

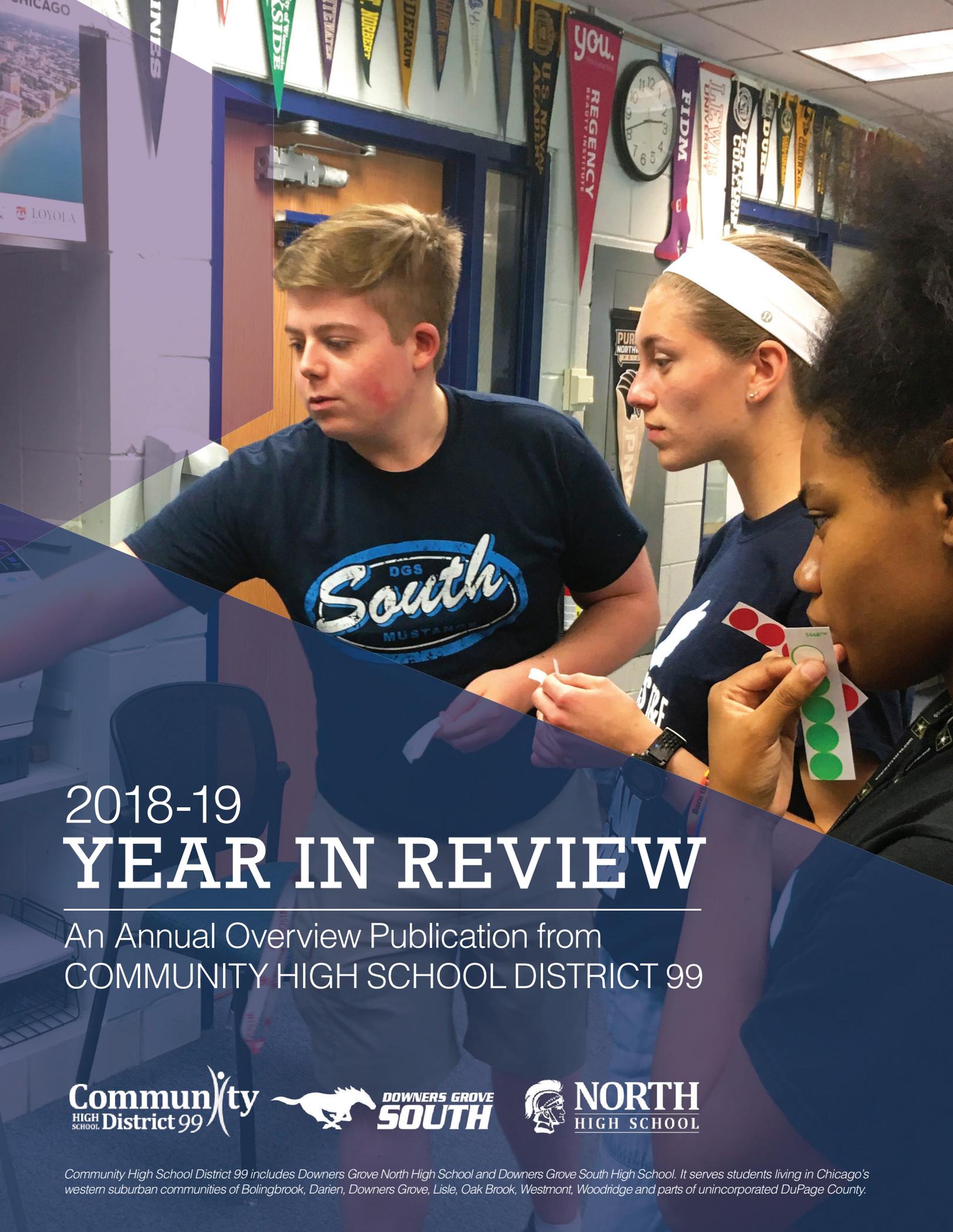
QUESTIONS, COMMENTS OR SUGGESTIONS?

- ✓ Call us at **(630) 795-7100**
- ✓ Visit our website at www.csd99.org
- ✓ Follow us on social media, visit: www.csd99.org/social
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2018-19
YEAR IN REVIEW

An Annual Overview Publication from
COMMUNITY HIGH SCHOOL DISTRICT 99



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Community
HIGH SCHOOL District 99



**DOWNERS GROVE
SOUTH**



**NORTH
HIGH SCHOOL**

Community High School District 99 includes Downers Grove North High School and Downers Grove South High School. It serves students living in Chicago's western suburban communities of Bolingbrook, Darien, Downers Grove, Lisle, Oak Brook, Westmont, Woodridge and parts of unincorporated DuPage County.

Board of Education:

Dr. Nancy Kupka, *President*
Michael Davenport, *Vice President*
Joanna Vazquez Drexler
Sherell Fuller
Daniel Nicholas
Terry Pavesich
Rick Pavinato

Eleanor Flynn,
DGN, *Student Board Member*
Kirk Hoffman,
DGS, *Student Board Member*

Dear Friend of District 99:

Our students and staff at Downers Grove North High School (DGN) and Downers Grove South High School (DGS) achieved much success during the 2018-19 school year. We continued to challenge students academically with over 200 unique courses while providing a caring environment that is responsive to their needs. This year we continued to add courses that provide students with college credit, giving them a head start both academically and financially.

We are proud of the fact that both of our schools are designated as “Commendable” by the State of Illinois, and ranked nationally by U.S. News & World Report as two of the best high schools in the nation.

Beyond academics, we offer a wide breadth of extracurricular experiences for our students and over half take advantage of these opportunities. Whether participating in one of our 28 athletic programs or 50+ competitive or enrichment clubs, our students have the opportunity to explore new interests and develop new skills.

We appreciate the strong partnerships we have throughout our community. Our students benefit from the programs we have created with local businesses and organizations, learning new and valuable skills. Students also contribute by giving back to others through a variety of philanthropic activities throughout the school year.

The success of our students reflects the efforts of our community working together. We appreciate everyone—teachers, staff, parents, caregivers and volunteers—who makes our schools outstanding places for students to learn, grow and prepare for the future.

Thank you for your support.

Dr. Hank Thiele
District 99 Superintendent
hthiele@csd99.org

#99learns #WeAreDGN #DGSPride



Many thanks to outgoing Board Member Donald E. Renner III for his 4 years of dedicated service.



Front row (l-r): Board President Dr. Nancy Kupka, DGN Student Board Member Eleanor Flynn, Board Member Sherell Fuller, Board Member Terry Pavesich, and Board Member Joanna Vazquez Drexler.
Second row (l-r): Board Vice President Michael Davenport, DGS Student Board Member Kirk Hoffman, District 99 Superintendent Dr. Hank Thiele, Board Member Rick Pavinato, and Board Member Daniel Nicholas.

Our Leadership:

A seven-member Board of Education governs District 99. Elected members are unpaid volunteers who serve four-year staggered terms, and represent the voices and opinions of the community. The Board also oversees the Superintendent, who is responsible for the daily operations of the district. Two students, one from each school, serve as non-voting members and fully participate in the Board's public discussions.

The Board typically meets twice a month, on the first and third Mondays, at 6:30 p.m. The meetings are open to the public, and community input is welcomed and encouraged. Find current meeting schedules at www.csd99.org.

Guiding our every decision as a Board of Education is what is best for students. We aim to ensure that all students have access to a positive high school experience — academically, socially and emotionally.

— Dr. Nancy Kupka, Board of Education President



Our Mission:

Our mission is to provide a caring and challenging environment where all students develop as lifelong learners. Our goals for the 2018/19 school year are centered on growing student achievement by focusing on the following:



STUDENT EXPERIENCE:

Evaluate, refine, and develop academic and social emotional programs to ensure high school and postsecondary success for all students.



STAFF EXPERIENCE:

Enhance current practices, identify strengths and challenges, and create new processes that empower staff to create conditions for a positive and effective student experience.



FAMILY & COMMUNITY EXPERIENCE:

Ensure trust, confidence and support for our District through the use of comprehensive, transparent, and consistent communication methods.



ENVIRONMENTAL EXPERIENCE:

Efficiently manage fiscal resources and facilities to support an educational program that is designed to promote a valued student, staff, and community.



FUTURE EXPERIENCE:

Embark on a plan, leading to a process of identifying strategic goals committed to developing organizational readiness for future opportunities.

Strategic Planning Process:

A formal strategic plan process that will include community input will begin in January 2021.

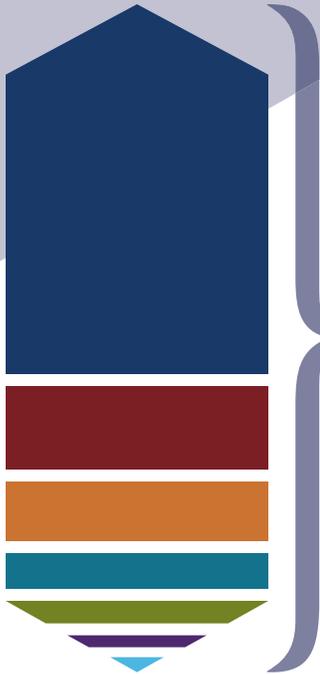
Legislative Education Network:

District 99 is an active member of LEND, the Legislative Education Network of DuPage, and helps to identify and influence legislation that impacts our students. Former Board Member Donald Renner III served as an Executive Committee Member.

“ For more details and information, please visit us online at www.csd99.org/d99goals. ”

Our Students:

We serve nearly 5,000 students at DGN and DGS. Students come to us from five public elementary school districts (Downers Grove 58, Maercker 60, Darien 61, Center-Cass 66 and Woodridge 68) as well as private schools. According to a 2016 report of housing and population trends prepared by a professional demographer, enrollment is projected to remain level through 2031/32.



Student Profile:

65.3% White

15.4% Hispanic

9% Black

6.7% Asian

3.3% 2+ Races

0.2% American Indian

0.1% Pacific Islander



22% OF DISTRICT 99 STUDENTS are (considered) from low income households.

THIS YEAR, 154 STUDENTS participated in our English Language Learners (ELL) program, which represented 18 different languages. The ELL program includes students of a variety of ethnic backgrounds who need extra help learning English in order to increase their overall academic performance.

DISTRICT 99'S BILINGUAL PROGRAM supports Spanish-speaking students learning English. A district-wide Bilingual Parent Advisory Committee (BPAC) supports their families and meets several times a year to discuss relevant issues and bring in guest speakers to address their unique needs.

THE TRANSITION 99 CENTER served 60 students with special needs after high school this year; we provide services until students turn 22 years old. We are grateful to the many local businesses that train and employ our students, empowering them to become contributing, productive members in our community.

STUDENTS BY COMMUNITY:*	DGN (2,142 students)	DGS (2,752 students)
<i>Bolingbrook:</i>	--	3%
<i>Darien:</i>	--	12%
<i>Downers Grove:</i>	66%	42%
<i>Lisle:</i>	3%	--
<i>Oak Brook:</i>	2.5%	--
<i>Westmont:</i>	9.5%	5%
<i>Woodridge:</i>	19%	38%

*Enrollment figures as of March 27, 2019



Academic Excellence:

Our high educational standards are essential in promoting student achievement. At District 99, students of all backgrounds and ability levels are challenged to reach their full potential through consistent and equitable learning techniques. Our students continue to challenge themselves and excel academically, outperforming state academic measures.

The Illinois State Board of Education expanded its accountability system this year to include multiple measures of student success beyond test scores. In addition to proficiency scores in math and English, schools are also evaluated on measures such as graduation rates and 9th graders on track to graduate. Using these measures, the State of Illinois rated both North High and South High as “Commendable,” which is the second highest designation.

	D99 Averages	State Averages
Graduation Rate:	94%	88%
9th Graders on Track to Graduate:	92%	86%
Total SAT Score:	1101.8	1007.1
English Language Arts SAT Score:	541	505.6
Math SAT Score:	560.8	501.4

Supporting All Levels:

Our students continue to enroll in challenging courses, with almost half of students taking Advanced Placement, Honors or Dual Credit courses. We also identify and support students who need additional interventions, such as courses with extended time periods and after-school tutoring programs.

NOTABLE ACCOLADES:

- 4 National Merit Scholars
 - DGN, Alena Spreitzer and Marion Deal
 - DGS, Carson Aldrich and Ethan Pawl
- National Hispanic Merit Scholar DGS Christopher Cossyleon
- 17 National Merit Commended Scholars at DGN and DGS
- 231 Illinois State Scholars at DGN and DGS
- 800+ students are members of the National Honor Society, National Technical Honor Society, National Music Honor Society (Tri-M), and National Spanish, French and German Honor Societies

HONORING THOSE WHO EXCEL:

This year, 66 students achieved the designation of “Distinguished Honors” after receiving a cumulative 4.4 or higher weighted grade point average (on a 4.0 scale) after seven semesters in high school. In addition, over 400 students achieved the designation of “High Honors” or “Honors” after receiving a cumulative 4.0 or higher or 3.4 or higher weighted grade point average.



Becoming Future Ready:

At District 99, students receive rigorous instruction and learn how to think critically and creatively. This serves as a strong foundation for those who continue their education—and those who enter the workforce, military, or pursue other paths after graduation from high school.

MAKING COLLEGE ATTAINABLE & AFFORDABLE:

Preparing students for higher education is a priority, and 86% of our graduates enroll in a two- or four-year college or university. Our College & Career Centers organize visits by college and university representatives and provide assistance with the admissions process and applying for scholarships and financial aid.

- ✓ In an effort to close the achievement gap, we provide a specialized program for 162 students. AVID (Advancement Via Individual Determination) equips students with the academic instruction, tutorial support and motivation they need to attend college and be successful.
- ✓ Students can receive college credit while in high school:
 - 27 Advanced Placement courses allow students the chance to earn college credit depending on exam scores.
 - We offer Dual Enrollment courses through Benedictine University and North Central College, allowing students to earn college credit while still in high school.
 - We offer several Dual Credit courses, for which students earn high school and college credit concurrently.
 - New this year, students who have attained proficiency in English and Spanish, French or German may earn the Illinois State Seal of Biliteracy and earn college credit at public Illinois colleges and universities.

VOCATIONAL TRAINING:

District 99 provides abundant opportunities for students to explore interests and develop skills that are in high demand in the workplace today.

- ✓ Our Career and Technical Education departments encourage students to explore their interests and talents by offering courses in areas such as business, culinary arts, education, engineering, and design.
- ✓ Local businesses support our Cooperative Work Training program, providing on-the-job experiences across multiple industries, such as medical, legal, sales, hospitality, retail, and engineering.
- ✓ Students studying child development put their knowledge into practice by instructing children ages 2-5 years old at dedicated preschools located inside our buildings.
- ✓ Students studying education can “test drive” teaching; they are paired with local elementary and middle school teachers and plan lessons and teach students throughout the school year. The class provides six hours of college credit from the College of DuPage.
- ✓ The Technology Center of DuPage offers specialized training for 125 of our students, with access to 20 different programs such as Automotive Technology, Fire Science/ Emergency Medical Technician, Cosmetology, and Welding Technology.





DID YOU KNOW?

D99's Financial Reporting is Consistently Recognized

District 99 received a "Certificate of Excellence" from the Association of School Business Officials International for the 20th year in a row. This transparency about our financial condition goes beyond minimum requirements.

Our Community Engagement Efforts have Received High Honors

The Illinois Chapter of the National School Public Relations Association recognized the District 99 Communications team with an Award of Excellence and Golden Achievement Award for its community engagement efforts surrounding the Master Facility Plan and an Award of Merit for the 2017/18 Year in Review.



We have a Strong Commitment to Transparency

Our Superintendent Advisory Council meets throughout the school year to discuss topics impacting our students.

Email communications@csd99.org to learn ways you can get involved. Our bi-monthly Board of Education meetings are videotaped and can be viewed within 48 hours on our Youtube channel at

 www.youtube.com/csd99media





Our Master Facility Plan is in Full Swing

The community approved the Master Facility Plan in March 2018, which allowed us to install air-conditioning before the first day of school on August 17, 2018. Three more construction phases will take place through the fall of 2021. Sign up for weekly updates at www.csd99.org/MFP.

We're Thinking Outside the Box to Save Taxpayer Dollars

Compared to other districts in our area, District 99 is in the lower half of transportation costs due to the creative shared services structure we have with our affiliated school districts, District 58 and District 68.

Discovering New Strengths

We provide abundant opportunities for our students with special needs to develop new skills and talents. In addition to inclusion in the classroom, students participate in extracurricular activities (band and choir) as well as athletic competitions in a variety of sports, including through Special Olympics.

We Expand Classroom Boundaries, Making the World Smaller

This year, students participated in musical exchanges with Bietigheim-Bissingen Musikschule students from Germany and the Mushashino Wind Ensemble from Japan. In addition, the DGN band marched in London's New Year's Day Parade.

The State's Online Report Card Provides Additional Performance Details

The Illinois Report Card provides a wealth of information about our district and schools, as well as all public schools in Illinois. Find links to our information at www.csd99.org/reportcards.





Extracurricular Achievements:

We offer more than 50 extracurricular clubs and activities and 28 athletic programs to encourage student involvement.

PROUD MOMENTS FROM THE 2018/19 SCHOOL YEAR INCLUDE:

- ✓ Speech State Champion in Original Comedy – *DGS Kevin Tate*
- ✓ First place at College of DuPage Engineering Olympics – *DGS Engineering Team*
- ✓ First place in Speech Category at Illinois District National Speech & Debate Tournament – *DGS Speech Team*
- ✓ Illinois District Speech Student of the Year – *DGS Janella Guzman*
- ✓ FCCLA State Gold Medalist – *DGS Sydney Gaspari, Interior Design*
- ✓ 21 students selected to perform in the Illinois Music Education Association All-State Bands, orchestras, choirs, jazz bands and vocal jazz ensembles
- ✓ Individual SkillsUSA State Champions and National Qualifiers: *DGS Ronald Kenyeri, Jason Papanicholis, Matthew Perry, Mitchel Thiel*

DISTRICT 99 DOMINATES IN ATHLETICS:

- ✓ This year, our DGN and DGS teams had regional, sectional, and sweet sixteen championships, including teams finishing second (DGN Volleyball) and third (DGS Girls Cross Country) in the state. In addition, there were numerous individual state medalists.

COMPETING AT THE NATIONAL LEVEL:

- ✓ Five student-artists earned National Medals in Scholastic Art Awards:
 - Individual National Gold Medalist in Drawing & Illustration – *DGN Cosette Thompson, “The Narrow Doorway”*
- ✓ 10 students qualified for the National Speech & Debate Association Tournament
- ✓ 7 students qualified for the DECA National Competition
- ✓ 4 students qualified for National SkillsUSA Competition

“50% of our students are involved in at least one activity at school. Research shows that involved students achieve greater academic success.”

ENSURING WELLNESS:

We help students develop into healthy young adults. Our counselors, psychologists, social workers and substance abuse prevention staff members provide support for all students.

- ✓ Throughout the year, both schools hosted mindfulness activities. Students visited with therapy dogs, played board games and created art as stress relief during the school day.
- ✓ Our Positively North and Mustang Way programs fostered a positive school climate by teaching lessons about healthful lifestyles and choices and recognizing positive behavior. More than 3,000 students were recognized by their teachers this year.
- ✓ We hosted three Operation Snowball weekend retreats, where students learned more about leadership, healthy relationships and self-esteem.
- ✓ We engaged outside experts to present to students and parents on topics such as building resiliency and social media safety.

“The Narrow Doorway” by *Cosette Thompson*

Innovative Staff:

Our dedicated teachers, principals and staff members are critical to ensuring the success of students. We work collaboratively on ways to improve our instruction, and all staff members have access to diverse and dynamic development opportunities. Our approach aims to foster a positive experience for all students.



D99 Employs 732 Full-Time Staff Members:

75% Teachers, principals, deans, counselors, psychologists, paraprofessionals, classroom support staff & permanent substitute teachers

21% Specialized support staff (nurses, campus security, technology support, office staff, custodial, maintenance & grounds personnel)

4% Administrative leadership, professional & technical staff

STAFF ACHIEVEMENTS:

- ✓ DGN Ashley Remegi – Won a competitive scholarship from the National Science Teachers Association to attend national workshops
- ✓ DGN Science Department Chair Mike Heinz – Selected to participate in the 2019 MIT Science and Engineering Program for Teachers, attended by teachers worldwide and hosted by Massachusetts Institute of Technology
- ✓ DGS Tiffany Rubin – Wrote and directed an original play, *Julius Caesar*, an adaptation of the Shakespeare original, which was selected for the Illinois High School Theatre Festival
- ✓ DGN John Sipple – Named 2017-18 Illinois Boys Cross Country Coach of Year by the National Federation of State High School Associations
- ✓ DGN Eric Landschoot – Named 2018 Softball Coach of the Year by the Illinois Softball Coaches Organization
- ✓ DGN Janice Schwarze – Became an Executive Committee Member and National Conference on English Leadership Chair for the National Council of Teachers of English
- ✓ DGN Brayer Teague – Finished a two-year term as the President of the Illinois Music Education Association

“Of District 99’s certified staff, 91% hold advanced degrees.”



EDUCATION IN EQUITY:

Providing quality educational opportunities for all students means ensuring an equitable and inclusive culture at our schools; the following efforts reflect our commitment:

- Two faculty members serve as District Diversity Advisors, facilitating conversations surrounding diversity and school culture.
- The D99 Diversity Committee is focused on recruiting and retaining diverse staff members.
- We offer a variety of peer-led development programs that promote change through self-reflection. Over 80 faculty and staff members have volunteered to participate in in-depth trainings held after work hours.
- New this year, all staff members participated in diversity and inclusion trainings created by the D99 Equity Team, listening to and learning from the experiences of one another.
- Next year, Student Equity Leaders will help to design programming for their peers.



Learning Environment:

The people working inside our buildings inspire our students, and our environment is safe and functions well to support that inspiration.

SAFETY AND SECURITY:

This year, several new security enhancements reinforce the safety of our schools. In addition to installing blue police alarm pull-stations in strategic locations, we created two new Lead Security Officer positions. Russ Rau (DGN) and Dan Niemann (DGS) both have decades of law-enforcement experience, manage a team of security officers, and are armed.

“Rapport with students is the biggest asset we have in ensuring student safety.” — Dan Niemann, Lead Security Officer at South High & Retired Police Officer

TECHNOLOGY:

Technology is a key resource and fundamental to our instruction. We provide every District 99 student with a Chromebook, providing equal access to instruction and digital content. Two dedicated instructional coordinators and seven other expert faculty members support their colleagues by enhancing lessons using innovative technologies.

Our technology team maintains a robust infrastructure that supports exponential growth. Our internet capacity has increased over 1,400% in the last five years. In the last six months alone, over one million digital files have been added by staff and students.

MASTER FACILITY PLAN PROGRESS:

Thanks to the community’s support, District 99 is moving forward with key renovations and upgrades. The first project promised and delivered was installing air-conditioning before the first day of school on August 17, 2018. Everyone appreciated the cooler climate, which created an environment more conducive to learning.

Student, staff, neighbor and community groups provided detailed input to architects about the facility designs, which were presented to the community in October 2018.

You’ll find detailed videos and renderings of both schools at www.csd99.org/MFP. You can also subscribe to *Facility Friday*, a weekly newsletter with construction and financial updates.



CONSTRUCTION TIMELINE:

Spring 2019 - Fall 2021

Construction Update

WHAT'S UNDER CONSTRUCTION & WHEN AT SOUTH HIGH?

- ✓ Main entrance secured vestibule, administrative center, culinary arts, life skills classrooms and second turf field – **Summer 2019**
- ✓ Visual arts and science addition and bleachers/squad rooms – **2019/20 school year**
- ✓ Auditorium and Learning Commons – **2020/21 school year**
- ✓ Library and technology support renovations – **Summer 2021**

WHAT'S UNDER CONSTRUCTION & WHEN AT NORTH HIGH?

- ✓ Main entrance secured vestibule, building services renovation, radio/tv classroom, multi-needs classrooms and five renovated classrooms – **Summer 2019**
- ✓ New gymnasium, athletic lofts, kitchen, serving areas and bleachers/squad rooms – **2019/20 school year**
- ✓ Dining area, culinary arts classroom, library renovation, and three classrooms on third floor – **Summer 2020**
- ✓ Learning Commons and new classrooms for visual arts and science – **Summer 2020 & 2020/21 school year**
- ✓ College and career, student service areas, new classrooms for Career and Technical Education – **Summer 2021**

OPEN HOUSE & TOURS:

Celebrate the progress of the Master Facility Plan and join us at our open houses and tours this fall:

- ✓ Friday, September 20, 2019 at 4:30 p.m. – **South High**
- ✓ Friday, October 4, 2019 at 4:30 p.m. – **North High**



**DOWNERS GROVE
SOUTH**



**NORTH
HIGH SCHOOL**



Connecting With Community:

Key to student success is a strong partnership with our community. We actively find ways to invite the public into our schools, form partnerships, and give back to others.

VALUED TRADITIONS:

In addition to the artistic and athletic performances by our talented students, we hosted special annual community events this year. At DGN, senior citizens enjoyed the Caring is Sharing concert and local veterans were honored during the all-school Veterans Day Assembly. At DGS, families participated in the Halloween Fun Fair and Daddy/Daughter Dance. This year, more than 70 local realtors attended our 3rd Annual Realtor Breakfast and learned how District 99 and our associated districts provide value to residents.

KEY PARTNERSHIPS

Partnering with community businesses and organizations benefits our students and staff. We work with Chamber630 to offer the Attainable Futures program, which prepares students for the world of work by connecting them to local businesspeople. New this year, we launched a professional development workshop for teachers called

“Building Bridges,” where teachers toured select local businesses to learn first-hand what skills students need to be successful after graduation.

GIVING BACK:

Our high schools create lasting memories about giving for students, which we hope has a positive impact on their lives well beyond their high school years. In November, over 50 DGN students from German Club, Spanish Club and the National Honor Society volunteered for Feed My Starving Children. This year, DGS students supported Erika’s Lighthouse, an organization dedicated to promoting awareness about teenage depression.

HONORING OUR ALUMNI:

Every other year, we recognize graduates who have made significant contributions to society and whose accomplishments honor the legacy of excellence at our schools. We were proud to honor the following alumni in 2018:



DGN ALUMNI AWARD OF EXCELLENCE:

- **Staff Sergeant Kristin Bowers USMC**, *Professional Clarinetist, Class of 2002*
- **Dr. Christine Todd**, *Doctor & Humanitarian, Class of 1985*
- **Dr. Thomas Wascher**, *Neurosurgeon, Class of 1977*

DGS DISTINGUISHED ALUMNI:

- **Maudlyne Ihejirika**, *Chicago Journalist, Class of 1981*
- **Amy Liss**, *Motivational Speaker & Volunteer, Class of 2001*
- **Dr. Robert Roose**, *Physician Leader, Class of 1997*
- **Dr. Samir Soneji**, *Air Force Captain & Public Health Researcher, Class of 1994*
- **Captain Nicholas Tilbrook**, *Navy Captain, Class of 1988*

“This year, 600 people attended the District 99 Education Foundation’s 6th annual “Pizza Wars.” A record 35 community businesses sponsored the event, as well as nine local pizzerias. The effort raised more than \$15,000 for grants and scholarships. We thank all of the parent, fine arts and athletic booster groups for their tireless work on behalf of our students.”



District Financials:

District 99 takes a conservative approach to financial management, which keeps our educational programs and operations stable. The Board approved a balanced budget of \$92 million in September 2018, which the district maintained throughout the school year.

FUNDING SOURCES — REVENUES:

Local property taxes provide the majority of revenue for our schools. District 99 requests funding through a levy annually, and the amount is only allowed to increase by the Consumer Price Index or 5%, whichever is less.

Funding Revenues:

83% Local Property Tax

7% Other Local Sources

7% State

3% Federal



FUNDING SOURCES — EXPENDITURES:

Like service-based companies, schools are a people intensive business. Salary and benefits for teachers and staff represent 75% of our total budget. (Revenues/expenses may increase/decrease when new property is developed.)

Funding Expenses:

75% Salary & Benefits

9% Purchased Services
(Includes transportation & food services)

6% Tuition
(for special education services & vocational opportunities)

5% Supplies & Materials
(includes textbooks, utilities, paper & workbooks)

3% Debt Service

2% Routine Repairs & Maintenance



- ✓ **District 99's instructional expenditure** per pupil is \$11,819.
- ✓ **District 99's total tax rate** is \$1.95, the second lowest among all districts in DuPage County, making it a good value to taxpayers.

FACILITY EXPENDITURES:

To keep both North High and South High running efficiently, we invest up to \$2 million per year for facility maintenance and repairs out of our Operating Budget. We maintain a comprehensive list of our most pressing needs and address them annually.

Separate from our Operating Budget is the Master Facility Plan (MFP). The community approved the issuing of bonds to fund this major undertaking and upgrade to our facilities.

Wight & Company is our construction manager and is assisting in the planning, pre-construction, bidding, construction and phasing the stages of the plan. District 99 entered a "guaranteed maximum contract" with Wight, meaning that the projects cannot exceed our budgeted amount.

All construction projects are publicly bid, and District 99 follows Illinois School Code for purchasing practices. Contractors are subject to specific qualifications. District 99 issues requests for proposals and must by law award the bids to the lowest responsible bidder.