

**LOS ANGELES UNIFIED SCHOOL DISTRICT  
SMALL BUSINESS ADVISORY COUNCIL**

**April 20, 2022  
Virtual Zoom Meeting  
10:00 a.m. - 11:30 a.m.**

# Agenda

| Item | Topic  | Speaker   |
|------|--|---|
| 1    | Welcome and Introductions <ul style="list-style-type: none"><li>Guidelines for Zoom</li><li>Minutes Approved from March SBAC Meeting</li></ul> | <b>William Osgood</b> , Chair   |
| 2    | Los Angeles Unified School District  | <b>Alberto M. Carvalho</b> , Superintendent   |
| 3    | Committee Reports  | <b>Jack Ochoa</b> , Outreach and Education Committee<br><b>Lynn Chen</b> , Construction Committee<br><b>Benjamin Walker Sr.</b> , Procurement Committee |
| 4    | Facilities Services Division Update  | <b>Mark Hovatter</b> , Chief Facilities Executive   |
| 5    | Facilities Contract Update   | <b>Judith Reece</b> , Chief Procurement Officer   |
| 6    | Procurement Services Update  | <b>Tiffanie Ledford-Yang</b> , Procurement Services Division  |
| 7    | SBE Program Update   | <b>Lorena Padilla-Melendez</b> , Director, Community Relations and Small Business Department  |
| 8    | Announcements  | <b>Members</b>  |
| 9    | Adjourn  | <b>William Osgood</b> , Chair   |

Facilities website: <http://www.laschools.org/new-site/contracts/>

Procurement website: [http://psd.lausd.net/procurement\\_solicitations\\_achieve.asp](http://psd.lausd.net/procurement_solicitations_achieve.asp)

**Next Meeting: Wednesday, May 18, 2022**

***Los Angeles Unified School District***  
**Small Business Advisory Council (SBAC)**  
**MINUTES**  
**March 16, 2022**

**Welcome**

**Jack Ochoa**  
**Vice Chair**

Mr. Jack Ochoa called the meeting to order. He welcomed everyone and the members introduced themselves and their associations/organizations.

**I. Approval of the minutes for February 2022**

Ms. Lourdes Landa moved to approve the minutes and Mr. Ronald Lowe seconded the motion, which was approved by the Council.

**II. Discussion**

- a) **Mr. Mark Hovatter** provided an update on the Facilities Services Division:
- He announced that the Superintendent will be attending the April SBAC meeting.
  - He went over a PowerPoint presentation about Comprehensive Modernization/ Major Modernization Projects.
    - There are two sets of 11 approved projects -
      - He went over the status of each approved project.
      - Each of the projects selected had to meet some criteria.
      - The name Comprehensive Project will now be called Major Modernization Project.
      - Each of these projects is between \$120 million to \$150 million.
- b) **Ms. Lorena Padilla-Melendez** provided an update on the Small Business Program:
- She thanked Mr. Jack Ochoa for sharing the Small Business Boot Camp flyer with RAMP.
  - There were 37 participants who attended the last Small Business Boot Camp class.
  - She asked the Council for their feedback on a hybrid or in-person meeting in the future.
    - All guests must adhere to LAUSD protocols regarding Covid-19, for example, show proof of vaccination and getting tested a week before the meeting will be required.
- c) **Ms. Beverly White** reported on the construction contracts and provided updates and changes. The updates and changes are reflected on the website.
- d) **Ms. Julie Woessner** reported on the professional services contracts and informal contracts (A/B letters).
- The new threshold for informal contracts is \$99,100.
  - The informal contracts (A/B letters) change daily on the website.
- e) **Mr. Michael Howard** provided an update on Maintenance and Operations, including the Critical Repair Project list.

***Los Angeles Unified School District***

**Small Business Advisory Council (SBAC)**

**MINUTES**

**March 16, 2022**

- There are 73 projects on the list. There are an additional 800 projects coming up in the next five to six years.
- There is a lot of replacement work like HVAC, roofing, paving, and flooring.

f) **Ms. Tiffanie Ledford-Yang** provided an update on the Procurement Services Division, which included the current solicitations out for bid.

**III. Committee Chair Reports**

- Mr. Jack Ochoa, Outreach and Education Committee Chair is going to follow-up with Ms. Lynn Chen and Mr. Benjamin Walker.

**IV. Membership Items**

- All Committee Chairs must submit their committee reports to Ms. Guadalupe Wong a day prior to the council meeting to be included in the agenda packet.
- All completed SBAC applications are to be submitted to Ms. Guadalupe Wong.
- SBAC Membership Renewal letters will be accepted for those who currently have an application on file, unless there are any changes to be made.
- Blue name placards indicate an organization has completed the membership application and has voting rights.
- Orange placards indicate LAUSD staff.

**The next meeting is scheduled for Wednesday, March 16, 2022 at 10 a.m.**



## Facilities Services Division and Procurement Services Division Current and Upcoming Bid Opportunities as of 4/19/22

\*\*\* Information subject to Change, Please Refer to Websites

| IFB No.                             | Construction Contracts  | Due Date  | Construction Bond Estimate |
|-------------------------------------|---|-----------|----------------------------|
| R - 22017                           | Job Order Contract - Abatement and Demolition Services                        | 4/19/2022 | \$ 25K - 500K              |
| 2210033                             | District Administrative Office - Fire Alarm Upgrade                           | 4/22/2022 | \$ 700,000                 |
| 2110017                             | Jefferson HS - Comprehensive Modernization                                    | 4/27/2022 | \$ 100,000                 |
| 2210034                             | Markham MS - Exterior Painting  | 5/3/2022  | \$ 700,000                 |
| 2210029                             | Byrd MS - Energy Management System Replacement                                | 5/5/2022  | \$ 1,000,000               |
| 2210025                             | Dixie Canyon Community Charter ES – Classroom Additions and Site Improvements | 5/9/2022  | \$ 26,000,000              |
| 2210030                             | Sunrise ES – ADA Barrier Removal  | 5/12/2022 | \$ 1,000,000               |
| R - 22021                           | Job Order Contract - Painting Services  | 5/25/2022 | \$ 25K - 500K              |
| <b>Upcoming Soon to be Released</b> |   |           |                            |
|                                     | Wilson HS - Exterior Painting   | TBD       | \$ 900,000                 |
|                                     | Marina Del Rey MS   | TBD       | \$ 700,000                 |
|                                     | Crenshaw Magnet HS:STEMM - Exterior Paint                                     | TBD       | \$ 1,000,000               |
|                                     | International Studies Learning Center - Traffic Signal Installation           | TBD       | \$ 700,000                 |

**Register to attend bid walks and receive bid opportunities:** <http://mo.laschools.org/fis/existing-facilities/m-ando/bidwalks/>



## Facilities Services Division and Procurement Services Division Current and Upcoming Bid Opportunities as of 4/19/22

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| Project No. | Informal Contracts   | License Type   | *Bid Walk Date |
|-------------|--|--|----------------|
| 23755       | Elevator Preventive Maintenance April 2022 at Facility Maintenance & Operation Central Office                  | Other/C-11 Elevator Contractor                           | 4/11/2022      |
| 23752       | Remove & Replace Deteriorated Play Matting at Kindergarten Playground at Estrella ES                           | Other/D-12 Synthetic Products/Maintenance                | 4/11/2022      |
| 23762       | FETU - Removal of Existing Asbestos Containing Asphalt from 2 Locations of the Grounds at Castle Heights ES    | Other/Maintenance ASB Asbestos – Check DOSH Registration | 4/19/2022      |
| 23766       | A Contractor Will be Hired to Assist with Roofing Repairs at Various School Sites                              | Roofing/C-39 Roofing Contractor                          | 4/19/2022      |
| 23771       | Repair Deteriorated Asphalt on Main and Kindergarten Playground at Rockdale VAPA Magnet                        | C-12 Earthwork and Paving Contractor                     | 4/19/2022      |
| 23761       | FETU - Removal of Existing Asbestos Containing Dex - O - Tex Flooring from Building A Walkway at Harte Prep MS | Other/Maintenance ASB Asbestos – Check DOSH Registration | 4/20/2022      |
| 23773       | WO#32760434 Replace Deteriorated Irrigation System at Fishburn ES  | C-27 Landscaping Contractor                              | 4/21/2022      |
| 23774       | WO#32760437 Replace Deteriorated Irrigation System at Nimitz MS  | C-27 Landscaping Contractor                              | 4/21/2022      |
| 23775       | WO#32760436 Replace Deteriorated Irrigation System at Loma Vista ES  | C-27 Landscaping Contractor                              | 4/21/2022      |
| 23777       | FETU - Removal of Existing Asbestos Containing (ACCM) Asphalt from the NW Play Yard (Mural) of Grounds         | Other/Maintenance ASB Asbestos – Check DOSH Registration | 4/22/2022      |

Register to attend bid walks and receive bid opportunities: <http://mo.laschools.org/fis/existing-facilities/m-ando/bidwalks/>

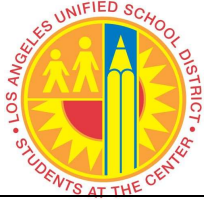


Facilities Services Division and Procurement Services Division  
Current and Upcoming Bid Opportunities as of 4/19/22

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| IFB           | A&E/Professional/Technical Services/Goods                                      | Due Date  |
|---------------|--|-----------|
| IFB R - 22023 | Roofing Repair Services  | 4/22/2022 |
| RFP R - 22022 | Solar PV Systems - Phase 1   | 6/3/2022  |
| IFB - 22009   | Kitchen Hood Fire Suppression Ansul Testing, Certification and Repair Services | TBD       |
| IFB - 22011   | AST & UST Testing and Repair   | TBD       |
| RFQ/RFP No.   | Design Build Projects  | Due Date  |

Register to Receive Bid Opportunities: [Proposal & Bidding Opportunities \(laschools.org\)](https://laschools.org/Proposal-Bidding-Opportunities)



Facilities Services Division and Procurement Services Division  
Current and Upcoming Bid Opportunities as of 4/19/22

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| IFB/RFP No.                   | PSD – Goods/Services  | Bid Release Date | Due Date  |
|-------------------------------|---|------------------|-----------|
| <b>Current Solicitations</b>  |   |                  |           |
| Chicken Products Survey       | Chicken Products Survey   | 3/24/2022        | 4/15/2022 |
| RFP - 2000002511              | Safe and Civil Play   | 3/15/2022        | 4/15/2022 |
| IFB - 2000002520              | Onapsis Software Support  | 3/31/2022        | 4/18/2022 |
| IFB - 2000002368              | Audio/Video Conferencing Devices Projectors, Interactive Displays, Document Cameras and Accessories | 3/11/2022        | 4/20/2022 |
| IFB - 2000002491              | Underground Tank Fuel and Fueling Systems   | 4/5/2022         | 4/20/2022 |
| IFB - 2000002504              | Fuel and Fueling Services   | 4/4/2022         | 4/22/2022 |
| RFP - 2000002530              | Investment Consulting Services for 457 (B) Plan   | 3/25/2022        | 4/25/2022 |
| IFB - 2000002546              | Portable Air Conditioner and Heat Pump  | 4/8/2022         | 4/25/2022 |
| RFP - 2000002521              | Travel Management Services  | 3/30/2022        | 4/25/2022 |
| IFB - 2000002483              | Cargo Vans and Tilt Bed Trailers  | 4/13/2022        | 4/29/2022 |
| IFB - 2000002540              | Mobile Generator with Trailer   | 4/14/2022        | 4/29/2022 |
| RFP - 2000002514              | Mobility Bench Contract for Professional Student Ridesharing Services                               | 4/4/2022         | 5/2/2022  |
| BSAP - 1                      | Community Partnership RFI   | 3/16/2022        | 5/9/2022  |
| BSAP - 2                      | Professional Development RFI  | 3/16/2022        | 5/9/2022  |
| <b>Upcoming Solicitations</b> |   |                  |           |
| IFB - 2000002490              | HVAC Cooling Tower  | 4/15/2022        | TBD       |
| IFB - 2000002550              | Pallet Rack System Material and Installation Services   | 4/15/2022        | TBD       |
| IFB – 2000002548              | Library Supplies  | 4/18/2022        | TBD       |



Facilities Services Division and Procurement Services Division  
Current and Upcoming Bid Opportunities as of 4/19/22

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|                             |                                   |           |     |
|-----------------------------|-----------------------------------|-----------|-----|
| IFB - 2000002377<br>(Rebid) | Rental of Folding Chairs (Rebid)) | 4/18/2022 | TBD |
| IFB - 2000002393            | Food Service Kitchen Equipment    | 4/20/2022 | TBD |
| IFB - 2000002484            | 1 - Section Reach - In Freezers   | 4/20/2022 | TBD |
| IFB - 2000002477            | Clay, Soil, Crushed Granite       | 5/16/2022 | TBD |

Register to Receive bid opportunities: [http://psd.lausd.net/procurement\\_solicitations\\_achieve.asp](http://psd.lausd.net/procurement_solicitations_achieve.asp)



# BOARD APPROVED CRITICAL REPLACEMENT & UPGRADE PROJECTS April 2022

|          |    |
|----------|----|
| DSA      | 8  |
| Design   | 13 |
| Planning | 52 |

| #  | Suggested License(s) | SCHOOL  | PROJ        | PROJECT DESCRIPTION   | BID# | PROJECTED BID DATE | PROJECTED NTP | PROJECTED SUBSTANTIAL COMPLETION | STATUS   |
|----|----------------------|---|-------------|---|------|--------------------|---------------|----------------------------------|----------|
| 1  | A,B,C20              | Castle Heights ES                             | HVAC        | Castle Heights ES - HVAC  | 1    | 5/26/2022          | 7/25/2022     | 3/15/2024                        | DSA      |
| 2  | A,B                  | Cortines School of Visual and Performing Arts | CAMP IMP    | Cortines School of Visual and Performing Arts - Piping Systems & Other Upgrades | 2    | 3/18/2022          | 5/17/2022     | 10/12/2024                       | DSA      |
| 3  | A,B,C7,C10           | Eagle Rock HS                                 | FIRE ALRM   | Eagle Rock HS - Upgrades to Fire Alarm System                                   | 5    | 2/18/2023          | 4/19/2023     | 6/12/2024                        | DSA      |
| 4  | A,B                  | McBride Special Education Center              | ROOF        | McBride Special Education Center - Arcade Repairs                               | 4    | 5/13/2022          | 7/12/2022     | 1/15/2023                        | DSA      |
| 5  | A,B,C20              | Riley HS                                      | HVAC        | Riley HS - HVAC   | 7    | 3/13/2023          | 5/12/2023     | 5/11/2025                        | DSA      |
| 6  | A,B,C12              | Saturn ES                                     | PAVE        | Saturn ES - Paving  | 1    | 4/5/2022           | 6/4/2022      | 1/24/2024                        | DSA      |
| 7  | A,B,C20              | Saturn ES                                     | HVAC        | Saturn ES - HVAC  | 1    | 11/11/2022         | 1/10/2023     | 7/9/2024                         | DSA      |
| 8  | A,B,C20              | Soto ES                                       | HVAC        | Soto ES - HVAC  | 2    | 4/28/2023          | 6/27/2023     | 12/18/2024                       | DSA      |
| 9  | B,C15                | 112th St. ES                                  | FLOOR       | 112th St. ES - Flooring   | 7    | 3/16/2022          | 5/15/2022     | 2/14/2023                        | Design   |
| 10 | A,B                  | 1st St. ES                                    | SEISMIC MOD | 1st St. ES - Seismic Retrofits & HVAC at East Building                          | 2    | 7/18/2023          | 9/16/2023     | 3/9/2025                         | Design   |
| 11 | A,B                  | Albion ES                                     | SEISMIC MOD | Albion ES - Seismic Retrofits at Auditorium                                     | 2    | 6/14/2023          | 8/13/2023     | 8/3/2025                         | Design   |
| 12 | A,B                  | Aldama ES                                     | SEISMIC MOD | Aldama ES - Seismic Retrofits & HVAC at Main Building                           | 2    | 1/5/2024           | 3/5/2024      | 11/25/2025                       | Design   |
| 13 | A,B,C12              | Bernstein HS                                  | PAVE        | Bernstein HS - Synthetic Turf Field   | 5    | 1/15/2023          | 3/16/2023     | 5/10/2024                        | Design   |
| 14 | A,B                  | Byrd MS                                       | HVAC        | Byrd MS - Underground Hydronic Piping   | 6    | 9/18/2022          | 11/17/2022    | 10/31/2024                       | Design   |
| 15 | A,B,C12              | Carson HS                                     | PAVE        | Carson HS - Synthetic Turf  | 7    | 5/2/2023           | 7/1/2023      | 12/28/2023                       | Design   |
| 16 | A,B                  | El Camino Real Charter HS                     | HVAC        | El Camino Real Charter HS - New Pipelines Sitewide                              | 3    | 5/13/2023          | 7/12/2023     | 2/27/2024                        | Design   |
| 17 | A,B                  | Griffin ES                                    | SEISMIC MOD | Griffin ES - Seismic Retrofits at Main Building                                 | 2    | 7/6/2023           | 9/4/2023      | 4/27/2025                        | Design   |
| 18 | B,C10                | Hale Charter Academy MS                       | ELEC        | Hale Charter Academy MS - Main Electrical Switchgear                            | 3    | 3/10/2022          | 5/9/2022      | 11/5/2022                        | Design   |
| 19 | A,B                  | Irving STEAM Magnet MS                        | SEISMIC MOD | Irving STEAM Magnet MS - Seismic Retrofits at Auditorium                        | 5    | 5/1/2024           | 6/30/2024     | 12/22/2025                       | Design   |
| 20 | A,B                  | Lockwood ES                                   | SEISMIC MOD | Lockwood ES - Seismic Retrofits & HVAC at Main Building                         | 2    | 11/6/2023          | 1/5/2024      | 6/28/2025                        | Design   |
| 21 | A,B,C12              | Marvin ES                                     | PAVE        | Marvin ES - Paving  | 1    | 12/15/2023         | 2/13/2024     | 5/8/2025                         | Design   |
| 22 | A,B,C39              | Alta Loma ES                                  | ROOF        | Alta Loma ES - Roofing  | 1    | 12/19/2022         | 2/17/2023     | 6/17/2023                        | Planning |
| 23 | A,B,C39              | Aragon ES                                     | ROOF        | Aragon ES - Roofing   | 2    | 4/28/2022          | 6/27/2022     | 11/24/2022                       | Planning |
| 24 | A,B                  | Bell HS                                       | ATHL FAC    | Bell HS - Weight Room Concrete  | 5    | 12/14/2022         | 2/12/2023     | 8/31/2023                        | Planning |
| 25 | A,B,C39              | Bell HS                                       | ROOF        | Bell HS - Roofing   | 5    | 7/29/2022          | 9/27/2022     | 4/15/2023                        | Planning |
| 26 | A,B,C39              | Berendo MS                                    | ROOF        | Berendo MS - Roofing  | 5    | 9/1/2022           | 10/31/2022    | 5/19/2023                        | Planning |
| 27 | B,C15                | Bethune MS                                    | FLOOR       | Bethune MS - Flooring   | 7    | 10/16/2022         | 12/15/2022    | 12/14/2024                       | Planning |
| 28 | B                    | Canoga Park HS                                | ROOF        | Canoga Park HS - Roofing & HVAC   | 3    | 9/29/2022          | 11/28/2022    | 8/31/2023                        | Planning |
| 29 | A,B,C4               | Canterbury ES                                 | PLUMB       | Canterbury ES - Underground Plumbing  | 6    | 5/29/2023          | 7/28/2023     | 7/27/2024                        | Planning |
| 30 | B                    | Carson HS                                     | ROOF        | Carson HS - Roofing & HVAC  | 7    | 1/30/2023          | 3/31/2023     | 3/31/2024                        | Planning |
| 31 | A,B,C39              | City Terrace ES                               | ROOF        | City Terrace ES - Roofing   | 2    | 1/18/2023          | 3/19/2023     | 9/14/2023                        | Planning |
| 32 | A,B,C39              | Coeur d'Alene ES                              | ROOF        | Coeur d'Alene ES - Roofing  | 4    | 1/18/2023          | 3/19/2023     | 9/14/2023                        | Planning |
| 33 | A,B,C39              | Community Magnet Charter ES                   | ROOF        | Community Magnet Charter ES - Roofing   | 4    | 10/9/2022          | 12/8/2022     | 9/6/2023                         | Planning |
| 34 | A,B,C39              | Crenshaw Magnet HS- STEM                      | ROOF        | Crenshaw Magnet HS - Roofing  | 1    | 12/1/2022          | 1/30/2023     | 1/30/2024                        | Planning |
| 35 | A,B,C39              | Dyer ES                                       | ROOF        | Dyer ES - Roofing & Arcade Repair   | 6    | 10/18/2023         | 12/17/2023    | 6/9/2025                         | Planning |
| 36 | B,C15                | Eagle Rock HS                                 | FLOOR       | Eagle Rock HS - Flooring  | 5    | 10/26/2022         | 12/25/2022    | 3/4/2025                         | Planning |
| 37 | A,B,C39              | Esperanza ES                                  | ROOF        | Esperanza ES - Roofing  | 2    | 6/30/2022          | 8/29/2022     | 3/17/2023                        | Planning |
| 38 | B,C15                | Fairfax HS                                    | FLOOR       | Fairfax HS - Flooring   | 4    | 2/9/2023           | 4/10/2023     | 6/18/2025                        | Planning |

# BOARD APPROVED CRITICAL REPLACEMENT & UPGRADE PROJECTS

## April 2022

|          |    |
|----------|----|
| DSA      | 8  |
| Design   | 13 |
| Planning | 52 |

| #  | Suggested License(s) | SCHOOL                                  | PROJ        | PROJECT DESCRIPTION                                  | BD# | PROJECTED BID DATE | PROJECTED NTP | PROJECTED SUBSTANTIAL COMPLETION | STATUS   |
|----|----------------------|---|-------------|--|-----|--------------------|---------------|----------------------------------|----------|
| 39 | A,B,C39              | Foshay Learning Center                  | ROOF        | Foshay Learning Center - Roofing                     | 1   | 6/2/2022           | 8/1/2022      | 1/28/2023                        | Planning |
| 40 | B,C15                | Franklin HS                             | FLOOR       | Franklin HS - Flooring                               | 2   | 6/21/2022          | 8/20/2022     | 5/17/2024                        | Planning |
| 41 | A,B,C39              | Gardena HS                              | ROOF        | Gardena HS - Roofing                                 | 7   | 5/3/2022           | 7/2/2022      | 4/8/2023                         | Planning |
| 42 | A,B,C39              | Grand View ES                           | ROOF        | Grand View ES - Roofing                              | 4   | 1/18/2023          | 3/19/2023     | 12/14/2023                       | Planning |
| 43 | A,B,C20              | Gridley ES                              | HVAC        | Gridley ES - HVAC                                    | 6   | 10/14/2023         | 12/13/2023    | 3/12/2026                        | Planning |
| 44 | B,C33                | Hillside ES                             | CAMP IMP    | Hillside ES - Campus Upgrades                        | 2   | 5/16/2022          | 7/15/2022     | 4/30/2023                        | Planning |
| 45 | A,B,C39              | Hollywood HS                            | ROOF        | Hollywood HS - Roofing                               | 4   | 3/19/2022          | 5/18/2022     | 9/15/2022                        | Planning |
| 46 | A,B,C39              | Kenter Canyon Charter ES                | ROOF        | Kenter Canyon Charter ES - Roofing                   | 4   | 6/14/2022          | 8/13/2022     | 2/9/2023                         | Planning |
| 47 | A,B,C39              | King-Drew Medicine & Science Magnet HS  | ROOF        | King-Drew Medicine & Science Magnet HS - Roofing     | 7   | 4/2/2022           | 6/1/2022      | 6/1/2023                         | Planning |
| 48 | A,B,C39              | Le Conte MS                             | ROOF        | Le Conte MS - Roofing                                | 5   | 10/9/2022          | 12/8/2022     | 9/6/2023                         | Planning |
| 49 | A,B,C39              | Los Angeles Center for Enriched Studies | ROOF        | Los Angeles Center for Enriched Studies - Roofing    | 1   | 12/8/2022          | 2/6/2023      | 8/9/2023                         | Planning |
| 50 | A,B,C39              | Markham MS                              | ROOF        | Markham MS - Roofing                                 | 7   | 12/30/2022         | 2/28/2023     | 2/28/2024                        | Planning |
| 51 | A,B                  | Micheltorena ES                         | SEISMIC MOD | Micheltorena ES - Seismic Retrofits at Main Building | 5   | 1/2/2024           | 3/2/2024      | 8/24/2025                        | Planning |
| 52 | B                    | Muir MS                                 | ROOF        | Muir MS - Roofing & HVAC                             | 1   | 2/19/2023          | 4/20/2023     | 4/20/2024                        | Planning |
| 53 | A,B,C39              | Mulholland MS                           | ROOF        | Mulholland MS - Roofing                              | 3   | 10/2/2022          | 12/1/2022     | 7/15/2023                        | Planning |