

Executive Branch Information Technology
Office of Information Technology Services
2800 SW Topeka Blvd., Building 100
Topeka, KS 66611



Phone: (785) 296-3463
Fax: (785) 296-1168
oits.info@ks.gov

Jeff Maxon, Interim Chief Information Technology Officer

Laura Kelly, Governor

February 21, 2023

Todd Herman, Director
Procurement and Contracts

Dear Mr. Herman:

The high-level project plan for the Public Employees Retirement System Pension Administration System (PAS) Modernization project is enclosed. John Cahill is the primary contact for the project and can be reached at (785) 296-0991. This letter constitutes approval of the project pursuant to K.S.A. 75-7209.

K.S.A. 75-7209 states all specifications for any competitive acquisition related to an approved information technology project shall be reviewed by the chief information technology officer for the branch of state government of which the agency or agencies are a part. The requirement that agencies obtain CITO approval of proposed IT projects has been adjusted to be in agreement with JCIT suggestions. As a result, all specifications for any competitive acquisition related to an approved IT project shall now be approved by the CITO before release.

If a variance of 10% or more in time or cost to the approved high-level project plan would occur with vendor selection, a revised high-level project plan must be submitted for CITO approval and the CITO's approval shall be received, prior to contract award. The CITO will notify JCIT of such events as per their request.

Once the final contracts are awarded, the high-level project plan will need to be updated with detailed information and receive final CITO approval. As required by statute and reinforced by the JCIT, the detailed project plan must receive CITO approval prior to project execution. This detailed project plan should include information found at the following link: <https://ebit.ks.gov/kito/epmo/proposed-information-technology-project-plans>.

As of July 1, 2013, new CITO-reportable projects are assessed a fee to support KITO operations. The fee will be assessed against the total project cost identified in the agency's detailed project plan. The fee will be billed quarterly until the project's Post Implementation Evaluation Report (PIER) is received. Fees will be based on the following rate structure:

- Projects valued between \$250,000 and \$10,000,000 - .0035 of the Project cost
- Projects valued greater than \$10,000,001 - .0005 of the Project cost
- Infrastructure projects - .00035 of the Project cost

Todd Herman
2/21/2023
Page 2 of 2

If there is any further assistance I may provide, please contact me.

Respectfully,

DocuSigned by:

A handwritten signature in black ink that reads "Alan Conroy".

F28604FC1E3746D...

Alan D. Conroy, Executive Director
Public Employees Retirement System

DocuSigned by:

A handwritten signature in black ink that reads "Jeff Maxon".

670B8750658F441...

Jeff Maxon, Interim CITO
Executive Branch

cc: Kelly O'Brien, CITO, Judicial Branch
Alan Weis, CITO, Legislative Branch
Adam Proffitt, Director of the Budget
James Fisher, KLRD
JCIT Membership
Kelly Johnson, OPC
Brian Reiter, OITS
John Cahill, KPERS
Katherine Phelps, KPERS
Megan Burton, KSHS
Cole Robison, OITS
Alex Wong, CITA
Sash Smith, OITS
Sara Spinks, KITO

High-Level Project Plan

COVER LETTER REQUESTING PROJECT APPROVAL



January 20, 2023

Interim Chief Information Technology Officer Jeff Maxon
CITO – Executive Branch
1000 SW Jackson Street, Suite 500
Topeka, KS 66612

Dear Interim CITO Maxon:

The Kanas Public Employee Retirement System formally requests your approval of the attached high level project plan for its' pension administration system modernization project. This project is focused on configuring and implementing a solution that will give KPERS the ability to significantly improve the services provided by the agency to members, employers and KPERS employees.

KPERS seeks to modernize its' software platform by replacing the existing Pension Administration System which manages retirement, death, and disability benefits. Systems supporting receipt of employer contributions, processing of benefit applications, and payment of benefits to members will be modernized. Further, business processes will be updated to take advantage of opportunities and benefits available through modernized system capabilities.

The comprehensive solution will include design and implementation services, security, migration of existing data from diverse systems, training, documentation, and ongoing support.

If anything further is needed for the approval of the plan, please let us know. We look forward to your response.

Sincerely,

A handwritten signature in black ink that reads "Alan D. Conroy". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Alan D. Conroy
Executive Director

Kansas Public Employees Retirement System

Alan D. Conroy, Executive Director

www.kpers.org

611 S. Kansas Ave., Suite 100, Topeka, KS 66603-3869 • Phone: 785-296-1019 • Fax: 785-296-2422

HIGH LEVEL PLAN CHECKLIST

State Entity: Kansas Public Employees Retirement System	
Project Name: Pension Administration System Modernization	
Greater than \$250,000/ less than \$1,000,000 (Y/N): N	
Greater than \$1,000,000 (Y/N): Y	
IT Project Plan Documents	Included (Y/N)
For forms and/or more detailed information on completion of plan: see https://ebit.ks.gov/kito/it-project-oversight/proposed-it-project-plans	
For ITEC Policy and/or more detailed information on approval of IT projects, see ITEC 2400 and 2400A https://ebit.ks.gov/itec/resources/policies	
Cover Letter Requesting Project Approval	Y
IT Project Request Explanation--DA518	Y
IT Cost Benefit Statement--DA519	Y
Work Breakdown Structure	
Task Name (tasks should be descriptive)	Y
Start	Y
Finish	Y
Milestone	Y
Architectural Statement (ITEC Policy 4010 and 9500) https://ebit.ks.gov/itec/resources/policies	
Statement of products and standards compliance	Y
If different, attach CITA waiver	N/A
Ownership of Software Code and Related Intellectual Property (ITEC Policy 1500)	
Statement of compliance	Y
If different, attach CITO waiver	N/A
Accessibility Statement (ITEC Policy 1210) https://ebit.ks.gov/itec/resources/policies/policy-1210	

Statement indicating intent to use Voluntary Product Accessibility Template® (VPAT®) to assess compliance with ITEC 1210 as part of the procurement/development and testing process, or attach exception from State ADA Coordinator. For more information see: https://www.itic.org/policy/accessibility/vpat.	Y
Attach approval letter from State Director of IT Accessibility	Y
Electronic Records Retention Statement (K.S.A. 45-403 and K.S.A. 45-213 through 45-223) For more information see -- https://www.kshs.org/p/records-management-and-the-law/11348	
1. Identify replaced paper records	Y
2. Identify new business functions	Y
3. Reasons for business functions	Y
4. Records requirements for business function	Y
5. Documents in another system?	Y
6. Public access requirements	Y
7. Access control requirements	Y
8. Identify all records with retention period of ten or more years	Y
9. Estimate three year cost of addressing records identified in No. 8	Y
Attach approval letter from State Archivist.	
Risk Identification Summary (Form ITEC PM02-11a)	Y
Risk Assessment Model (RAM) Summary - High Level Plans	Y
Fiscal Note, if appropriate	N/A
Electronic copy submitted four weeks prior to contract award and/or project execution	

This checklist is for state entity use and the completed form should be submitted with the IT Project Plan

***Rev. 09/20
(hyperlinks)***

IT PROJECT REQUEST EXPLANATION DA518

INFORMATION TECHNOLOGY PROJECT REQUEST EXPLANATION -- DA 518							
1. Project Title:				2. Project Priority		3. Estimated Dates	
Pension Administration System Modernization (PAS)				1		Planning Start:	11/28/2022
Agency:						Execution Start:	8/6/2024
Kansas Public Employees Retirement System						Close-Out End:	9/11/2028
4. Project Description and Justification:				Date Submitted:		1/25/2023	
KPERS' existing pension administration system is over 15 years old. Since implementation, KPERS has accommodated multiple legislative plan design changes which, while critical, have caused the existing system to become less efficient and more unstable. KPERS intends to modernize the system to not only bring the system up to date with modern technologies, but to define and deliver best practice to members and contributing employers.							
Is this an Infrastructure Project?						N	
Will Business Process Modeling be completed during the IT project and business design?						Y	
Will national and/or industry data standards be used?						Y	
If yes, please specify.		ISO 8000 ITEC 8000-P ITEC 8000 -A ANSI					
List any collaboration that has taken place in the planning of the IT Project, and/or will take place during execution of the project. Include tools, methods, and best practices used for providing collaboration, user input, and continued social networking.							
KPERS has engaged two consulting groups to assist with modernization and Data Governance and Data Profiling. Both groups have brought best practice from their experience as well as industry standards. KPERS has used these best practice requirements as the baseline for multiple engagements with KPERS leadership and users to refine best practices into requirements. We conduct our sessions on TEAMS, record meetings, and keep our documentation on a SharePoint site.							
5. Estimated Project Cost							
Category			Cost		KITO Rate Structure		Project Quarterly KITO Fee
Internal Cost (Salaries)			\$10,786,000				\$25,513
Contractual Services			\$40,240,000		Project Value Range		
Commodities			\$0		\$250,000	\$10,000,000	
Capital Outlay			\$0		\$10,000,001	Greater	
Sub-Total Project Costs			\$51,026,000		Infrastructure Projects		
					0.00035		
Total KITO Rate Fee			\$408,208				

	Total Project Costs		\$51,434,208					
6. Project Subprojects (include <u>name</u> , <u>start</u> and <u>end</u> dates, and <u>cost</u> of each Subproject):								
Subproject Name				Start Date	End Date	Internal Cost	External Cost	Total Cost
Planning & Start-up				11/28/2022	8/5/2024	\$1,206,043	\$5,888,330	\$7,094,373
Execution								
Execution (Includes KITO Fee in External Cost)				8/6/2024	8/28/2028	\$9,429,200	\$34,023,837	\$43,453,037
Execution Sub-Total						\$9,429,200	\$34,023,837	\$43,453,037
Close-Out				8/29/2028	9/11/2028	\$150,757	\$736,041	\$886,798
			Grand Internal, External, and Total Costs			\$10,786,000	\$40,648,208	\$51,434,208
7. Amount by Source of Financing:								
State Fiscal Years	KPERS Trust Fund							Total
SFY 2024	\$5,728,000							\$5,728,000
SFY 2025	\$10,240,052							\$10,240,052
SFY 2026	\$10,381,052							\$10,381,052
SFY 2027	\$10,557,052							\$10,557,052
SFY 2028	\$9,867,052							\$9,867,052
SFY 2029	\$4,661,000							\$4,661,000
Total Project Costs	\$51,434,208							\$51,434,208

Description of funds listed above

All funds are expected to come from the KPERS trust fund.

IT COST BENEFIT STATEMENT DA519

INFORMATION TECHNOLOGY PROJECT REQUEST EXPLANATION -- DA 519							
1. Project Title		2. Estimated Dates		Projected Months from Execution to Close-Out			
Pension Administration System Modernization		Planning Start:	11/28/2022		50		
		Execution Start:	8/6/2024				
		Close-Out End:	9/11/2028				
3. Agency		4. Project Director/Project Manager					
Kansas Public Employees Retirement System		John Cahill/Susan Hancock					
5. Qualitative and Quantitative Savings Explanation							
Modernizing the KPERS PAS will provide many advantages, however they will not necessarily be outright cost savings. The largest savings will be seen from automating business processes, removing shadow IT, moving to paperless processes and increasing data quality. Automating processes will free up staff to assist members and allow employers time savings and efficiencies in submitting and updating their own information. Moving to paperless processes will allow for improved customer service. There are potential savings from moving the solution to the cloud, but those savings are not quantifiable at this point.							
6. Qualitative and Quantitative Savings Estimate							
Description of Savings		SFY 2024	SFY 2025	SFY 2026	SFY 2027	SFY 2028	SFY 2029
Cost Avoidance (Soft Dollars)							
Subtotal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cash Savings (Hard Dollars)							
Subtotal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other (Include Intangible Benefits)							
Increased trust in clean and secure date							
Automation of business processes							
Improved reporting tools							

Data Correction tools							
Improved communication with members							
Subtotal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Quantitative Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
7. Summary*		SFY 2024	SFY 2025	SFY 2026	SFY 2027	SFY 2028	SFY 2029
Project Costs	\$51,434,208	\$5,728,000	\$10,240,052	\$10,381,052	\$10,557,052	\$9,867,052	\$4,661,000
Net Cost Benefit	-\$51,434,208	-\$5,728,000	-\$10,240,052	-\$10,381,052	-\$10,557,052	-\$9,867,052	-\$4,661,000
Cost Benefit per Month	\$0						
Calendar Months to Break Even	#DIV/0!						
8. Ongoing Cost		SFY 2029	SFY 2030	SFY 2031	SFY 2032		
Operational Cost for three ensuing SFYs		\$360,000	\$370,000	\$390,000	\$390,000		

WORK BREAKDOWN STRUCTURE WITH MAJOR MILESTONES

Task Name	Duration	Start	Finish
PAS Modernization	1511 days	Mon 11/28/22	Mon 9/11/28
Planning & Startup	441 days	Mon 11/28/22	Mon 8/5/24
Feasibility Study	60 days	Mon 11/28/22	Fri 2/17/23
Prepare High Level Project Plan	43 days	Mon 11/28/22	Wed 1/25/23
High Level Project Plan approval from CITO	20 days	Wed 1/25/23	Tue 2/21/23
Prepare Request for Proposal	79 days	Tue 12/6/22	Fri 3/24/23
RFP Approval from CITO	20 days	Mon 3/27/23	Fri 4/21/23
Issue RFP	1 day	Mon 4/24/23	Mon 4/24/23
RFP Process	115 days	Mon 4/24/23	Fri 9/29/23
Vendor Selection	1 day	Fri 9/29/23	Fri 9/29/23
Contract Negotiation	35 days	Mon 10/2/23	Fri 11/17/23
Prepare Detailed Project Plan	10 days	Mon 11/20/23	Fri 12/1/23
Detailed Project Plan Approval from CITO	20 days	Mon 12/4/23	Fri 12/29/23
Start Up	155 days	Tue 1/2/24	Mon 8/5/24
Establish Project Reporting	24 days	Tue 1/2/24	Fri 2/2/24
Establish Project Meeting Schedule	21 days	Fri 2/2/24	Fri 3/1/24
Develop Project Documentation	69 days	Tue 1/2/24	Fri 4/5/24
Requirements Finalization	89 days	Tue 1/2/24	Fri 5/3/24
Design	154 days	Tue 1/2/24	Fri 8/2/24
Milestone - Design Review Completion	0 days	Fri 8/2/24	Fri 8/2/24
Project Kickoff	1 day	Mon 8/5/24	Mon 8/5/24
Execution	1060 days	Tue 8/6/24	Mon 8/28/28
Construction	784 days	Tue 8/6/24	Fri 8/6/27

Review Electronic Records Retention with KS Historical Society	25 days	Mon 1/6/25	Fri 2/7/25
Milestone - Construction Completion	0 days	Fri 8/6/27	Fri 8/6/27
Data Migration	110 days	Mon 8/9/27	Fri 1/7/28
Integrations	110 days	Mon 8/9/27	Fri 1/7/28
Test	75 days	Mon 1/10/28	Fri 4/21/28
SIT Test	45 days	Mon 1/10/28	Fri 3/10/28
Volume & Stress Test	10 days	Mon 3/13/28	Fri 3/24/28
Regression, Performance & Security Testing	10 days	Mon 3/27/28	Fri 4/7/28
ADA Compliance Testing	10 days	Mon 4/10/28	Fri 4/21/28
Milestone - Test Completion	0 days	Fri 4/21/28	Fri 4/21/28
UAT	54 days	Mon 4/24/28	Fri 7/7/28
System Demonstration	5 days	Mon 4/24/28	Fri 4/28/28
Milestone - System Demonstration	1 day	Fri 4/28/28	Fri 4/28/28
Conduct UAT	46 days	Mon 5/1/28	Mon 7/3/28
Milestone - UAT Completion	0 days	Wed 7/5/28	Wed 7/5/28
Milestone - Release Acceptance	0 days	Fri 7/7/28	Fri 7/7/28
Training	75 days	Mon 5/15/28	Fri 8/25/28
Training Documentation	45 days	Mon 5/15/28	Fri 7/14/28
Training Delivery	30 days	Mon 7/17/28	Fri 8/25/28
Milestone - Training Completion	0 days	Fri 8/25/28	Fri 8/25/28
Production Release Approval	1 day	Fri 8/25/28	Fri 8/25/28
Milestone - Production Release	0 days	Mon 8/28/28	Mon 8/28/28
Close Out	10 days	Tue 8/29/28	Mon 9/11/28
Conduct Retrospective	4 days	Tue 8/29/28	Fri 9/1/28
Prepare PIER	4 days	Tue 9/5/28	Fri 9/8/28
Milestone - Retrospective/PIER Completion	0 days	Mon 9/11/28	Mon 9/11/28
Task Name	Duration	Start	Finish

Electronic Record Retention Approval

State Archives Division
6425 SW 6th Avenue
Topeka KS 66615-1099



Patrick Zollner, Acting Executive Director

785-272-8681, ext. 272
megan.burton@ks.gov
kshs.org

Laura Kelly, Governor

December 21, 2022

Alan Conroy
Executive Director
Kansas Public Employees Retirement System
611 S. Kansas Ave., Suite 100
Topeka, KS 66603-3869

Dear Director Conroy,

As part of the approval process for information technology projects over \$250,000, the State Archivist is required to evaluate the impact of information technology projects on government records with long-term (10+ year) retention requirements. If the project impacts long-term records, the State Archivist must ensure that appropriate provisions have been made for these records in the high-level and detailed project plans, in the system design, and for their ingestion, if prudent and feasible, into the Kansas Enterprise Electronic Preservation (KEEP) system. An Electronic Records Retention Statement and approval letter from the State Archivist must accompany high-level and detailed project plans submitted to the Executive Branch Chief Information Technology Officer.

In compliance with this process, Katherine Phelps, Project Manager, recently sent to me for review an Electronic Records Retention Statement for the KPERS Pension Administration System (PAS) Modernization high-level plan. From my review of the project plan materials, I have determined that the project will affect long-term records. Project staff have indicated their willingness to meet with State Archives staff to discuss the records management tasks associated with this project. They have included this task on the Work Breakdown Structure.

The Electronic Records Retention Statement for the high-level plan is approved. A copy of this approval letter should be included when submitting the project plan to the Executive Branch CITO for approval.

Sincerely,



Ethan Anderson
Government Records Archivist

Cc: Cole Robison, Director of IT Accessibility, OITS
Katherine Phelps, Project Manager, KPERS

Executive Branch Information Technology
Office of Information Technology Services
2800 SW Topeka Blvd., Building 100
Topeka, KS 66611



Phone: (785) 296-3463
Fax: (785) 296-1168
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DeAngela Burns-Wallace, Chief Information Technology Officer

Laura Kelly, Governor

January 4, 2023

Alan Conroy, Executive Director
Kansas Public Employees Retirement System
611 S Kansas Ave., Suite 100
Topeka, KS 66603-3869

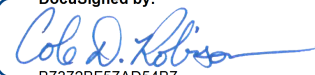
Dear Dir. Conroy:

As part of the approval process for information technology projects over \$250,000, a statement indicating compliance with State Information Technology Executive Council (ITEC) Policy 1210 *Information and Communication Technology Accessibility Standards* must be filed with the Branch Chief Information Technology Officer and approved by the Director of Information Technology (IT) Accessibility. I recently received from Katherine Phelps an Accessibility Statement for the PAS Modernization project for review in compliance with this process.

This statement affirms that the project will comply with the requirements of ITEC Policy 1210, that the Voluntary Product Accessibility Template® (VPAT®) will be required from the selected vendor to access compliance, and that compliance testing is included in the work breakdown structure.

The Accessibility Statement for the PAS Modernization high-level project plan is approved. A copy of this letter should be included with the submittal of the PAS Modernization high-level project plan for Branch CITO approval.

Sincerely,

DocuSigned by:

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Cole D. Robison
Director of IT Accessibility

cc: John Cahill, Kansas Public Employees Retirement System
Anthony Fadale, State Americans with Disabilities Act Coordinator
Katherine Phelps, Kansas Public Employees Retirement System
Sara Spinks, Director, Kansas Information Technology Office

ARCHITECTURAL STATEMENT

KPERS follows ITEC Policies 4010 and 9500. Architectural information for the PAS modernization follows the Kansas Information Technology Architecture Plan. Development by any KPERS developer or vendor supplied technologies will be implemented in accordance with the State of Kansas architecture standards.

OWNERSHIP OF SOFTWARE CODE & RELATED INTELLECTUAL PROPERTY

KPERS follows ITEC Policy 1500. Code generated during the project will be the sole property of the state.

PRIVACY COMPLIANCE STATEMENT

There is no routine provision for public access to individual KPERS' member files. KSA 74-4909(10) states: Each member's account and records shall be administered in a confidential manner and specific data regarding the member shall not be released unless authorized in writing by the member; however, the board may release information to the employer or to other state and federal agencies as the board deems necessary.

Access to the member file is limited to KPERS employees. On the Imaging system in general, access to objects (files, menus etc.) by KPERS employees is granted on an object-by-object basis as determined by the employee's department head. Three levels of authority can be granted; inquiry only, change and delete. Most employees have inquiry only authorization; fewer employees have change authority while delete authority is severely restricted. Employees make extensive use of shredders to destroy old computer printouts that contain member's information.

This project will abide by the Privacy Act of 1974. No additional costs will be associated with the project for privacy as the current privacy policies will remain in place.

ACCESSIBILITY STATEMENT

The project will follow ITEC policies governing accessibility. A VPAT 2.3 will be required from the selected vendor and will be included in the detailed project plan. ADA compliance testing is included in the high-level work breakdown structure on line 28. Any accessibility requirements within KPERS currently will not be affected by this project and will remain in their current state.

RISK IDENTIFICATION SUMMARY

A description of project risks, the probability of the risk occurring, the impact of the risk on the project, and the suggested mitigation activities.

Last Risk Assessment Date: December 7, 2022

Prepared by: Katherine Phelps

Category	Prob	Imp	Risk	Mitigation Approaches
Internal Resources	High	High	KPERS business staffing levels may not be sufficient to support the project in Modernization.	Backfill positions for team members.
Technical	High	High	Legacy data has not been maintained to industry standards and will need to be cleansed.	Data cleansing plans and a Master Data Model will be incorporated into the project and started early.
Communication	High	High	There are numerous stakeholders who will need communication throughout the project and at different levels.	Comprehensive communication plan with a communication manager will be established.
Training	High	High	KPERS does not currently have a comprehensive training program. All end users will need thorough training as well as training for employers and members.	A training manager will be appointed who will be involved early in the project to ensure appropriate training is developed along with user guides and plans for training.
Documentation	High	High	KPERS lacks business process documentation and Standard Operating Procedure with a centralized strategy for managing content.	A knowledge manager will be appointed who will be involved early in the project to ensure appropriate documentation is developed within an appropriate platform.

Legend

Prob = Probability of Occurrence (High: probable to occur, Medium: reasonable probability of occurring, Low: not expected to occur)

Imp = Impact (High: significant risk to project cost/schedule/scope that requires adjustment and approval of project plan by leadership, Medium: moderate impact to project that can be mitigated by change management within cost/schedule/scope, Low: small impact and can be mitigated within project cost/schedule/scope)

RISK ASSESSMENT

Date of current RAM	12/7/2022
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RISK ASSESSMENT MODEL
High Level Plan - Summary Report
Ver. 1.0

Agency Name: Kansas Public Employees Retirement System

Project Name: Pension Administration System Modernization

1. Introduction

The Risk Assessment Model measures risk in distinct areas. Below are the average scores based on the results from the questionnaire. Each area indicates the measured risk on a scale from 1 to 9, with 9 being the highest risk. Scores lower than 2.0 are considered "Low Risk", scores higher than 2.0 are "Medium Risk" and scores higher than 3.0 are considered "High Risk".

2. Summary

Score	Risk Level	Risk Area
1.0	LOW	Strategic Risk
4.0	HIGH	Financial Risk
3.0	MEDIUM	Project Management Risk
2.3	MEDIUM	Technology Risk
1.0	LOW	Change Management / Operational Risk

Note: If you get "#VALUE!" as a result in any of the "Score" or "Risk Level" fields, you have unanswered questions. Go back and check your answers.

3. Signature

I have reviewed the results of the Risk Assessment Model. The results are indicators only and do not represent all the risks of the project. ITEC will use the results as the basis of discussion, and will not rely solely on the output.

Susan Hancock

Project Director

RISK ASSESSMENT - Summary Report
High Level Plan - List of Comments
(Expand Row Height to Show all Text)

- 1
- 2
- 3
- 4
- 5
- 6
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- 8
- 9
- 10
- 11
- 12
- 13
- 14