall budget.						
	Network/Access Costs			Sub-Allocation				
				(No Response)				
	Outside Plant Costs			(No Response)	(No Response)			
	Tower Costs			(No Response)	(No Response)			
	Customer Premises Equipment			(No Response)	(No Response)			
	Professional Services			(No Response)				
	Testing			(No Response)	1			
	Other Upfront Costs		(No Response)					
	Other Costs			(No Response)				
	Totals:							
7.	To the extent possible, please of sub-category.	letail the type, quantity, pe	er unit cos	t and total cost	of the eligible ite	ems under each		
	Select the allowable expenditure type. Repeat to add another item under each type.			Quantity	Cost per Item	Total Cost		
	(No Response)	(No Response)		(No Response)	(No Response)	(No Response)		

Status Date: 03/28/2016 00:10 PM

04/15/2016 04:17 PM Page 6 of 13

Classroom Learning Technology

In order for students and faculty to receive the maximum benefit from the technology made available under the Smart Schools Bond Act, their school buildings must possess sufficient connectivity infrastructure to ensure that devices can be used during the school day. Smart Schools Investment Plans must demonstrate that sufficient infrastructure that meets the Federal Communications Commission's 100 Mbps per 1,000 students standard currently exists in the buildings where new devices will be deployed, or is a planned use of a portion of Smart Schools Bond Act funds, or is under development through another funding source.

Smart Schools Bond Act funds used for technology infrastructure or classroom technology investments must increase the number of school buildings that meet or exceed the minimum speed standard of 100 Mbps per 1,000 students and staff within 12 months. This standard may be met on either a contracted 24/7 firm service or a "burstable" capability. If the standard is met under the burstable criteria, it must be:

Status Date: 03/28/2016 00:10 PM

- 1. Specifically codified in a service contract with a provider, and
- 2. Guaranteed to be available to all students and devices as needed, particularly during periods of high demand, such as computer-based testing (CBT) periods.

Please describe how your district already meets or is planning to meet this standard within 12 months of plan submission.

The SmartSchools Bond Act funds will help the LaFayette Central School District to meet and exceed the Federal Communications Commission minimum speed standard of 100 Mbps per 1,000 students by increasing our internet connectivity through increased wireless access points. Our internet is already at 100 Mbps through our purchased BOCES technology services. The wireless well help to support that environment.

- 1a. If a district believes that it will be impossible to meet this standard within 12 months, it may apply for a waiver of this requirement, as described on the Smart Schools website. The waiver must be filed and approved by SED prior to submitting this survey.
 - □ By checking this box, you are certifying that the school district has an approved waiver of this requirement on file with the New York State Education Department.
- 2. Connectivity Speed Calculator (Required)

	Number of Students	Multiply by 100 Kbps	Divide by 1000 to Convert to Required Speed in Mb	in Mb	Speed to be Attained Within 12 Months	Expected Date When Required Speed Will be Met
Calculated Speed	898	89,800	90	120	0	n/a
Totals:	898.00	89,800.00				

 If the district wishes to have students and staff access the Internet from wireless devices within the school building, or in close proximity to it, it must first ensure that it has a robust Wi-Fi network in place that has sufficient bandwidth to meet user demand.

Please describe how you have quantified this demand and how you plan to meet this demand.

Our District has quantified its Wi-Fi network through BOCES and has replaced fiber network cabling in its latest capital project. The network will support the demand of increased Wi-Fi access.

04/15/2016 04:17 PM Page 7 of 13

Classroom Learning Technology

4. All New York State public school districts are required to complete and submit an Instructional Technology Plan survey to the New York State Education Department in compliance with Section 753 of the Education Law and per Part 100.12 of the Commissioner's Regulations.

Districts that include educational technology purchases as part of their Smart Schools Investment Plan must have a submitted and approved Instructional Technology Plan survey on file with the New York State Education Department.

Status Date: 03/28/2016 00:10 PM

- ☑ By checking this box, you are certifying that the school district has an approved Instructional Technology Plan survey on file with the New York State Education Department.
- Describe the devices you intend to purchase and their compatibility with existing or planned platforms or systems.
 Specifically address the adequacy of each facility's electrical, HVAC and other infrastructure necessary to install and support the operation of the planned technology.

The LaFayette Central School District is planning to purchase a combination of chromebooks, iPads and laptops to achieve its District Technology Plan goal of one-to-one computing for its staff and students. We currently have some of these devices in our buildings and they are and will continue to be compatible with our platforms and systems. All technology will be reviewed by our network administrator prior to purchase. The district will contract with an electrician if there is a need for additional electrical supply. There is a budget for charging carts to reduce the need for electrical outlets.

- 6. Describe how the proposed technology purchases will:
 - > enhance differentiated instruction;
 - > expand student learning inside and outside the classroom;
 - > benefit students with disabilities and English language learners; and
 - > contribute to the reduction of other learning gaps that have been identified within the district.

The expectation is that districts will place a priority on addressing the needs of students who struggle to succeed in a rigorous curriculum. Responses in this section should specifically address this concern and align with the district's Instructional Technology Plan (in particular Question 2 of E. Curriculum and Instruction: "Does the district's instructional technology plan address the needs of students with disabilities to ensure equitable access to instruction, materials and assessments?" and Question 3 of the same section: "Does the district's instructional technology plan address the provision of assistive technology specifically for students with disabilities to ensure access to and participation in the general curriculum?"

The focus of the Classroom Technology category is on the acquisition of learning technology equipment for students. The District Technology Committee has a goal of purchasing a device for each student to use for his/her educational learning needs. Every student has unique learning capabilities and it is the District's plan to differentiate instruction through the use of technology as well as through instructional practices in the classroom. The District currently utilizes iPads for Special Need and English Language Learner students for extra support with reading and math through instructional apple apps. truStudents will have these devices to access in resource for small group or individual insstruction. The district also currently utilizes vocabulary.com where students can improve their ELA skills as well as Scholastic READ 180 for reading interventions for students with special needs and ELL. These are both online based programs and can be utilized with the devices. By allowing all students the same access to computer technology it will also help to alleviate some of the learning gaps for students who may be economically disadvantaged.

7. Where appropriate, briefly describe how the proposed technology purchases will enhance ongoing communication with parents and other stakeholders and help the district facilitate technology-based regional partnerships, including distance learning and other efforts.

Through this effort the teachers will also be provided with wireless devices. This will help them to communicate with parents more efficiently through email and our parent grade portal.

04/15/2016 04:17 PM Page 8 of 13

Smart Schools Investment Plan -

Classroom Learning Technology

8. Describe the district's plan to provide professional development to ensure that administrators, teachers and staff can employ the technology purchased to enhance instruction successfully.

Note: This response should be aligned and expanded upon in accordance with your district's response to Question 1 of F. Professional Development of your Instructional Technology Plan: "Please provide a summary of professional development offered to teachers and staff, for the time period covered by this plan, to support technology to enhance teaching and learning. Please include topics, audience and method of delivery within your summary."

Status Date: 03/28/2016 00:10 PM

In an effort to support these goals, the District Planning Committee (Professional Development Planning Team) meets several times throughout the school year to assess teachers' learning needs. Technology training has been incorporated into staff development half-days and full days. We will continue to offer professional development opportunities for the support of one-to-one computing and implementation of new technology and instructional practices. The District currently contracts with BOCES to provide instructional technology support and professional development. We have had google apps training and will continue this as we reach our goal of google school at our Jr/Sr High School as well as further professional development for apple apps. We are also becoming increasingly aware of online security and how to protect data, students and staff from technology risk and will provide professional development on this through our contract with BOCES.

- Districts must contact the SUNY/CUNY teacher preparation program that supplies the largest number of the district's new teachers to request advice on innovative uses and best practices at the intersection of pedagogy and educational technology.
 - ☑ By checking this box, you certify that you have contacted the SUNY/CUNY teacher preparation program that supplies the largest number of your new teachers to request advice on these issues.
- A district whose Smart Schools Investment Plan proposes the purchase of technology devices and other hardware must account for nonpublic schools in the district.

Are there nonpublic schools within your school district?						
	Yes					
~	No					

11. Nonpublic Classroom Technology Loan Calculator

The Smart Schools Bond Act provides that any Classroom Learning Technology purchases made using Smart Schools funds shall be lent, upon request, to nonpublic schools in the district. However, no school district shall be required to loan technology in amounts greater than the total obtained and spent on technology pursuant to the Smart Schools Bond Act and the value of such loan may not exceed the total of \$250 multiplied by the nonpublic school enrollment in the base year at the time of enactment.

See:

http://www.p12.nysed.gov/mgtserv/smart_schools/docs/Smart_Schools_Bond_Act_Guidance_04.27.15_Final.pdf.

	Classroom Technology Sub-allocation	Enrollment	Enrollment	Public and	Pupil Sub-	6. Total Nonpublic Loan Amount
Calculated Nonpublic Loan Amount	(No Response)	(No Response)	(No Response)	(No Response)	(No Response)	(No Response)

04/15/2016 04:17 PM Page 9 of 13

Smart Schools Investment Plan -

Classroom Learning Technology

12. To ensure the sustainability of technology purchases made with Smart Schools funds, districts must demonstrate a long-term plan to maintain and replace technology purchases supported by Smart Schools Bond Act funds. This sustainability plan shall demonstrate a district's capacity to support recurring costs of use that are ineligible for Smart Schools Bond Act funding such as device maintenance, technical support, Internet and wireless fees, maintenance of hotspots, staff professional development, building maintenance and the replacement of incidental items. Further, such a sustainability plan shall include a long-term plan for the replacement of purchased devices and equipment at the end of their useful life with other funding sources.

Status Date: 03/28/2016 00:10 PM

- ☑ By checking this box, you certify that the district has a sustainability plan as described above.
- 13. Districts must ensure that devices purchased with Smart Schools Bond funds will be distributed, prepared for use, maintained and supported appropriately. Districts must maintain detailed device inventories in accordance with generally accepted accounting principles.
 - 🗷 By checking this box, you certify that the district has a distribution and inventory management plan and system in place.
- 14. If you are submitting an allocation for Classroom Learning Technology complete this table.
 Note that the calculated Total at the bottom of the table must equal the Total allocation for this category that you entered in the SSIP Overview overall budget.

	Sub-Allocation
Interactive Whiteboards	(No Response)
Computer Servers	(No Response)
Desktop Computers	(No Response)
Laptop Computers	190,350
Tablet Computers	166,250
Other Costs	(No Response)
Totals:	356,600.00

15. To the extent possible, please detail the type, quantity, per unit cost and total cost of the eligible items under each sub-category.

Select the allowable expenditure type. Repeat to add another item under each type.	Item to be purchased	Quantity	Cost per Item	Total Cost
(No Response)	(No Response)	(No Response)	(No Response)	(No Response)

04/15/2016 04:17 PM Page 10 of 13

Smart Schools Investment Plan -

Pre-Kindergarten Classrooms

1.	Provide information regarding how and where the district is currently serving pre-kindergarten students and justify
	the need for additional space with enrollment projections over 3 years.

Status Date: 03/28/2016 00:10 PM

(No Response)

- 2. Describe the district's plan to construct, enhance or modernize education facilities to accommodate prekindergarten programs. Such plans must include:
 - Specific descriptions of what the district intends to do to each space;
 - An affirmation that pre-kindergarten classrooms will contain a minimum of 900 square feet per classroom;
 - The number of classrooms involved;
 - The approximate construction costs per classroom; and
 - Confirmation that the space is district-owned or has a long-term lease that exceeds the probable useful life of the improvements.

(No Response)

Smart Schools Bond Act funds may only be used for capital construction costs. Describe the type and amount of
additional funds that will be required to support ineligible ongoing costs (e.g. instruction, supplies) associated with
any additional pre-kindergarten classrooms that the district plans to add.

(No Response)

5.

4. All plans and specifications for the erection, repair, enlargement or remodeling of school buildings in any public school district in the State must be reviewed and approved by the Commissioner. Districts that plan capital projects using their Smart Schools Bond Act funds will undergo a Preliminary Review Process by the Office of Facilities Planning.

Project Number		
(No Response)		

If you have made an allocation for Pre-Kindergarten Classrooms, complete this table.

Note that the calculated Total at the bottom of the table must equal the Total allocation for this category that you entered in the SSIP Overview overall budget.

	Sub-Allocation
Construct Pre-K Classrooms	(No Response)
Enhance/Modernize Educational Facilities	(No Response)
Other Costs	(No Response)
Totals:	

6. To the extent possible, please detail the type, quantity, per unit cost and total cost of the eligible items under each sub-category.

Select the allowable expenditure	Item to be purchased	Quantity	Cost per Item	Total Cost
type.				
Repeat to add another item under				
each type.				
(No Response)	(No Response)	(No Response)	(No Response)	(No Response)

04/15/2016 04:17 PM Page 11 of 13

Replace Transportable Classrooms

1.	Describe the district's plan to construct, ennance or modernize education facilities to provide high-quality
	instructional space by replacing transportable classrooms.

(No Response)

2. All plans and specifications for the erection, repair, enlargement or remodeling of school buildings in any public school district in the State must be reviewed and approved by the Commissioner. Districts that plan capital projects using their Smart Schools Bond Act funds will undergo a Preliminary Review Process by the Office of Facilities Planning.

Project Number
(No Response)

Status Date: 03/28/2016 00:10 PM

 For large projects that seek to blend Smart Schools Bond Act dollars with other funds, please note that Smart Schools Bond Act funds can be allocated on a pro rata basis depending on the number of new classrooms built that directly replace transportable classroom units.

If a district seeks to blend Smart Schools Bond Act dollars with other funds describe below what other funds are being used and what portion of the money will be Smart Schools Bond Act funds.

(No Response)

4. If you have made an allocation for Replace Transportable Classrooms, complete this table.
Note that the calculated Total at the bottom of the table must equal the Total allocation for this category that you entered in the SSIP Overview overall budget.

	Sub-Allocation
Construct New Instructional Space	(No Response)
Enhance/Modernize Existing Instructional Space	(No Response)
Other Costs	(No Response)
Totals:	

To the extent possible, please detail the type, quantity, per unit cost and total cost of the eligible items under each sub-category.

Select the allowable expenditure	Item to be purchased	Quantity	Cost per Item	Total Cost
type.				
Repeat to add another item under				
each type.				
(No Response)	(No Response)	(No Response)	(No Response)	(No Response)

04/15/2016 04:17 PM Page 12 of 13

Smart Schools Investment Plan -

High-Tech Security Features

1.	Describe how you intend to use Smart Schools Bond Act funds to install high-tech security features in school						
	buildings and on school campuses.						
	(No Response)						
2.	All plans and specifications for school district in the State must projects using their Smart Scho Facilities Planning.	t be reviewed and approve	ed by the C	Commissioner. I	Districts that pla	n capital	
	Project Number						
	(No Response)						
3.	Was your project deemed eligib	le for streamlined Review	?				
	☐ Yes ☐ No						
4.	Include the name and license no	umber of the architect or e	engineer o	f record.			
	Name		License No	License Number			
	(No Response)		(No Respo	onse)			
	entered in the SSIP Overview or	verall budget.					
				Sub-Allocation			
	Capital-Intensive Security Project (Standard Review)			(No Response)			
	Electronic Security System			(No Response)			
	Entry Control System			(No Response)			
	Approved Door Hardening Project			(No Response)			
	Other Costs		(No Response)				
	Totals:						
6. To the extent possible, please detail the type, quantity, per unit cost and total cost of the eligibs sub-category.				of the eligible it	ems under each		
	Select the allowable expenditure type. Repeat to add another item under each type.	Item to be purchased		Quantity	Cost per Item	Total Cost	
	(No Response)	(No Response)		(No Response)	(No Response)	(No Response)	

Status Date: 03/28/2016 00:10 PM

04/15/2016 04:17 PM Page 13 of 13