

In The Matter Of:
Department of Education
State Board of Education

In Re: Delaware Academy of Public Safety & Security
October 6, 2014

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DEPARTMENT OF EDUCATION
STATE BOARD OF EDUCATION

IN RE: PUBLIC HEARING :
DELAWARE ACADEMY OF PUBLIC :
SAFETY & SECURITY :

Hearing taken pursuant to notice
at the Townsend Building, 2nd Floor Cabinet
Room, 401 Federal Street, Dover, Delaware,
beginning at 5:40 p.m., on Monday, October 6,
2014, before Gloria M. D'Amore, Registered
Professional Reporter and Notary Public.

- - -

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APPEARANCES :

JENNIFER NAGOURNEY, HEARING OFFICER
EXECUTIVE DIRECTOR CHARTER SCHOOL OFFICE

BARBARA RUTT,
STATE BOARD OF EDUCATION

On behalf of the Department of Justice:
ILONA M. KIRSHON, ESQUIRE



1 MS. NAGOURNEY: Good evening. I
2 declare this public hearing to be open.

3 My name is Jennifer Nagourney.
4 I'm the Executive Director of the Charter
5 School Office of the Delaware Department of
6 Education. And I have been appointed by the
7 Secretary of Education to conduct this meeting,
8 sorry, or conduct this public hearing.

9 The Charter of the Delaware
10 Academy of Public Safety and Security has
11 submitted an application for renewal.

12 At this time, I would like to
13 introduce the other individuals with me today.

14 MS. RUTT: My name is Barbara
15 Rutt. State Board Member.

16 MS. KIRSHON: Ilona Kirshon,
17 Counsel to the State Board and to the hearing
18 today.

19 MS. NAGOURNEY: This Joint Public
20 Hearing is being held by the Department of
21 Education and State Board of Education to
22 assist in the decision of whether the Charter
23 should be renewed.

24 This hearing provides the school



1 with an opportunity to provide and receive
2 public comment.

3 I would like the record to
4 reflect the time, date and place of today's
5 public hearing was published in The News
6 Journal and Delaware State News on August 18,
7 2014.

8 In addition, notice was posted on
9 the Charter School Accountability Committee's
10 official place of business on the Delaware
11 Department of Education's official website and
12 on the State Public Meeting calendar on
13 August 18, 2014.

14 A court reporter is present so a
15 record of this hearing can be made. It will be
16 necessary for each speaker to clearly identify
17 himself or herself before beginning to speak so
18 that the court reporter will be able to note
19 who they are.

20 The record of this hearing will
21 be provided to the Secretary of Education and
22 Members of the State Board of Education
23 together with any written or electronic
24 comments received at or before this public



1 hearing.

2 We will proceed in the following
3 manner.

4 First, we will hear from any
5 representatives of the Charter who wish to
6 comment.

7 Then we will take comments from
8 anyone else who desires to speak.

9 We sent a sign-up sheet around.
10 May I have it and provide it to the court
11 reporter. May I have a quick show of hands of
12 everyone who wishes to speak.

13 We will be setting a limit of
14 three minutes per person. I intend to try to
15 be as liberal as time and reason allows in
16 accepting comments. However, I do reserve the
17 right to limit comments if it is truly
18 repetitive or cumulative.

19 At this time, we will accept
20 comments from representatives of the school.

21 MR. COPELAND: My name is Charlie
22 Copeland. I am the Chairman of the Board. I'm
23 going to give a brief discussion as to how the
24 school got to where we are today.



1 In 2007, the idea of the First
2 Responder Homeland Security industry-focused
3 high school was developed and seven years
4 later, I am pleased to report that school is
5 now a successful reality.

6 The path to today has not been
7 straight nor necessarily efficient and with any
8 school, challenges still exist. But DAPSS and
9 leadership crafted a path that has overcome
10 several major obstacles and is poised to show
11 consistent and solid growth into the future.

12 Initially DAPSS had intended to
13 be located in the City of Wilmington. But due
14 to cost of space and its renovation, that
15 vision was altered and we asked for and
16 received a one-year delay in opening.

17 We identified a former private
18 school location attached to the Faith City
19 Church and started school operations in
20 2011/2012.

21 During our second year of
22 operation in Faith City under a five-year
23 lease, we discovered that the cost of fitting
24 out the site to handle a full high school was



1 prohibitive expensive. So, moved again to
2 our new and future home at the Our Lady of
3 Fatima facility on Route 13.

4 Moving to this location required
5 major modification. This move also affected
6 our budget in that we had to juggle the costs
7 of two leases.

8 We handled this by pushing
9 certain lease costs into the future years of
10 the Our Lady of Fatima lease. Costs were
11 discussed and approved during major
12 modification that agreed to that move.

13 So, in addition to the
14 difficulties faced in finding and operating a
15 great facility, we faced some unique budgetary
16 constraints along the way.

17 During our second year of
18 operation, Federal Charter start-up school
19 grants were cancelled. And in an instance,
20 12 percent of our budget vanished.

21 In addition, confusion over the
22 processing of certain Title I funds lead to
23 another four percent reduction in our year two
24 funding.



1 Now, while it is true that you
2 can spend too much money on education without
3 getting results for those increased dollars, it
4 is equally true that there is a minimum spent
5 per pupil that is necessary for quality
6 instruction.

7 And while I have been called many
8 things, one that sticks probably the best is
9 that I am tight with a nickel. DAPSS has
10 viewed cost control as on par with excellent
11 educational product. Without proper cost
12 oversight, problems manifest and destroy your
13 school.

14 We view the Charter School rubric
15 with operational, financial and educational
16 achievement all rated equally as a proper and
17 correct process.

18 But that 16 percent budget cut
19 still haunts our school operation today.
20 However, by the end of this school year, our
21 fundamental costs and balances will be behind
22 us.

23 DAPSS has come a long way since
24 that fall day in 2007 when the idea was



1 created. We have kept a sharp focus on our
2 costs the entire time while providing a
3 competitive educational product to the district
4 high schools against whom we compete.

5 We now have all four high school
6 grades up and running. We are at our final
7 launching point. And I look forward to our
8 continued greater success.

9 At this point, I'll introduce the
10 Head of School, Chuck Hughes.

11 MR. HUGHES: My name is Charles
12 Hughes. I'm the Head of School.

13 Tonight you will be hearing from
14 our finance person, the head of our safety and
15 security, some of our students that are in
16 unique unit called Tac-Ops, and again, we are
17 going to bring up some of the Board Members to
18 make comments about our school.

19 Delaware Academy of Public Safety
20 and Security has set out to fulfill a vision of
21 helping young people become career and college
22 ready in a most unique fashion.

23 We seek to influence, teach and
24 train young people to perform at high levels



1 academically while simultaneously becoming
2 prepared to enter careers in the areas of
3 public safety and security.

4 Our blend of academic challenge
5 and first responder preparedness is Charter
6 School vision set in one of public education's
7 most difficult landscapes, high school.

8 As the progress of our Academy is
9 evaluated for renewal, we accept being held to
10 the highest standards determined, but request
11 when viewed, you look at our Academy and also
12 view our cadet success in comparison to other
13 young people from similar situations.

14 Briefly, if our cadets' academic
15 work is compared to their peers in other feeder
16 schools, DAPSS cadets do better in almost every
17 category.

18 Once more, our mission is blended
19 as blending the career demands faced by public
20 safety agencies in the daily lives of high
21 school age students.

22 We train young people to save
23 lives, not by happenstance, but having them
24 participate in vigorous first responder



1 training. Our training and experiences have
2 immediate real life implications. Our cadets
3 have and do save lives.

4 As our cadets work and learn
5 academically, they train and practice first
6 responder skills. It is all accomplished in
7 the culture of core values and our Academy
8 holds a comon set of values. Fidelity to
9 others. Diligence to succeed. And scholarship
10 in the classroom.

11 The renewal process centered
12 dialogue on academic performance,
13 organizational efficiencies and financial
14 stability. Academically at Delaware Academy,
15 as in all high schools, much can be done and
16 our work continues on.

17 Our record shows attention,
18 progress and positive indicators for all
19 cadets, including minority, poor and special
20 need students.

21 Renewing our Charter affirms that
22 our high school improvement is a journey
23 demanding signs of effort and resilience to
24 meet the needs of all students. A journey



1 being done each and every day at Delaware
2 Academy.

3 Organizationaly our focus is a
4 unity of purpose centered on your mission. Our
5 Academy is expanding in space and course
6 offerings. We have successfully transitioned
7 into a new and larger facility. Our cadets
8 have expanded course options to participate in
9 advanced placement classes, dual enrollments
10 with the University of Wilmington and our
11 partnerships with a focus on public safety
12 careers have expanded annually.

13 Our renewal of our Charter
14 supports the growth and the important work
15 necessary to organize schools to better meet
16 the needs and challenge our cadets.

17 When discussing our academy's
18 financial efforts, we suggest that we have,
19 although faced with many obstacles shared by
20 the Board President, they have continued to
21 operate successfully, if not frugally while
22 always inside of our economic realities.

23 We manage our finances and have
24 improved our stability as we grow and expand.



1 A renewal of our Charter will
2 affirm that our Academy is an excellent steward
3 of financial resources provided.

4 Delaware Academy of Public Safety
5 and Security is serving an important need for
6 young people interested in public safety
7 careers.

8 Our academy is also bringing
9 graduates forward that can build, lead and
10 support lateral roles in our first responder
11 community and at our college.

12 We look to you supporting our
13 decision to renew our Charter.

14 Thank you.

15 MS. SANDY HYPES: My name is
16 Sandy Hypes. I am the Director of Public
17 Safety at Delaware Academy and also a ninth
18 grade teacher.

19 I'm here to speak on behalf of
20 our public safety partners that help with our
21 curriculum.

22 A little three-year girl sticks
23 her finger into the bowling ball return at a
24 local bowling alley. As the bowling ball



1 returns, the little girl's fingers get caught
2 in the conveyor belt.

3 The result is an amputation of
4 two fingers, a screaming child, an upset and
5 panicked mother.

6 The bowling alley was unprepared
7 to deal with this emergency, but as luck would
8 have it, the next lane over was a DAPSS cadet.
9 And they did what they had been taught to do.

10 The cadet went into action
11 directing bowling alley staff to call 911 and
12 the mother to apply direct pressure to the
13 little girl's hand.

14 The DAPSS cadet immediately found
15 the amputated fingers and wrapped them so they
16 would be transported with the young child to
17 the emergency department.

18 The DAPSS cadets stayed with this
19 young child until emergency personnel arrived.

20 If you want to understand how
21 DAPSS is doing, just look around at the
22 partnerships that DAPSS cadets have built at
23 the local emergency departments and public
24 safety providers.



1 Together we have agreed to become
2 part of something important, devoting ourselves
3 to create a habit of excellence. The perfect
4 indicator that we're making this progress is
5 our cadets with the help of our public safety
6 partners are applying the knowledge, and they
7 are doing what they are being taught in the
8 classroom, real world emergencies.

9 Over the last four years since
10 our school opened, over 20 cadets have been
11 involved in helping everyday citizens who
12 needed emergency medical care and an additional
13 24 cadets have joined local emergency
14 developments and public safety providers to
15 provide services for others.

16 That's how DAPSS should be judged
17 as a public high school that is making a real
18 world impact. DAPSS public safety partners
19 help our school in many valuable ways, such as
20 participating as guest speakers, providing
21 input to the school's public safety curriculum,
22 providing clinical rotations, donating
23 equipment and memorabilia, and publicizing and
24 endorsing our school.



1 Some of our supporters would be
2 Wilmington Fire Department, Delaware Volunteer
3 Firefighters Association, Delaware State
4 Police, Delaware State Fire School, Kent and
5 New Castle County and Sussex EMG, Newark,
6 Christiana, Leipsic, Wilmington Manor,
7 Minguadale and Delaware City Fire Companies,
8 Delaware State Fire Prevention Commission,
9 Del-Mar-Va Explorer's Program, DNREC, Delaware
10 State Fire Marshal's Office, State Ambulance
11 Association, New Castle County Police, State
12 EMS Medical Director, New Castle County 911
13 Center and Delaware Air National Guard.

14 Our public safety partners are
15 entwined into our curriculum through
16 collaborative efforts to make sure our cadets
17 are learning the most up-to-date information.

18 For example, in our public safety
19 curriculum, DAPSS offers firefighting training
20 to our cadets. The Delaware State Fire School
21 partners with our school to run a cadet fire
22 academy. The fire academy runs monthly and is
23 the same training taught at the state fire
24 school. When cadets complete their 11th grade



1 year, they will have the skills necessary to
2 test at the National Proboard Fire 1 level,
3 which is the required certification for hire
4 among local and national public safety
5 departments.

6 To strengthen our program even
7 more, Wilmington University and Delaware
8 Technical and Community College have partnered
9 with our school to explore college share
10 opportunities with our public safety
11 curriculum.

12 Together with our public safety
13 partners, DAPSS is making impact in the real
14 world. Just ask the little girl's mother how
15 appreciative she was to have our cadet at the
16 bowling alley that day. After all, we can
17 train thousands of students every year, but the
18 training is only valuable if it is applied.

19 And that is just what DAPSS
20 cadets are doing.

21 MR. HERB SHELTON: Good evening.
22 My name is Herb Shelton. I am the business
23 manager for Delaware Academy of Public Safety
24 and Security for the past two years.



1 I just wanted to briefly discuss
2 our overall financial status of our school.
3 Some of the comments you've heard already so I
4 won't go over them again.

5 Our Board of Directors' Budget
6 Oversight Committee exactly involves our budget
7 and financial reporting process. The school
8 has completed its third successful financial
9 audit and continues to show growth.

10 We have demonstrated both
11 financial responsibility and creativity given
12 the challenges associated within our school.

13 In our second year of operations,
14 we face significant loss of federal funding.
15 Despite this loss, we were able to maintain a
16 balanced budget and within the year positive
17 cash surplus.

18 We are excited to report a
19 variety of accomplishments in the past three
20 years. We have nearly doubled our
21 instructional staff position. We have added
22 more administrative support.

23 In addition, we've relocated our
24 school to a new facility.



1 On top of that, this summer we
2 were proud to report a four classroom expansion
3 to accommodate our growth.

4 As we enter our fourth year of
5 operations, we will continue to show diligence
6 in our budget reporting process. We are
7 confident our financial performance will
8 continue to show growth and demonstrate the
9 school is financially viable.

10 Thank you.

11 MR. HUGHES: Mr. Waniger and some
12 cadets, will you please come forward.

13 MR. BRENT WANINGER: My name is
14 Brent Waninger. I'm the Senior Director of
15 Tactical Operations at Delaware Academy.

16 I've been involved in the school
17 since its original startup. And I also serve
18 as the Social Studies department chair.

19 I've been able to create a unit
20 with cadets that you will hear from inside this
21 Charter in an atmosphere that I don't think and
22 I know doesn't exist at typical public schools
23 that allows me to focus on character
24 development, leadership and standards of



1 excellence.

2 So, I will have four of my cadets
3 speak to a different aspect of that program.

4 Thank you.

5 CADET TROOPER THOMAS CARPENTER:

6 My name is Cadet Trooper Thomas Carpenter. I
7 am a sophomore at the Delaware Academy of
8 Public Safety and Security.

9 I'm also the assistant supply
10 officer at my school nature program called
11 Tactical Operational Command, also known as
12 Tac-Ops.

13 Tac-Ops is a distinct program at
14 my school because not only does it offer an
15 opportunity for cadets to go above and beyond
16 the classroom expectations, but leadership
17 opportunities and certifications that other
18 schools with such programs do not offer.

19 Tac-Ops is able to offer
20 opportunities that most school programs don't
21 because the school is based off of public
22 safety field.

23 Tac-Ops is such a fantastic
24 program, cadets in Tac-Ops have the opportunity



1 to attend events, like Special Olympics of
2 Delaware and earning and having the opportunity
3 to earn volunteer hours and/or attending
4 events, such as fire demonstrations with the
5 DelTech Fire Lab.

6 Other things I favor about
7 Tac-Ops is that we are a youth-based
8 organization. We have our own chain of command
9 that is crucial to the leadership standpoints
10 that we have.

11 Tac-Ops chain of command works
12 like so. In Tac-Ops we have a Commanding
13 Officer. Following that assistant is the
14 Executive Officer. Under the Executive
15 Officer, we have different officers. Each
16 officer has a couple assistants and each
17 assistant, as well as the officer, has
18 different jobs.

19 I feel that this makes Tac-Ops
20 fantastic because it gives cadets the
21 leadership opportunity they never had in school
22 before to go above and beyond, as well as
23 improve all relationships and skills they never
24 had.



1 Thank you.

2 CADET CHEYENNE NELSON: Hello.

3 I'm Cadet Cheyenne Nelson. I attend DAPSS. It
4 is my third year. I'm a junior.

5 For the past three years, our
6 school has done amazing things in the
7 community. Like in 2012 when Hurricane Sandy
8 hit, we went up to New York and helped
9 survivors.

10 In 2013, we started a CPR
11 training center, which has helped raise
12 awareness for CPR in the First State.

13 Along with public safety, we have
14 helped people like the bowling alley, or we
15 helped our brothers or sisters with first aid
16 and medical supplies, like if they have
17 diabetes or they had a heart attack.

18 We do 65-plus events every year
19 with hundreds of hours of community service.
20 We volunteer with Special Olympics. We do 5k's
21 and even do fun events, like a tactical
22 shooting drill, or we go to a fire alarm and
23 play with fire.

24 But along with that, we learn the



1 most essential part of being a first responder
2 communications. And if we don't have that, we
3 have nothing.

4 In the school, it's like a big
5 thing. It's like Thanksgiving at your
6 grandparents' house. Like you have your aunts,
7 uncles, cousins, nieces, nephews, grandparents,
8 great grandparents, the whole nine yards.

9 And what do you do at your
10 grandparents' house? You play games. Board
11 games. You go outside and play basketball,
12 football, you may even watch sports on TV or
13 watch the Thanksgiving Day Parade and yell how
14 crazy the costumes are.

15 But we also inspire people, like
16 the teachers. I've learned so much from them
17 that I can't imagine where I would be if I did
18 not come here.

19 Growing up in elementary and
20 middle school, I was not the best student. I
21 did okay with my grades. But coming here, I've
22 excelled. I'm getting A's and B's. I have
23 impressed my parents so much they are like, Who
24 are you?



1 But learning to be a first
2 responder, we have to know our community, which
3 is why we do 65-plus events every year so when
4 we get to know them more so when we become a
5 firefighter or police officer, we will know
6 this is where the house is and we know those
7 people.

8 The other week, we had, as
9 Tac-Ops for eighth graders, to bring them to
10 our school. And this little girl, she was in
11 third grade. She wanted to know what the K9
12 dogs did. I was like okay. So, I started
13 telling her they sniff out drugs and alcohol.
14 And she looked at me and kept asking me, What
15 do they do? And I said, They protect you.
16 What else are they there for?

17 Thank you.

18 CADET JORDAN ANGLE: Good
19 evening. My name is Jordan Angle. I'm going
20 to talk about how Tac-Ops has affected me
21 personally.

22 First of all, I really didn't
23 have much structure in my life before Tac-Ops
24 and now I really do. It's great. As Cheyenne



1 talked about, we have a chain of command. That
2 taught me how to respect authority, which you
3 do have to respect authority in Tac-Ops. Also
4 it taught me responsibility.

5 We do a lot of community service,
6 a lot. And it's our responsibility to attend
7 those events, to help out in our community.
8 I'm also a volunteer as a firefighter. So, it
9 also taught me some responsibility for that.

10 Also, we have fitness
11 requirements that we have to meet definitely.
12 We have those requirements. We have to pass a
13 PFT. And that was a struggle. Now, it's
14 great. It's easy.

15 Also, we do military drill. I'm
16 sure you have seen marching and facing
17 movements and plenty of things like that. We
18 do a lot of that every day. And that teaches
19 automatic response, which is very useful in
20 military for a variety of reasons.

21 Thank you.

22 CADET JACLYN SWANSON: My name is
23 Cadet Trooper First Class Jaclyn Swanson. And
24 I'm a sophomore at DAPSS.



1 The Delaware Academy of Public
2 Safety and Security is different than any other
3 school. Not only do we learn about public
4 safety fields, like fire, police and EMS, but
5 it has opened up hundred of doors for us as
6 cadets to explore.

7 As a cadet myself, I benefit so
8 much from my school. I'm only in the beginning
9 of my tenth grade year. So far, I've been
10 certified on a health care provider level in
11 both CPR and first aid.

12 One thing for my school that I
13 absolutely love would be the environment that
14 it's in. Not only is it a smaller school
15 growing by the year, but it's filled by cadets
16 who want to make a difference in their life.

17 Most of us have plans to continue
18 in the path of fire, police and EMS and DAPSS
19 gives us those options to choose, and they
20 educate us on the path that we want to go down.

21 Going throughout my high school
22 years, DAPSS will benefit me greatly by
23 pointing me in the direction that I want to go
24 in.



1 As cadets, my future is
2 everything I have in front of me. By going to
3 DAPSS it is helping me succeed in things, not
4 only as a student, but as a person.

5 Thank you.

6 MS. SHERESE BREWINGTON-CARR:

7 Good evening. My name is Sherese
8 Brewington-Carr. And I'm the proud board
9 member of the DAPSS Academy.

10 The thing that keeps me
11 connected, and I have been involved, I think,
12 since the beginning, helped to hire Chuck,
13 which was a very good decision, and what the
14 students do at school is why I want to tell you
15 a little bit about my background.

16 I actually have been involved in
17 the law enforcement community and with state
18 government almost 30 years. I served in this
19 State as warden of Gander Hill Prison at that
20 time it was called, and also Director of
21 Juvenile Services. And I was also a warden in
22 the State of Connecticut in several facilities,
23 et cetera.

24 And the thing that impressed me



1 about this school is when I was coming along as
2 a woman in a non-traditional field is
3 ultimately there was nothing like it. There
4 was nothing to assist us in terms of
5 considerations about being involved in the
6 first responder community.

7 And in many instances, as a
8 person of color, also, atypically you are,
9 perhaps, maybe put in a position where you are
10 receiving services, most of us as people and
11 citizens in the community.

12 What this school does I think
13 uniquely, and I currently work at the
14 Department of Labor and have so for a period of
15 time, is I think it is very important to
16 associate young people with vocational
17 opportunity, real world experiences and job
18 experiences to be able to make some choices,
19 informed choices about what they want to do
20 when they go out into the world.

21 And this is one way to do it, not
22 just to receive services, but be in a position
23 where they can decide, perhaps, maybe I would
24 like to be on the opposite end. The



1 sensitization, I heard one of our young cadets
2 talking about learning authority and how
3 important that is to understand the importance
4 of authority and citizenship and being together
5 and providing services to people in the
6 community, no matter where they are or what the
7 need is, just being available.

8 So, I am grateful today as a
9 board member. I will continue to be involved
10 with the school as long as they allow me to do
11 so and to see these young people be our future.

12 Thank you.

13 MR. G. DENNIS O'BRIEN: My name
14 is Dennis O'Brien. The most relevant part of
15 my resumé is that I am a United States Marine.
16 Now, 51-years-ago, I was wounded. Eight of my
17 classmates from the academy died making sure
18 fellow Americans were safe. It was a tough
19 time.

20 In 2008, I was captured by the
21 terroristic in Bombay, India. I was captured
22 for seven-and-a-half years. There were people
23 in my part of the hotel that were executed.

24 But a fireman broke through to me



1 after seven-and-a-half hours. Not only did he
2 break through to me, but as I stumbled out the
3 window 50 feet above the ground missing the
4 ladder, he grabbed me and put me back on the
5 ladder and then crawled up my bottom so I
6 wouldn't get hit by the sniper fire.

7 How do you thank somebody like
8 that? How do you thank somebody like that? I
9 took a vow to get in harm's way and this man
10 did. The only way I can figure out how to do
11 it was pass it forward.

12 Take a look at these young
13 cadets. I'm too old to go anywhere more. But
14 they're going to go in. It is because we have
15 taught them well, that sense, duty, honor and
16 courage.

17 Please renew our Charter. We
18 need these kind of people in our lives. We
19 need these people for our community.
20 Appreciate it.

21 MR. CHARLES HUGHES: We can work
22 together on this.

23 I have about 20 letters from
24 families that I would be happy to read in as a



1 document or just pass them on.

2 MS. NAGOURNEY: We'll add them to
3 the record. Each one of those will be listed
4 on the website.

5 MR. CHARLES HUGHES: Thank you
6 very much.

7 MS. NAGOURNEY: It will be my
8 great pleasure to accept them.

9 Anyone else that would desire to
10 speak?

11 Thank you very much. This
12 hearing is now closed. The Secretary and State
13 Board will consider your comments as part of
14 the decision-making process. Thank you very
15 much for coming.

16 (Document was marked as Exhibit
17 No. 1 for identification.)

18 (The Public Hearing was concluded
19 at 6:10 p.m.)

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INDEX

HEARING EXHIBITS

MARKED

Exhibit 1. Folder of 20 letters 31
was marked as Exhibit No. 1.

CERTIFICATE OF REPORTER

PAGE 33



1 State of Delaware:

2 New Castle County:

3

4 CERTIFICATE OF REPORTER

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6 I, Gloria M. D'Amore, Registered
7 Professional Reporter and Notary Public, do
8 hereby certify that the foregoing record, Pages
9 1 to 33 inclusive, is a true and accurate
10 transcript of my stenographic notes taken on
11 Monday, October 6, 2014, in the above-captioned
12 matter.

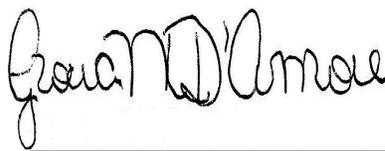
13 IN WITNESS WHEREOF, I have hereunto set my
14 hand and seal this 10th day of October, 2014,
15 at Wilmington.

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GLORIA M. D'AMORE, RPR

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