

PLEASE POST



SCHOOL DISTRICT OF SHOREWOOD  
Shorewood, Wisconsin  
November 28, 2023 AGENDA

SCHOOL BOARD MEETING  
7:00 PM

**Shorewood High School Library Media Center (LMC)**  
**1701 East Capitol Drive**  
**Shorewood, WI 53211**

The School Board meeting will begin at 7 pm. To attend, please enter through the Administration Building doors and take the west stairs up to the second floor to reach the Library Media Center. The building elevator can be accessed near the east stairs.

**Community members can use the alternative method of School Board meeting access that the District is providing on Zoom:**

Join Zoom:

<https://us02web.zoom.us/j/81599627722>

Meeting ID: 815 9962 7722

One tap mobile

+16468769923,,81599627722# US (New York)

+13017158592,,81599627722# US (Washington DC)

Dial by your location

+1 646 876 9923 US (New York)

+1 301 715 8592 US (Washington DC)

+1 312 626 6799 US (Chicago)

+1 408 638 0968 US (San Jose)

+1 669 900 6833 US (San Jose)

+1 253 215 8782 US (Tacoma)

+1 346 248 7799 US (Houston)

Meeting ID: 815 9962 7722

Find your local number: <https://us02web.zoom.us/u/kdeePLnyIh>

*This meeting notice was posted on November 22, 2023.*



**I. 7 pm CALL TO ORDER**

A. Adopt the Agenda (GC2)

B. Overarching Result for Shorewood School District (R1)

*Our students are leaders who challenge themselves to grow and achieve academically, pursue their passions, navigate change, learn continuously and contribute to the common good.*

C. Awards and Recognitions

**II. 7:05 pm STUDENT ACHIEVEMENT AND RESULTS (R1)**

**SHS American Field Service (AFS) Student Exchange Program and AFS Showcase**

**III. 7:15 pm PUBLIC COMMENTS #1 (GC3)**

*Initiate and maintain effective communication with the citizens and other important stakeholder groups as a means to engage them in the work of the Board and the District.*

**IV. 7:30 pm SUPERINTENDENT'S REPORT**

**3**

**V. 7:40 pm SUPERINTENDENT'S CONSENT AGENDA**

A. Approval of Monthly Financials

**6**

B. Approval of Staffing Changes (Appointments, Resignations, Retirements and Leave of Absence Requests): Appointment of Sarah Weidner

**11**

C. Approval of Overnight Field Trip to St. Louis, Missouri

**12**

D. Approval of Overnight Field Trip To Quebec, Canada

**14**

**VI. 7:45 pm BOARD BUSINESS AND POSSIBLE BOARD ACTION**

A. DPI District and School Report Card Discussion

B. Review of School Growth Plans

**VII. 8:40 pm BOARD CONSENT AGENDA (GC2)**

A. Approval of Board Meeting Minutes

**16**

November 14, 2023 Closed Session

November 14, 2023 Regular Board Meeting

**VIII. 8:45 pm PUBLIC COMMENT #2 (GC3)**

*Initiate and maintain effective communication with the citizens and other important stakeholder groups as a means to engage them in the work of the Board and the District.*

**IX. 8:55 pm BOARD MEMBER REPORTS**

**19**

Lake Bluff Parent/Guardian Board Linkage - Ellen Eckman

**X. 9:05 pm REVIEW OF 'TO DO' ITEMS**

**XI. 9:10 pm FUTURE AGENDA ITEMS**

**XII. 9:15 pm RECESS AND DEBRIEF**



## EXECUTIVE SUMMARY FOR THE SHOREWOOD SCHOOL BOARD

**Topic:** Superintendent's Report

**Date:** November 28, 2023

**Prepared by:** Laurie Burgos, Superintendent

**Recommended action:**

- Information only
- Presentation/discussion
- Discussion/action by School Board
- Presentation/action next meeting

**Purpose:**

To summarize current District education, administrative and operations priorities and provide follow up on items from prior Board meetings.

**District and Community Notes**

This is a busy time of year in the District, with orchestra and band concerts, and other special events, scheduled nearly every day before Winter Break, December 25-January 1. As a reminder, there is only one December School Board meeting, on December 12.

An Instructional Calendar Committee, open to all in the community, met twice in November to discuss the professional development schedule, records/planning days, and school breaks for 2024-2025 as well as a tentative, 2025-2026 Instructional Calendar. As in past years, holiday breaks have been coordinated with neighboring suburban districts, and we hope the creation of a two-year calendar proposal will help District staff and parents/guardians with planning for travel and other needs.

Over the next few weeks, District administrators, building principals and faculty leaders will be evaluating Committee feedback about holiday observances, professional development/in-service days, and the orientation schedule for new District teachers. Streamlining in-service time has been a committee discussion topic, as we know that these needs may pose childcare and other challenges to District families, and Mike Joynt will review the proposed calendars at the December 12 Board meeting. The District will also present the OE5 (Financial Management and Administration) Operational Expectations Monitoring Document for Board discussion and approval at the December meeting.

The District's first *Let's Talk About* discussion was held on November 16, and focused on K-5 math curriculum. The *Let's Talk About* event series will focus on education topics and District priorities, and we will be announcing additional event dates after Winter Break. The District will also be forming some committees and work groups that will discuss key topics in depth and provide a report to the District and

School Board. Information about getting involved in committees and work groups will be shared with District staff, parents/guardians and community members, and we welcome broad participation in these discussions.

### **Operating Referendum and Budget Updates**

Shorewood property owners will be receiving information about the 2023 school tax levy with their Village tax bills in December, including details about the per student cost of education and what the school tax levy supports. With that in mind, I want to take this opportunity to briefly review the impact of the operating referendum on taxpayers and on our schools:

- As we reported at the August 22 Annual Meeting and Budget Hearing, operating referendum funding reduced our budget gap by roughly \$1.7 million;
- Though approximately \$1 million in reductions were still necessary, the District was able to avoid deep cuts to staffing, student programs, as well as our facilities maintenance budget, in keeping with our commitments regarding the use of referendum funds; and
- The school levy tax credit offsets the total school levy this year; this credit will appear on property owners' tax bills from the Village of Shorewood.

Investing in teaching and learning - curriculum, professional development, data use and more - was a prominent theme in all of my Entry Plan listening sessions. This will be a focus for the District in the 2024-2025 budget cycle, and we will use a resource equity approach and decision-making guidelines to address our goals and community priorities, including school-based student mental health services. Revenue, enrollment and expense projections will be similar to the current year, making investments that increase our capacity and strengthen teaching and learning and our overall instructional framework key to student success. As we contemplate this year's budget cycle, and our financial challenges, I want to share a few additional notes about how we will approach key budget issues:

- Without adequate state aid, the District will need to utilize roughly \$2 million in general education funding to make up for a shortfall in special education reimbursements from the state in 2024-2025;
- Staffing decisions are based on student needs, and this is an ongoing process. As examples, early in this school year, we created a part-time position to manage specific needs outlined in Individualized Education Plans (IEP) that could not be addressed by current staff, increased instructional staff support in elementary math classrooms, and worked with school principals to make decisions about appointing additional instructional aides; and
- I will be conducting an audit of the District's organizational functions to assess our staffing structure and identify opportunities to streamline and increase efficiency, as well as training to develop needed depth and breadth in departments and schools.

In classrooms, teachers and support staff would benefit from additional opportunities to build the knowledge and confidence they need to address learner variability and other student needs on a daily basis. This, and other types of professional development that tangibly impact classroom instruction and professional practice, must be a priority next year. Tiara Rogers, Principal of Shorewood Intermediate School, reflected on some of these issues in her presentation to Board members about aligning SIS staff with the Educator Effectiveness system, and this is one of the needed first steps in building the capacity of individual teachers and school teams. This effort will also have positive effects on other structural issues I see in our schools, including transitions to and from SIS.

Together with professional development, the need for high-quality curriculum has also been a constant in my discussions with staff, parents/guardians and others. As I noted in my Entry Plan Report, unifying instruction across the elementary schools, and new K-6 literacy, science and social studies curriculum are some of the identified needs. As we work to meet student achievement goals, I know we need to strike the right balance between teacher autonomy and more uniform instructional planning and design. I have heard from many teachers about getting involved in the curriculum review and adoption process, and this will also be a priority.

I have begun discussions with administrative and school leaders about these investments, and our work will continue through December in preparation for discussions with schools and community members about resource allocation after Winter Break.



**EXECUTIVE SUMMARY  
FOR THE SHOREWOOD SCHOOL BOARD**

**Topic:** Monthly Financial Reports

**Date:** November 28, 2023

**Prepared by:** Heather Heaviland

**Recommended action:**

- Information only
- Presentation/discussion
- Discussion/action by board of education
- Presentation/action next meeting

**Purpose:** Financial reports are provided to the Board monthly to assist with monitoring of financial condition and compliance with the adopted budget.

**Notes and Comments:**

**October 2023 Statements**

October 2023 financial statements reflect activities and financial changes for the first four months of the fiscal year.

- Revenue and Expenses
  - General fund revenues are to date in line with expectations and historical figures for this time of year with the exception of revenue from the state which, as previously noted, decreased this year. The District is monitoring the impact of this on cash flow. As of October 30th, our cash position is approximately \$378K better than expected. This margin will, however, narrow following adjustment of salaries to reflect the recent increases.
  - Expenses are to date in line with expectations.
- Balance Sheet
  - Current trends project a year-end fund balance at or near the budgeted amount.

**Attachments:**

- Budget Performance Update

- Revenue Dashboard
- Expense Dashboard
- Cash Receipts 2022-10
- Budget Status 2022-10
- Check Register 2022-10
- Balance Sheet 2022-10

## Additional Information

**Understanding Account Numbers:** Account numbers are shown on several of the monthly reports. A complete description of account codes and how they are used can be obtained from the Business Office or Department of Public Instruction / School Financial Services website. The following is provided to assist with reading the provided monthly reports.

Fund - the 1st two digits are a designation of an accounting entity. The accounting entity is assigned by the DPI to ensure compliance with various statutory requirements related to the type of financial transactions reported. The common funds are:

- |         |  |
|---------|--|
| 10      | General Fund is for recording any transaction not required to be recorded in another fund. This fund accounts for about 75% of total financial transactions.   |
| 21      | Special Revenue Trust Fund is used to record transactions financed with non-governmental donations or other receipts designated for a specific educational purpose. Examples include support from PTO's, booster clubs, SEED and so forth.         |
| 27      | The Special Education Fund is considered a sub-fund to the General Fund and is used to segregate financial transactions related to extraordinary costs for meeting the needs of students identified as requiring an Individualized Education Plan. |
| 38 & 39 | These funds are used to record property taxes levied for the purpose of repayment of long-term debt and the corresponding transactions for the principal and interest payments.  |
| 41 & 49 | Capital Projects funds track revenue specifically raised to pay the costs of a capital project and the expenses thereof. Revenues are typically a segregated property tax levy or borrowed amounts.  |
| 50      | The fund is used to segregate financial transactions related to operating the school food service program. A deficit, if any, in this fund is covered with a transfer from the General Fund.   |

80 Financial transactions related to operating the Fitness Center , Recreation Programs or other community oriented activities are recorded in the Community Services Fund.

Type - accounts codes have the following account types:

|   |           |
|---|-----------|
| A | Asset     |
| L | Liability |
| Q | Equity    |
| E | Expense   |
| R | Revenue   |

Shorewood Sch Dist  
 FY23 YTD Overview - Expense - Funds 10 & 27 Unless Otherwise Noted  
 October 2023



YTD Salary and Benefits

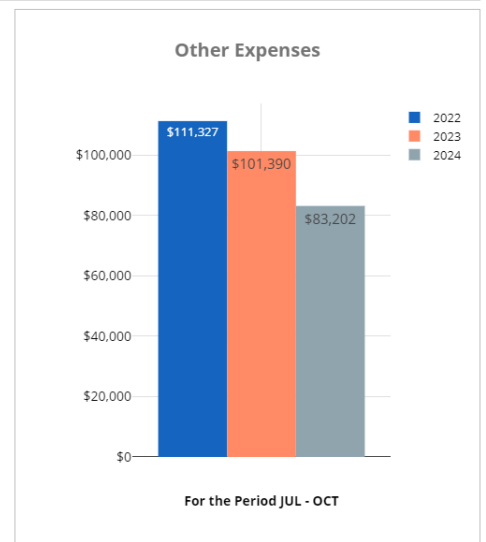
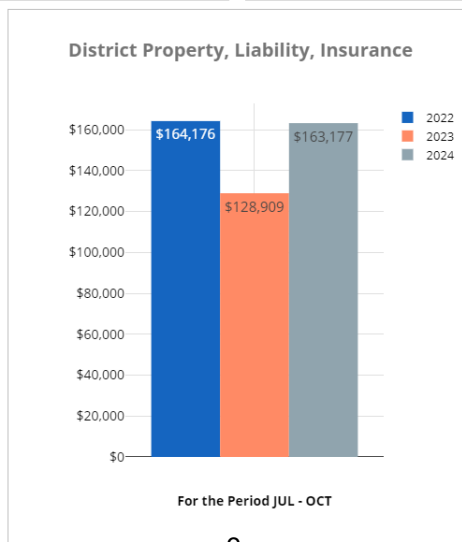
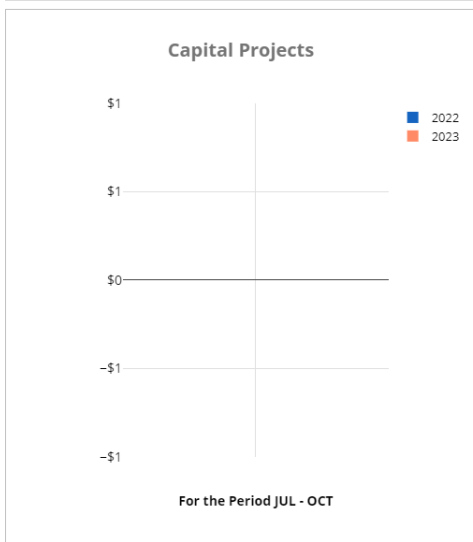
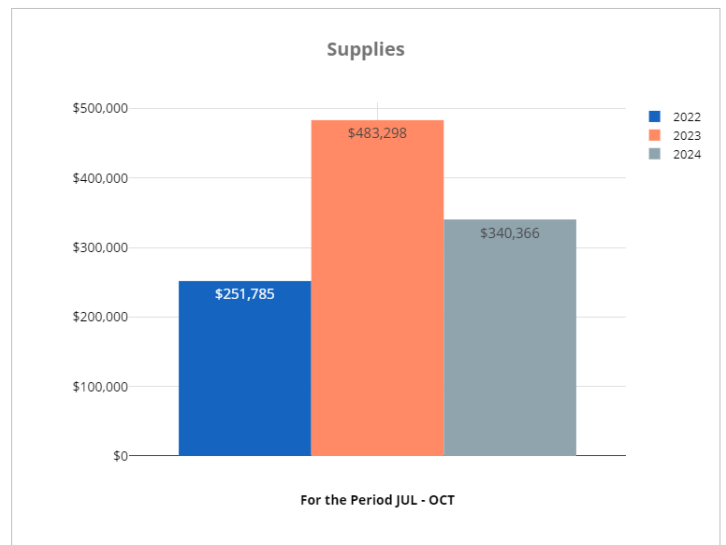
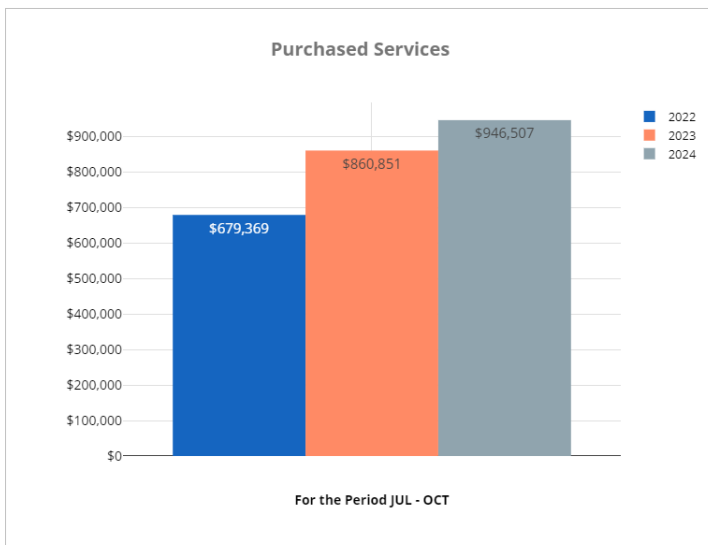
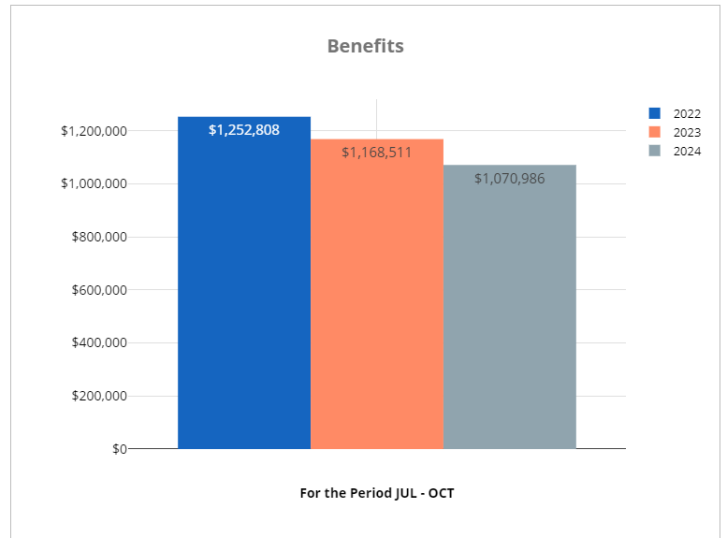
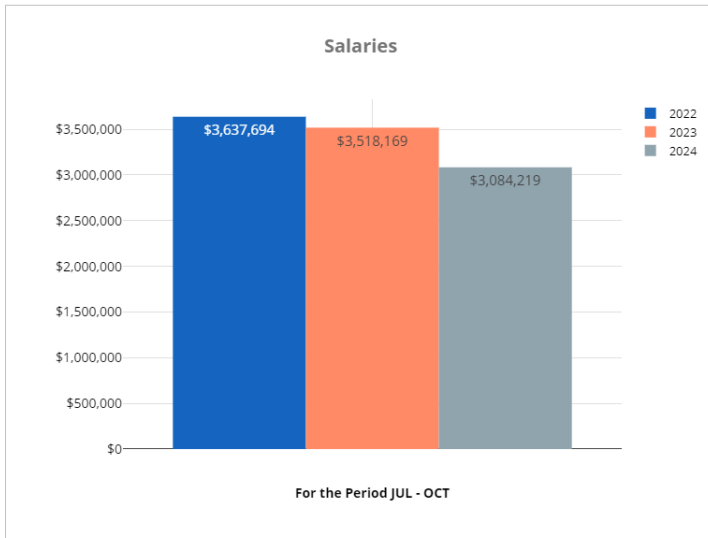
**17.61%** of Budget  
 Prior Year YTD: 20.49% of Actuals

YTD Purchased Services

**23.73%** of Budget  
 Prior Year YTD: 23.60% of Actuals

YTD Other Expenses

**13.61%** of Budget  
 Prior Year YTD: 16.78% of Actuals



Shorewood Sch Dist  
 FY23 YTD Overview - Revenue - Funds 10 & 27 Unless Otherwise Noted  
 October 2023



YTD Local Sources

1.76% of Budget

Prior Year YTD: 2.16% of Actuals

YTD State Sources

8.15% of Budget

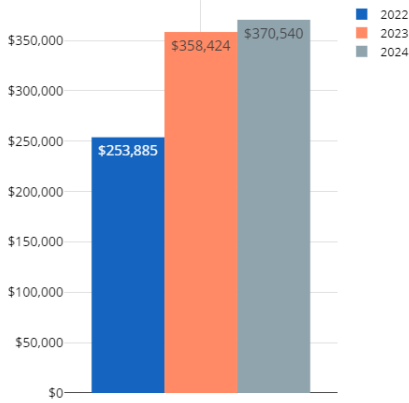
Prior Year YTD: 9.90% of Actuals

YTD Federal Sources

0.00% of Budget

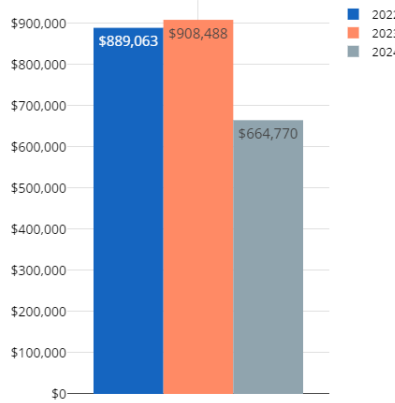
Prior Year YTD: 8.47% of Actuals

Local Sources



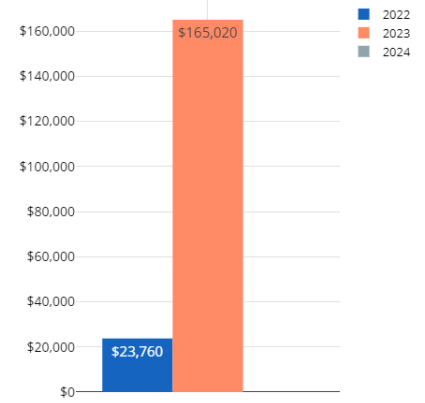
For the Period JUL - OCT

State Sources



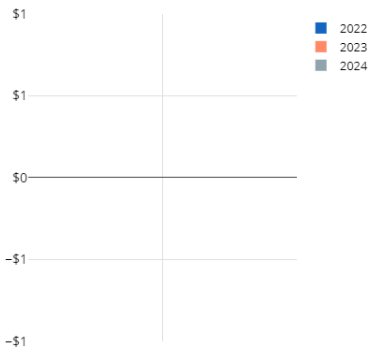
For the Period JUL - OCT

Federal Sources



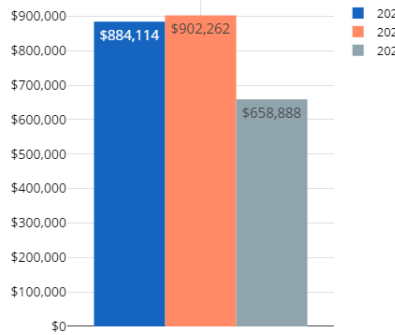
For the Period JUL - OCT

Property Taxes (All Funds)



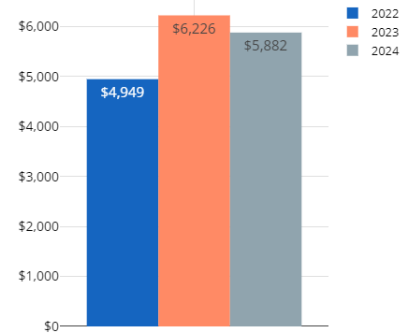
For the Period JUL - OCT

Equalization Aid



For the Period JUL - OCT

Categorical Aid



For the Period JUL - OCT



**EXECUTIVE SUMMARY  
FOR THE SHOREWOOD SCHOOL BOARD**

**Topic:** New Hire

**Date:** November 21st, 2023

**Prepared by:** Liliana Mendoza

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**Recommended action:**

- Information only
- Presentation/discussion
- Discussion/action by committee
- Discussion/action by board of education
- Presentation/action next meeting

**Recommendation(s):** Approval

**Purpose:** New Hire

**Background:**

Sarah Weidner has been hired as a Special Education Teacher at Lake Bluff Elementary to replace Marquita Patterson , who resigned on November 17th.

**TEACHER REQUEST FOR OVERNIGHT FIELD TRIP**

Before submitting this form to your building principal, please review policy, guidelines and exhibits. Submit this form and supporting documentation to your School Principal for approval.

Name of District employee in charge: Justin Olson \_\_\_\_\_

Destination: St Louis, MO \_\_\_\_\_

Date and time of departure: 7:30am - May 3 \_\_\_\_\_

Date and time of return: 7pm - May 5 2024 \_\_\_\_\_

Name of class or co-curricular activity/student group:

8th grade Band, Orchestra and Choir \_\_\_\_\_

Number of Students attending the trip: Minimum: 90 \_\_\_\_\_ Maximum: 120 \_\_\_\_\_

Will students miss any instructional days/hours of school for this trip?  YES  NO

If yes, please explain:

Friday, May 3rd - School day will be missed \_\_\_\_\_

Description of the educational expectations/correlation to the classroom curriculum:

Clinic with music professors at Southern Illinois University-Edwardsville; Rehearsal and adjudicated performance; St. Louis Arch/Historical Museum. \_\_\_\_\_

Describe your discipline plan:

See Behavior Expectations, Rules and Regulations. Also, students must be in good standing behaviorally at school to participate on trip. \_\_\_\_\_

\_\_\_\_\_ If your trip overlaps with a major religious holiday, how will you accommodate your student(s) who desire to observe the holiday?

We will make every effort to accommodate students' desire to participate in religious observances.

What is your plan for health and safety emergencies?

Health forms collected for each student including allergy information. Each director will have copies of this material and have phones at all times. \_\_\_\_\_

Number of chaperones: ~9-11 parent chaperones \_\_\_\_\_

12

Estimated cost per chaperone: \$550-600 \_\_\_\_\_

Estimated cost per student before and after fundraising:

Before \$~550-600 \_\_\_\_\_ After \$~0-550-600 \_\_\_\_\_

Description of fundraising proposal for the trip:

Fundraisers from each department are provided. Money earned through these fundraisers goes directly toward individual student travel. Coffee/Chocolate/Fruit//Goodies, etc.

Arrangements/provisions made for students in need of financial assistance:

Fundraisers offered to all students.

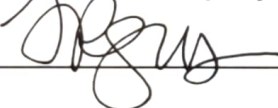
Students may apply for financial assistance through Spector Travel Scholarships.

Is this an optional student travel experience?  YES  NO

**I have complied with all the requirements listed above.**

Signature of District employee: \_\_\_\_\_ Date: \_\_\_\_\_

**The overnight trip proposal and accompanying documentation has been reviewed and approved.**

Signature of Principal:  \_\_\_\_\_ Date: 11/20/23

**The overnight trip proposal and accompanying documentation has been reviewed and approved.**

Signature of Superintendent: \_\_\_\_\_ Date: \_\_\_\_\_

**The overnight trip proposal and accompanying documentation has been reviewed and approved by the School Board.**

Signature of School Board President: \_\_\_\_\_ Date: \_\_\_\_\_

*REVIEWED: August 14, 2012*

### TEACHER REQUEST FOR OVERNIGHT FIELD TRIP

Before submitting this form to your building principal, please review policy, guidelines and exhibits. Submit this form and supporting documentation to your School Principal for approval.

Name of District employee in charge: **Annette Koerten**

Destination: **Québec Canada**

Date and time of departure: **May 17th 2024**

Date and time of return: **May 20th 2024**

Name of class or co-curricular activity/student group: French 1B - level 2 - 8th grade class

Number of Students attending the trip: Minimum: **don't know finale number yet** Maximum: **20**

Will students miss any instructional days/hours of school for this trip?  YES  NO

If yes, please explain:

**They will miss 2 and ½ days, but they will gain so much in understanding Canadian culture. They will also put into practice what they have learned in French class for the past 2 years.**

Description of the educational expectations/correlation to the classroom curriculum:

**Students will be put in real life experience and will be able to communicate with native speakers**

Describe your discipline plan:

**Will follow the school policy**

If your trip overlaps with a major religious holiday, how will you accommodate your student(s) who desire to observe the holiday?

**No major holiday will be impacted.**

What is your plan for health and safety emergencies?  
14

The trip to Quebec includes insurance from Prometour our tour operator

Number of chaperones: **3**

Estimated cost per chaperone: \$ **0.00**

Estimated cost per student before and after fundraising:

Before \$ 1780.00 After \$ 1630.00

Description of fundraising proposal for the trip:

**Prométour proposes a few scholarships that I usually use to reduce students' trips.**

Arrangements/provisions made for students in need of financial assistance:

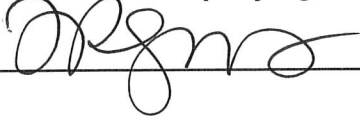
**I usually propose some scholarship from the Spetor family**

Is this an optional student travel experience?  YES  NO

**I have complied with all the requirements listed above.**

Signature of District employee:  Date: 11/15/2023

**The overnight trip proposal and accompanying documentation has been reviewed and approved.**

Signature of Principal:  Date: 11/20/23

**The overnight trip proposal and accompanying documentation has been reviewed and approved.**

Signature of Superintendent: \_\_\_\_\_ Date: \_\_\_\_\_

**The overnight trip proposal and accompanying documentation has been reviewed and approved by the School Board.**

Signature of School Board President: \_\_\_\_\_ Date: \_\_\_\_\_

REVIEWED: August 14, 2012



SCHOOL DISTRICT OF SHOREWOOD  
Board Meeting Minutes  
Shorewood High School Library Media Center  
November 14, 2023

Board Member Participation: Emily Berry, President  
Ellen Eckman, Vice President  
Becky Freer, Treasurer  
Abby Fowler, Clerk  
Nathan Hammons, Member

Isabella Busby, Student Representative  
Emmett Joslyn, Student Representative

District Administrator Participation: Laurie Burgos, Superintendent  
Mike Joynt, Director of Teaching & Learning  
Janice Carter, Principal, Atwater Elementary School

I. 7:00 pm CALL TO ORDER

Motion to Adopt the Agenda

MOVED by Becky Freer and SECONDED by Nathan Hammons

AYE: 5 NAY: 0

II. 7:01 pm STUDENT ACHIEVEMENT PRESENTATION

Atwater Elementary School Veterans Day Presentation, Janet Reinhoffer  
Atwater Student Chorus, Miriam Altman

III. 7:15 pm PUBLIC COMMENT #1 - no comments

IV. 7:16 pm SUPERINTENDENT'S REPORT

Superintendent's Entry Plan Report

V. 7:39 pm SUPERINTENDENT'S CONSENT AGENDA

Approval of District Staffing Changes: Patterson Resignation

Approval of SHS Band Trip to Orlando, Florida

MOVED by Abby Fowler and SECONDED by Nathan Hammons

AYE: 5 NAY: 0

VI. 7:41 pm BOARD BUSINESS AND POSSIBLE BOARD ACTION

A. Approval of the Agreement between the Shorewood Education Association and the School Board of the Shorewood School District: 2023-2024 Agreement and Tentative 2024-2025 Agreement

MOVED by Ellen Eckman and SECONDED by Becky Freer

AYE: 5 NAY: 0

B. Approval of 5.6% Total Adjustment to 2023-2024 Salary Schedules For All Employee Groups

MOVED by Nathan Hammons and SECONDED by Ellen Eckman

AYE: 5 NAY: 0

C. Approval of OE9 (Instructional Programs) Operational Expectations Monitoring Document:  
Compliant with Noted Exceptions

MOVED by Nathan Hammons and SECONDED by Becky Freer AYE: 5 NAY: 0

D. Approval of OE6 (Communicating with the Board) Operational Expectations Monitoring  
Document: Compliant with Noted Exceptions

MOVED by Ellen Eckman and SECONDED by Abby Fowler AYE: 5 NAY: 0

V. 8:35 pm BOARD CONSENT AGENDA

A. Approval of Board Meeting Minutes for October 24, 2023

MOVED by Nathan Hammonds and SECONDED by Ellen Eckman AYE: 5 NAY: 0

VI. 8:36 pm PUBLIC COMMENT #2 - no comments

VII. 8:37 pm BOARD MEMBER REPORTS

SHS Student Council Meeting

SIS Building Leadership Linkage

WPEN

SWSA

X. 8:47 pm REVIEW OF 'TO DO' ITEMS

OE9 Workshop Summer 2024; Muslim Student Union Listening Session/Board Linkage

November 29, 2023 Board Workshop: Student Assessment Data

December 4, 2023 Board Candidate Information Session

Board Linkage Schedule

XII. 8:51 pm FUTURE AGENDA ITEMS

November 28: DPI District and School Report Cards and School Growth Plans

December 12: OE5 (Financial Management & Administration) Operational Expectations  
Monitoring Document

XIII. 8:54 pm RECESS AND DEBRIEF



## SCHOOL BOARD MEETING CLOSED SESSION

November 14, 2023 at 6:30 pm

Board Member Participation:

Emily Berry, President  
Ellen Eckman, Vice President  
Becky Freer, Treasurer  
Abby Fowler, Clerk  
Nathan Hammons, Member

District Staff Participation:

Laurie Burgos, Superintendent  
Heather Heaviland, Director of Business Services

On November 14, 2023 at 6:30 pm, the Shorewood School Board met in Closed Session.

Call to Order in Open Session.

The Board voted to Adjourn to Closed Session under Wisconsin Statute Section 19.85(1)(e) for purposes of "deliberating or negotiating the purchasing of public properties, the investing of public funds, or conducting other specified public business, whenever competitive or bargaining reasons require a closed session." Specifically, discussion of the mediation between the District, the SEA, and the SSSA, including strategic and bargaining considerations undertaken by the District's bargaining team during mediation.

Motion to return to Open Session.

Meeting adjourned at 6:50 pm.

Lake Bluff Parents/Caregivers Linkage  
November 20, 2023

Present: Laurie Burgos, AOK, Ellen Eckman, Abby Fowler  
Parents/Caregivers: Sara Keefe (PTO President), Felicia Kinlock, Jennifer Maple, Margaret Lund, Darci Bowden, Cara Craften, Jason Lowery, Kim Robinson, Kate Flynn Post, Lorin, Melissa

Questions asked and discussed:

1. New Math Curriculum and funding for extra materials? Will that be ongoing? Laurie answered and explained the process.
2. Technology useage in classroom? Use of Go Guardian? Laurie and AOK talked about the purposeful way that teachers plan for technology use in elementary schools. Go Guardian maybe available for all students – that will be pursued.
3. Elementary World languages – starting before 4<sup>th</sup> grade. This is something to be considered as we look at budget process and needs.
4. Creating a “tab” on web site for Special Education material. We talked about the Web site “redo” and the process. Laurie will see if we can get a “tab” or link even before the process is completed.
5. PD programs for staff. AOK talked about the collaborative team meetings on new curriculum and the introduction of “widgets” for learning.
6. Question on full day K-4. Discussed the process last year where all day K4 was considered. The decision was made to introduce other programs from Rec Dept and Milestones to complete the day for K4 students. To make the registration more seamless.
7. Curriculum Assessment calendar and process. Laurie talked about the curriculum across both elementary schools. She would like to have a Teaching and Learning tab on our web site to help parents locate the curriculum policies and calendar more easily. She directed the parent to talk directly to Mike Joynt about calendar questions.
8. Transition to SIS? Laurie explained that is a question raised at SIS Linkage and the process of transitions between elementary to SIS and then to SHS is being discussed.
9. Where are we on the disproportionality order? Laurie answered explained the term and the question and explained that Kate Harder is working directly on the issue and that we will be meeting with DPI later this year.

This was a very pleasant meeting with thoughtful questions and respectful follow ups. We received “thank yous” at the end of the meeting, with most directed to Laurie and AOK.