City Manager's Weekly Report

Friday, October 16, 2015

Department:				
Administration - City Manager				
Notable Notes:	Notable Notes:			
Mayor and Council -				
Thank you for your consideration this Monday of our recommendation to outsource our Refuse, Recycling and Yard Waste operations. Regardless of the outcome of the recommendation, I commend my management staff for their thorough efforts over the recent months to deliver the outsourcing opportunity and its significant savings potential to Mayor and Council. Likewise, I would be remiss if I failed to acknowledge our Refuse Division staff who continued to serve our community with dedication as we moved through the process. I had the opportunity to meet with the Division staff on Tuesday afternoon to share full information about the decision and discuss our path forward. They continue to be committed to our community and were appreciative of the opportunity for the engagement.				
I call your attention to this week's PW&WR report and applaud the efforts of Tom Coleman and his staff related to the improvements they continue to make in an effort to operate more efficiently and save our community money - this time in relationship to the installation of a variable frequency drive at Well 17 and the use of our SCADA system at the well. Please be sure to check out the details.				
	ulating Corporal Wayne Aston who for his work in traffic safety within	o will be presented an award from Highway n our community.		
The Planning and Develo	opment Department expects to have	ve the Residents Survey out by the end of the		
The Downtown Newark p.m. to 7:30 p.m. at the		e held next Thursday, October 22nd from 5:30		
Activity or Project:				
n/a				
Description:				
n/a				
Status:	Not Started			
Expected Completion:	10/14/2015			
Execution Status:	On Track			
Activity or Project:				
Description:				

Status:		
Expected Completion:		
Execution Status:		
Activity or Droinet		
Activity or Project:		
Description:		
Status:		
Expected Completion:		
Execution Status:		
execution Status:		
Department:		
Alderman's Court		
Notable Notes: We held 3 Court session	this nast week	
	this past week.	
Activity or Project: Court Sessions		
Description:	ignments 22 trials 15 canias r	oturns and 12 case reviews this past week
-	soners from various prisons.	eturns and 13 case reviews this past week.
Status:	Near Completion	
Expected Completion:	10/15/2015	
Execution Status:	On Track	
Activity or Project:		
Parking RFP		
Description:		
We are reviewing the	new T2 parking conversions pr	oject due for completion on October 28th.
Status:	In-Progress	
Expected Completion:	10/28/2015	

Execution Status:	On Track
Activity or Project:	
Description:	
C	
Status:	
Expected Completion:	
Execution Status:	
Department:	
Community Relations	
Notable Notes:	
	n in full swing. We enjoyed the ribbon cutting for Del-One, held on Friday, October ne ribbon cutting for Newark Natural Foods this Saturday, October 17, at 4 p.m.
University of Delaware had the City, both on- and off spring, and we are looking used for both recreation. Work continues to assist Risk Drinking. Attended a	with the University of Delaware's Campus-Community Coalition to Reduce High webinar related to identifying and reducing substance abuse on college
	a Working Group meeting to begin developing strategies for reducing high-risk that it has among the community.
Activity or Project:	
DNP Annual Meeting/N	Networking Mixer and Annual Report
Description:	
Newark Partnership, the Appreciation Reception 5:30-7:30 p.m. on Octoin mid-November, in all conflicts with preparat	efforts to further engage the business community with the Downtown ne Board decided to convert this year's Annual Meeting from a "Volunteer n" to a "Networking Mixer," which will be held at the Deer Park Tavern from ober 22. This is a bit earlier than in previous years, when this event was held n effort to improve attendance among business owners by reducing tions for Small Business Saturday and the kick-off of the holiday season.
Status:	Near Completion
Expected Completion:	10/22/2015

Execution Status:	On Track	
Activity or Project:		
Description:		
Status:		
Expected Completion:		
Execution Status:		
Activity or Project:		
Description:		
Status:		
Expected Completion:		
Execution Status:		
Department:		
Electric Department		
Notable Notes:		
Delmarva is upgrading a Townview Road replacin underground vault. Bec	circuit there. The line crews also ag and moving facilities to correc	Imarva crews changing poles and moving wires. worked on an underground issue on South t an old problem with a driveway and an avated and replaced, this was the time to correct driveway many years ago.
	rastructure around a substation	g a circuit and removing a transformer. They also transformer that is being sent out for a rewind
	en working on installing an indooulling to feed a new UPS.	or transformer and running circuits to the server
Delmarva a thorough ac 50 solar installations tot	counting of all the solar and wind	stems. PJM has requested through DEMEC and decapacity of the municipalities. The City has over is from McKees Park and three large University d commercial installations.

Activity or Project:		
SevOne at STAR Camp	us	
Description:		
Install 2 padmount tra	nsformers and metering for d	ata center which tie into Bloom Boxes.
Status:	Started	
Expected Completion:	1/1/2016	
Execution Status:	On Track	
Activity or Project:		
Description:		
Status:		
Expected Completion:		
Execution Status:		
Activity or Project:		
Description:		
Status:		
Expected Completion:		
Execution Status:		
Department: Finance Department		
mance Department		

Notable Notes:

Thank you for your time and attention at the Financial Workshop that was held before the Council meeting on October 12, 2015. On Tuesday evening, we distributed the first draft of the Capital Improvement Program (CIP) to Planning Commission members in preparation for the October 20, 2015 meeting of the Commission. The draft document was also shared with Council via email, and a "living" version of the document (which was corrected for minor errors) was posted to the City's Budget Central section of the website, which can be found here: http://cityofnewarkde.us/index.aspx?NID=940

A consolidated summary of expected revenues and proposed operating expenses was also posted to

Budget Central and distributed to the press for advertisement in advance of the November 2, 2015 Budget Hearing as required by City Code.

I attended a seminar organized by the American Public Power Association (APPA), hosted by DEMEC and presented by Mark Beauchamp, President, Utility Financial Solutions of Holland, MI, on the topic of Distributed Generation Impacts and Cost Recovery. The seminar was valuable to the City of Newark as our penetration of solar installations increases and as the "fuel cell era" has begun in Newark with the first commercial installation planned for the SevOne data center on the STAR Campus.

Payments and Utility Billing (PUB)

The group handled 516 phone calls the week of 10/5/15 with an average call length of 4:18 and an average hold & queue time (average speed of answer) of 10:44. The Welcome Center staff greeted 394 visitors, while service calls initiated by Payments and Utility Billing in response to calls and visitors totaled 165 last week. The group also processed 3,910 utility payments and CityView transactions, 432 of which were imported automatically. Our two newest members of the PUB team are currently undergoing onboarding and training. It typically takes six to 12 months to achieve proficiency due to the demanding nature of the position and the requirement to get acclimated to electric, water, sewer, tax, business license, permits and other City operations.

Accounting

The open position in the Finance Department closed at the end of August. Two rounds of interviews were conducted throughout September. I am pleased to announce that Jill Hollander, our part-time Financial Assistant, has been promoted to fill the Controller/Deputy Finance Director position vacated by Wilma Garriz. Her first day in her new role was Monday, October 5, 2015. Jill is a licensed CPA with a bachelor's degree in business administration from the University of Miami and a Master's Degree in Accounting. She spent time auditing non-profit companies and municipal entities in Florida through roles of progressive responsibility and management before moving to Delaware and raising her family. Please join me in congratulating Jill on her new role with the City of Newark.

Activity or Project:

Purchasing Card Upgrade

Description:

We are working with Fulton Bank to upgrade the City's existing purchasing cards, or "P-Cards." The upgrade will reduce workload and improve efficiency by automatically posting transactions to the City's financial accounting system and reduce costs through a rebate program. There is no cost to the program upgrade. All replacement cards were properly enrolled and the physical cards have been received. They will be deployed once we integrate the vendor's reporting system (Elan) with the City's financial accounting system (Munis). There is no update to the status of the project this week. The expected completion was pushed back a week to 11/20/15 to allow me the time I need to train and cross train users on the new system.

Status:	Hold
Expected Completion:	11/20/2015
Execution Status:	Behind Schedule

Activity or Project:

Description:			
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Status:			
Expected Completion:			
Execution Status:			
Execution status.			
Activity or Project:			
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Description:			
Description.			
Status:			
Expected Completion:			
Execution Status:			
Department:			
Parks and Recreation Departmen	nt		
Notable Notes:			
The contractor doing our parks and	nublic spaces tree inv	entory is progressing well. They sh	ould be
finished with their field work within		entory is progressing well. They sh	odia be
Decreation and Darks narrown along		:	
Recreation and Parks personnel are order system. Staff committed cons	-	_	
the system data. We're looking to la		0.	
We met with representatives of the	Mason Dixon Trail or	ganization and the Wilmington Tra	il Club to talk
about possible collaborative efforts		_	
We prepared and submitted a mem	oo to Council to undate	a thom on the proposed Adaptive/	Inclusivo
Children's Play Unit project. Nic Dec	•		
raise the funds to purchase and inst	tall the unit. Once insta	alled the Parks Division will assume	e maintenance
responsibility.			
We're planning to hold a public wor	•	•	
Bacterial Leaf Scorch to discuss the the area.	r current and potentia	al impact on the Ash and Oak Tree	population in
the area.			
The maintenance crew worked on t	hese items:		
* mowing operations			

Activity or Project:			
Execution Status:			
Expected Completion:			
Status:			
Description:			
Activity or Project:			
Execution Status:	On Track		
Expected Completion:	11/16/2015		
Status:	Started		
	cilities. We plan to complete t	hard surface pathways from sidewalks and hree sites this fall. A contractor will be	
Description:	tram to install ADA compliant	hard curface nathways from sidewalks and	
ADA Access Pathways	to Park Facilities		
Activity or Project:			
The recreation staff is co	ntinuing to prepare for the wint	er/spring programming season.	
During the week of Octo	ber 11-17 volunteers committed	186 hours assisting with various tasks.	
	Annual Fall Community Cleanup ash along roadways and other co	ast Saturday. 96 volunteers participated. We were mmon areas around towns.	
We conducted our Fall F people throughout the d	_	k this past Saturday. There was a steady flow of	
-	ur Winter Adult Volleyball Leagu lay will begin later this fall.	es are completed. Coaches meetings will take	
* tilled and added mush traffic medians	room soil at certain areas and tra	ansplanted plantings on the South Main Street	
* parks trash removal			
* prepared soccer fields	for league play		
* repaired several picnic tables			
* tree and shrub pruning			

Description:	
Status:	
Status.	
Expected Completion:	
Execution Status:	
Department:	
Planning and Developme	ent Department
Notable Notes:	
Building Maintenance	

- Facilities Maintenance performed the following this week:
 - Repaired cove base and finished painting other repaired areas at George Wilson Center.
 - Custodians also sanded and prepped stalls in GWC ladies room for painting.
 - Picked up and replaced glass top on Mayor's desk.
 - Began repairs at the Train Station, including:
 - Replacing missing glazing;
 - Painting first floor windows and doors;
 - Repairing rot on roof bracket.
 - Hung new soap dispenser at Building #1 bathroom at yard.
 - Worked on designs and pricing for new office spaces in Municipal Building.
 - Hung new surveillance camera in Council Chamber for IT.
 - o Custodians replaced light bulbs in Newark Police Department roll call room and gym.

Code Enforcement

- Final Inspections completed for 8 & 10 Elm Street for single family dwellings.
- Final Inspection completed at 84 Munro for single family dwelling.
- Certificate of Occupancy issued at 2000 Fountainview Circle, Unit 202.
- The installment of water proofing membranes on the east side of the Washington House at 113 East Main Street is 95% completed and has been approved by the manufacturer; work is progressing on the north side of the building.
- Remediation (clean-up) was performed at 351 Stanford to remove food and food stuff to help prevent vermin attraction and infestation. The owner recently passed away, leaving the house vacant and with an interior condition potentially harmful to the community. The clean-up will alleviate the immediate concerns as next of kin (all on the West coast) address the estate.

Economic Development

• On Thursday evening, Planning & Development Director Maureen Feeney Roser attended

- the Downtown Newark Partnership Board meeting.
- On Friday afternoon, Maureen joined Mayor Sierer, Deputy City Manager Andrew Haines and Community Affairs Officer Ricky Nietubicz in a meeting with restauranteurs Javier Acuna and Ryan German to discuss a potential craft beer festival on the Market East Plaza property this Spring. Staff also performed follow-up work so the organizers would have all the information they need to create a successful, Code-compliant event.
- On Tuesday, Maureen joined City Manager Carol Houck in a meeting with representatives of Delle Donne and Associates to discuss STAR Campus developments and to tour the newly opened SevOne facility.
- Some time was spent preparing for the November Planning Commission meeting. Tentatively scheduled for review are:
 - o Millcroft Memory Care Facility Major Subdivision and Special Use Permit
 - o Planning Commission's annual report and work plan

Parking

- The Parking Division spent time this week training the new Parking Ambassadors to cover enforcement on Main Street.
- Parking Manager Marvin Howard spent time touring the downtown area with the vendors from ParkingSoft, surveying the area in anticipation of the new parking equipment being installed here shortly.
- On Wednesday afternoon, Marvin attended the weekly T2 meeting to discuss the new flex parking enforcement system.

Planning

- Some time was spent this week researching the former Chrysler site's annexation, zoning and subdivision files to assist Public Works and Water Resources in researching water services.
- The July Unicity Bus reports were prepared and submitted to the State of Delaware Department of Transportation.
- Some time was spent on the Department's profile and organizational chart for the budget process.
- Considerable time was spent this week preparing for the Tuesday, October 20th Special Meeting of the Planning Commission to review the <u>2016-2021 Capital Improvements Plan</u>. Also on the agenda are the approval of the Planning Commission minutes from the September 1, 2015 meeting and the election of officers.
- Also on Monday, Maureen, Development Manager Mike Fortner and Planner Tom
 Fruehstorfer met with City Solicitor Bruce Herron to clarify specific exceptions to the height
 requirements permitted in the <u>Zoning Code</u>. Based on his direction, staff will be preparing
 amendments to the height restrictions to address previously misinterpreted exceptions. In
 the meantime, projects awaiting Council approval will have to adhere to the <u>Code</u> sections
 as interpreted.
- On Monday, Maureen attended the Council Executive Session, Budget workshop and Council meeting.
- The Board of Adjustment will review the application for a variance at 125 Madison Drive on Thursday, October 15th. The property owner has applied for a rental permit and is required to provide two off-street parking space. The property only has one off-street parking space and a variance of one off-street parking space is requested.

- On Thursday, October 8th, Mike attended the Record Retention Seminar in the Newark Council Chamber with representatives from the State of Delaware Public Archives.
- Planner Tom Fruehstorfer staffed the Community Development/Revenue Sharing Advisory Committee meeting on October 8th. The committee determined their recommendations for the distribution of 42nd Year CDBG and 2016 RS Funds at this meeting. The Committee will meet one more time on October 15th to finalize their recommendations document for submission to City Council.
- The Planning and Development Department has received an application for a Special Use Permit from Newark Community Radio, Inc. Stephen Worden of 117 Bent Lane to operate a Low Power FM (LPFM) station from his owner-occupied residential property. The application is being reviewed by City staff and may be presented for consideration at the November 9th Council meeting.
- This week, monitoring was completed for the Newark Day Nursery Scholarship program, which receives funding from the Community Development Block Grant (CDBG) program to ensure they are compliant with all Federal, State and Local regulations.
- The following was also completed:
 - 11 Deed Transfer Affidavits
 - o 41 Building Permit Reviews
 - o 2 Certificates of Occupancy

Activity or Project:

Planning Commission Recommendations

Description:

• Considerable time was spent this week preparing development packets for Council review, including: o Comp Plan Amendment, Rezoning, Major Subdivision and Special Use Permit plan for Astra Plaza; (1st reading 10/28/15) o Comp Plan Amendment, Rezoning, Major Subdivision and Site Plan Approval plan for Cleveland Station; and, (1st reading 10/28/15) o Minor Subdivision, Parking Waiver and Special Use Permit plan for 70 East Main Street. (11/9/15)

Status:	In-Progress
Expected Completion:	11/9/2015
Execution Status:	On Track

Activity or Project:

Rental Housing Needs Assessment

Description:

• The Advisory Committee for the Rental Housing Needs Assessment will meet on October 21st at 7 p.m. in the City Council Chamber. The Advisory Committee meeting will be preceded by an open discussion from 3 to 6 p.m. for residents and stakeholders to meet with the consultants. The purpose of the meeting is to further clarify the scope of Phase II and listen to community concerns and feedback. A group email was sent out to approximately 200 local stakeholders promoting the

event.		
Status:	Started	
Expected Completion:	10/21/2015	
Execution Status:	On Track	
Activity or Project:		
New Staff Members		
Description:		
·	-	wo new staff members, Code Enforcement . Welcome David and Michelle.
Status:	Completed	
Expected Completion:	10/12/2015	
Execution Status:	Completed	
Department:		
Police Department		
Notable Notes:		
We have been notified that the Delaware Office of Highway Safety has selected Corporal Wayne Aston to receive an award for his work in traffic safety. The award will be presented at the annual Highway Safety Conference in Dover on November 4 th . We congratulate Corporal Aston and the other members of the traffic unit for their diligence in promoting traffic safety.		
The police department h	as received a supply of "Narcan" tive in reversing the effects of ce	from the Department of Health and Human rtain drug overdoses. Officers will receive
Police Officer training continues. We will soon complete the mandated third firearm qualifications as well as CPR training for all officers.		
overtime with grant from informed that this fundir	n Delaware Department of Alcoh	November 7 th . We usually fund the police of and Tobacco Enforcement. We were recently However, we were able to move some money
Activity or Project:		
N/A		
Description:		
N/A		
Status:	Completed	

Expected Completion:	10/14/2015	
Execution Status:	Completed	
Activity or Project:		
Description:		
Status:		
Expected Completion:		
Execution Status:		
Activity or Project:		
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Descriptions		
Description:		
Status:		
Expected Completion:		
Execution Status:		
Department:		
	er Resources Department	
Notable Notes:	·	
	all 17 and it is saying \$500 in alo	stric nor month (\$1,000 down to \$1,400) and
	_	ctric per month (\$1,980 down to \$1,480) and Ve usually use 18,000; we only used 7,000 this
		n 26 months. We have also been able to increase
		d SCADA equipment to monitor the well
	, -	o the well will last longer and we maximize SWF
over Curtis (it is cheaper	to treat wells than surface wate	r). If you remember, we already reduced this bill
· ·		er sized one two years ago. Attached is the usage
		d a VFD at the reservoir for the recirculation pump and
it has also reduced our ele	ctric use by around 60% which will s	ave around \$650 per month with a pay back of 13
months (it was cheaper tha	an Well 17).	
To put this savings in nerse	pective, through the first 9.5 months	of this year McKees Solar Park has generated
	-	n cost approximately \$19,000 combined, have run for
	saved approximately 173 MWh.	., , , , , , , , , , , , , , , , , , ,
Activity or Project:		
,		

Arbour Park Booster St	ation		
Description:			
The project is complete fire pumps turn on and		nece	essary control logic adjustments to ensure the
Status:	Completed		
Expected Completion:	9/30/2015		
Execution Status:	Completed		
Activity or Project:			
Water Tank Mixer Insta	allation		
Description:			
Over the last two week Nottingham Road, and		ected	d, and installed mixers in the Arbour Park,
Status:	In-Progress		
Expected Completion:	3/31/2016		
Execution Status:	On Track		
Activity or Project:			
2015 Water Main Repla	acement		
Description:			
completion on Darwin We anticipate the main	Drive. The main is almost	st con	tion on Courtney Street and is nearing mpletely in and the first block has been tested. omplete within two weeks. This will complete roject.
Status:	Near Completion		
Expected Completion:	10/31/2015		
Execution Status:	On Track		
	Offitack		
	OII ITACK		

NEWARK POLICE DEPARTMENT

WEEK 10/04/15-10/10/15	INVESTIGATIONS			CRIMINAL CHARGES			
	2014	2015	THIS	2014	2015	THIS	
	TO	TO	WEEK	TO	TO	WEEK	
	DATE	DATE	2015	DATE	DATE	<u>2015</u>	
PART I OFFENSES							
a)Murder/Manslaughter	0	0	0	0	0	0	
b)Attempt	1	0	0	1	0	0	
Kidnap	1	5	0	1	1	0	
Rape	3	4	0	5	1	0	
Unlaw. Sexual Contact	7	7	0	2	2	0	
Robbery	28	26	0	27	28	0	
- Commercial Robberies	5	11	0	2	10	0	
- Robberies with Known Suspects	3	2	0	4	1	0	
- Attempted Robberies	5	2	0	0	7	0	
- Other Robberies	15	11	0	21	10	0	
Assault/Aggravated	6	5	0	7	25	0	
Burglary	67	46	0	68	19	0	
- Commercial Burglaries	10	5	0	5	3	0	
- Residential Burglaries	53	38	0	28	15	0	
- Other Burglaries	4	3	0	35	1	0	
Theft	462	413	16	231	138	1	
Theft/Auto	34	27	1	11	7	0	
Arson	5	2	0	0	1	0	
All Other	56	61	1	170	44	1	
TOTAL PART I	670	596	18	523	266	2	
PART II OFFENSES							
Other Assaults	204	238	3	171	139	0	
Rec. Stolen Property	2	3	0	35	17	0	
Criminal Mischief	213	163	7	68	102	0	
Weapons	15	8	0	49	56	0	
Other Sex Offenses	0	1	0	0	2	0	
Alcohol	307	228	3	555	384	2	
Drugs	102	84	3	259	192	4	
Noise/Disorderly Premise	534	362	12	247	160	3	
Disorderly Conduct	147	145	3	165	74	1	
Trespass	140	130	3	86	57	2	
All Other	392	369	5	378	244	2	
TOTAL PART II	2056	1731	39	2013	1427	14	
MISCELLANEOUS:							
Alarm	810	737	13	0	0	0	
Animal Control	466	430	7	3	3	1	
Recovered Property	211	209	7	0	0	0	
Service	19894	24999	628	0	0	0	
Suspicious Per/Veh	436	412	13	0	0	0	
TOTAL MISC.	21817	26787	668	3	3	1	
	THIS	2014	THIS	2015			

I HIS	2014	THIS	2015
WEEK	TO	WEEK	TO
<u>2014</u>	<u>DATE</u>	<u>2015</u>	<u>DATE</u>
794	30,070	861	34,661
	WEEK <u>2014</u>	WEEK TO 2014 DATE	WEEK TO WEEK <u>2014</u> <u>DATE</u> <u>2015</u>



Newark Police Department Weekly Traffic Report 10/04/15 – 10/10/15

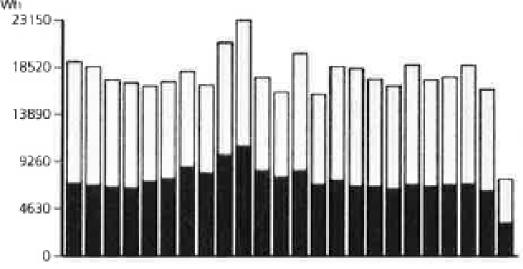


TRAFFIC SUMMONSES	2014	2015	THIS	THIS
	YTD	YTD	WEEK	WEEK
			2014	2015
Moving/Non-Moving	7,871	7,187	160	236
DUI	147	164	6	1
TOTAL	8,018	7,351	166	237

TRAFFIC ACCIDENTS					
Fatal	2	2	0	0	
Personal Injury	147	170	6	11	
Property Damage (Reportable)	288	461	12	29	
Property Damage (Non-Reportable)	389	251	14	0	
Hit and Run	203	219	10	6	
TOTAL	1,029	1,103	42	46	

Your monthly Electricity use in kWh

Daily temperature averages: Aug 2014: 73° F Aug 2015: 77° F



Year Month 13 14 13 14 13 14 13 14 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15 14 15