

REQUEST FOR PROPOSALS
Minnesota Department of Administration
State of Minnesota

RFP for Development of a Facility Condition Assessment (FCA) Process

PROJECT OVERVIEW

The State of Minnesota currently uses a process of collecting facilities condition assessment data based on the process built into the State's Real Property Archibus software application. Archibus utilizes a MS-SQL Server database. The State's current format for organizing building condition assessment data is the CSI, (Construction Specifications Institute) 1995 format. Nineteen State agencies with custodial control of real property are required to report building conditions at the CSI Division Level (Divisions 2 thru 16). Assessments are conducted by State employees and external contractors, and are delivered to the Department of Administration via the Archibus application by September 1 of each year. The State currently owns approximately 30 million square feet of space in approximately 5,500 buildings (See attached chart – Attachment A).

The State's current method of assessing building conditions varies by agency. State employee assessors have differing backgrounds and experiences in the field of facilities management. Assessor's opinions often differ when completing a condition assessment, resulting in subjective evaluations of conditions. The attached 1993 *The Facility Audit Survey* (Attachment B) is a tool that some State agencies utilized in the past. It is the goal of the State to develop a uniform process for conducting condition assessments that is objective and intuitive.

GOAL

The State of Minnesota is in need of standard, self-maintained, Facility Condition Assessment processes, reports, and measurements that will result in consistent, accurate, real time information regarding the condition of real property in the State of Minnesota that can be easily utilized by State staff or contracted consultants. Specific goals include definition of cost effective processes for collecting FCA data including best practices, definition of standard data elements and reports, and definition of minimum qualifications for persons performing FCA's. The State of Minnesota utilizes Archibus; all processes developed for FCA must result in either direct entry of data into Archibus or in a format that is completely compatible for direct upload into the Archibus database.

TASKS

1. By utilizing a survey form(s) and/or interview process, of a representative cross section of stakeholders involved in agency FCA's, provide a business analysis to determine specific requirements, and recommend best methods and practices to gather required assessment data on an Enterprise level. Recommendations must take into account that some agencies will perform more comprehensive assessments above the requirements of the Enterprise. The process for the collection of this agency specific data is not within the scope of this RFP. However, recommendations should be made so that the inclusion of the comprehensive assessment data does not inhibit the ability of the State to analyze the condition of its facilities on an equal and objective basis.
2. Analyze industry approaches to CRV, (Current Replacement Value), and recommend standards for the State.
3. Develop an objective methodology and recommend industry standard tools, such as software, handheld technologies, checklists, etc. for conducting facility condition assessments. Delivery

of more than one method may be based on building type, location, or any other criteria as appropriate.

4. Provide options for accomplishing FCA's internally including such items as how to cost effectively allocate the work of assessments. Provide examples of how FCA's are accomplished in the public and private sectors. Develop and provide qualifications of assessors.
5. Provide training material on recommended FCA process.
6. Work closely with the Enterprise Real Property Total Infrastructure Facilities Management (TIFM) Administrator and members of the Minnesota Enterprise TIFM Team (METT) as needed.
7. Provide weekly written progress reports to the Enterprise Real Property TIFM Administrator.
8. Deliver final written report including all analyses, methodologies, options, process flow diagrams, recommendations and training materials in hard copy and electronic format.

All work shall be completed by the contractor within ninety (90) calendar days of execution of a contract.

Responders are encouraged to propose additional tasks or activities if they will substantially improve the results of the FCA process. These items should be separated from the required items on the cost proposal.

PROCESS SCHEDULE

1. Publish Request for Proposals	Monday, September 10, 2012
2. Deadline for questions	Thursday, September 20, 2012 by 2:00 p.m. C.T.
3. Post response to questions	Thursday, September 27, 2012 by 2:00 p.m. C.T.
4. Proposals due	Thursday, October 4, 2012 by 12:00 Noon C.T.
5. Anticipated proposal evaluation begins	Monday, October 8, 2012
6. Interview dates if needed	TBD
7. Anticipated proposal evaluation complete	Monday, October 22, 2012 or earlier
8. Anticipated contract execution	Thursday, November 15, 2012

Questions:

Questions regarding this request for proposal should be submitted in writing via mail or email by Thursday, September 20, 2012 at 2:00 p.m. C.T to:

Fred Anderson
Department of Administration
Real Estate and Construction Services
50 Sherburne Avenue, Room 309
St. Paul, MN 55155
Email Address: fred.j.anderson@state.mn.us

Other personnel are **NOT** authorized to discuss this request for proposal with responders, before the proposal submission deadline. Contact regarding this RFP with any personnel not listed above could result in disqualification.

Questions and answers will be posted by the State at <http://www.admin.state.mn.us/recs/sms/sms-sa.html> by Thursday, September 27, 2012 at 2:00 p.m. C.T.

PROPOSAL CONTENT

Responders should submit the following information:

1. Company overview
 - a. Provide company description, history and growth
 - b. Provide current financial data
 - c. Provide a list and describe experience on similar projects
 - d. For companies with multiple locations, briefly summarize locations
2. Project Overview
 - a. Describe your understanding of the project, scope, tasks and deliverables
 - b. Describe your service delivery
 - c. Describe unique qualifications, if any
3. Staff Overview
 - a. Provide resumes of staff assigned to this project and office locations
 - b. Provide responsibilities of staff assigned to this project
4. Provide three client contacts and three reference letters for which the company has provided similar services.
5. Provide statement regarding any conflict of interests
6. Provide lump sum cost proposal under separate cover (**the cost proposal should be submitted in a separate sealed envelope labeled “Cost Proposal”**).

The **Complete Request for Proposals** is comprised of all the following documents:

1. Project Description – scope of services

The following exhibits are considered to be part of this RFP and may be found at <http://www.admin.state.mn.us/recs/cs/cs-mgf.html>:

2. Exhibit D
 - a. D1, State Insurance Requirements
 - b. D2, Consultant Certificate of Insurance (to be provided by the Responder if awarded a contract)
3. Exhibit E, Affirmative Action Certification (to be completed by Responder)
4. Exhibit F, Certification Regarding Lobbying (to be completed by Responder)
5. Exhibit G, Not Used
6. Exhibit H, Not Used
7. Exhibit I, Affidavit of Noncollusion (to be completed by Responder)
8. Exhibit J, Not Used
9. Exhibit K, Consultant Performance Evaluation
10. Exhibit L, Project Energy/Utility Savings
11. Exhibit M, Veteran-Owned/Service-Disabled Veteran-Owned Preference Form (if applicable)

Goal: The goal of this RFP is to enter into a contract to obtain services with the best value responder. This RFP does not obligate the State to complete the project and the State reserves the right to cancel the solicitation if it is considered to be in its best interest.

Unless otherwise notified in writing by the State, services are to begin immediately only upon complete execution of the Contract and receipt of a Notice to Proceed.

All proposals must be in a **sealed envelope and received no later than 12:00 Noon C.T., on Thursday, October 4, 2012**, as indicated by a date/time-stamp made by the receptionist at the following address:

Department of Administration
Real Estate and Construction Services
50 Sherburne Avenue, Room 309
St. Paul, MN 55155
Attn.: Talia Landucci Owen, Contract Specialist

Late proposals will not be considered.

All costs incurred in responding to this RFP will be borne by the responder. Fax and email responses will not be considered.

Submit ten (10) paper copies and one electronic copy (CD or DVD) of the Technical Proposal. Proposals are to be sealed in mailing envelopes or packages with the responder's name and address written on the outside and clearly marked on the outside "FCA Technical Proposal". Each copy of the proposal must be signed in ink by an authorized member of the firm.

Submit one paper copy and one electronic copy (CD or DVD) of the Cost Proposal. Proposals are to be sealed in mailing envelopes or packages with the responder's name and address written on the outside in a separately sealed envelope clearly marked on the outside "FCA Cost Proposal". For purposes of completing the cost proposal, the state does not make regular payments based upon the passage of time; it only pays for services performed or work delivered after it is accomplished.

Proposals will be evaluated on "best value" as specified below. The cost proposal will not be opened by the review committee until after the qualifications points are awarded.

This request for proposal does not obligate the state to award a contract or complete the project, and the state reserves the right to cancel the solicitation if it is considered to be in its best interest.

PROPOSAL EVALUATION

All responses received by the deadline will be evaluated by representatives from State Enterprise Real Property agencies. Proposals will first be reviewed for responsiveness to determine if the minimum/mandatory requirements have been met. Proposals that fail to meet minimum requirements will not advance to the next phase of the evaluation. The State reserves the right to invite the highest scored responders to interview, or conduct demonstrations/presentations. The state reserves the right to seek best and final offers from one or more responders. A 100-point scale will be used to create the final evaluation recommendation.

Mandatory Requirements (Scored as Pass/Fail)

The following will be considered on a **pass/fail basis**:

1. Submit proposal by 12:00 Noon, on Thursday, October 4, 2012.
2. Required minimum qualifications of staff providing services:
 - a. Three years of experience developing facility condition assessment (FCA) processes, including but not limited to FCA methodologies, FCA tools, FCA indices, and FCA industry best practices and standards (Clearly explain how this requirement is met).

- b. Three years of experience with a facility condition assessment database application (Clearly explain how this requirement is met).

Evaluation Factors (Scored based on percentage or points)

The factors and weighting on which proposals will be evaluated are:

1. Company Overview: Experience in providing similar services with similar projects (10%)
2. Project Overview: Understanding of the project; service delivery (25%)
3. Staff Overview: Resumes; responsibilities of staff (30%)
4. Three reference letters from clients with similar needs as the State of Minnesota (5%)
5. Lump Sum Cost (30%)

GENERAL REQUIREMENTS

Affidavit of Noncollusion

Each responder must complete the attached Affidavit of Noncollusion and include it with the response.

Conflicts of Interest

Responder must provide a list of all entities with which it has relationships that create, or appear to create, a conflict of interest with the work that is contemplated in this request for proposals. The list should indicate the name of the entity, the relationship, and a discussion of the conflict.

Proposal Contents

By submission of a proposal, Responder warrants that the information provided is true, correct and reliable for purposes of evaluation for potential contract award. The submission of inaccurate or misleading information may be grounds for disqualification from the award as well as subject the responder to suspension or debarment proceedings as well as other remedies available by law.

Disposition of Responses

All materials submitted in response to this RFP will become property of the State and will become public record in accordance with Minnesota Statutes, section 13.591, after the evaluation process is completed. Pursuant to the statute, completion of the evaluation process occurs when the government entity has completed negotiating the contract with the selected vendor. If the Responder submits information in response to this RFP that it believes to be trade secret materials, as defined by the Minnesota Government Data Practices Act, Minnesota Statute § 13.37, the Responder must:

- clearly mark all trade secret materials in its response at the time the response is submitted,
- include a statement with its response justifying the trade secret designation for each item, and
- defend any action seeking release of the materials it believes to be trade secret, and indemnify and hold harmless the State, its agents and employees, from any judgments or damages awarded against the State in favor of the party requesting the materials, and any and all costs connected with that defense. This indemnification survives the State's award of a contract. In submitting a response to this RFP, the Responder agrees that this indemnification survives as long as the trade secret materials are in possession of the State.

The State will not consider the prices submitted by the Responder to be proprietary or trade secret materials.

Notwithstanding the above, if the State contracting party is part of the judicial branch, the release of data shall be in accordance with the Rules of Public Access to Records of the Judicial Branch promulgated by the Minnesota Supreme Court as the same may be amended from time to time.

Contingency Fees Prohibited

Pursuant to Minnesota Statutes Section 10A.06, no person may act as or employ a lobbyist for compensation that is dependent upon the result or outcome of any legislation or administrative action.

Sample Contract

You should be aware of the State's standard contract terms and conditions in preparing your response. A sample State of Minnesota Professional/Technical Services Contract is available on the RECS website at <http://www.admin.state.mn.us/recs/>. Much of the language reflected in the contract is required by statute. If you take exception to any of the terms, conditions or language in the contract, you must indicate those exceptions in your response to the RFP; certain exceptions may result in your proposal being disqualified from further review and evaluation. Only those exceptions indicated in your response to the RFP will be available for discussion or negotiation.

Reimbursements

Reimbursement for travel and subsistence expenses actually and necessarily incurred by the contractor as a result of the contract will be in no greater amount than provided in the current "Commissioner's Plan" promulgated by the commissioner of Employee Relations. Reimbursements will not be made for travel and subsistence expenses incurred outside Minnesota unless it has received the State's prior written approval for out of state travel. Minnesota will be considered the home state for determining whether travel is out of state.

Organizational Conflicts of Interest

The responder warrants that, to the best of its knowledge and belief, and except as otherwise disclosed, there are no relevant facts or circumstances which could give rise to organizational conflicts of interest. An organizational conflict of interest exists when, because of existing or planned activities or because of relationships with other persons, a vendor is unable or potentially unable to render impartial assistance or advice to the State, or the vendor's objectivity in performing the contract work is or might be otherwise impaired, or the vendor has an unfair competitive advantage. The responder agrees that, if after award, an organizational conflict of interest is discovered, an immediate and full disclosure in writing must be made to the Assistant Director of the Department of Administration's Materials Management Division ("MMD") which must include a description of the action which the contractor has taken or proposes to take to avoid or mitigate such conflicts. If an organization conflict of interest is determined to exist, the State may, at its discretion, cancel the contract. In the event the responder was aware of an organizational conflict of interest prior to the award of the contract and did not disclose the conflict to MMD, the State may terminate the contract for default. The provisions of this clause must be included in all subcontracts for work to be performed similar to the service provided by the prime contractor, and the terms "contract," "contractor," and "contracting officer" modified appropriately to preserve the State's rights.

Preference to Targeted Group and Economically Disadvantaged Business and Individuals

In accordance with Minnesota Rules, part 1230.1810, subpart B and Minnesota Rules, part 1230.1830, certified Targeted Group Businesses and individuals submitting proposals as prime contractors will receive a six percent preference in the evaluation of their proposal, and certified Economically Disadvantaged Businesses and individuals submitting proposals as prime contractors will receive a six percent preference in the evaluation of their proposal. Eligible TG businesses must be currently certified by the Materials Management Division prior to the solicitation opening date and time. For information regarding certification, contact the Materials Management Helpline at 651.296.2600, or you may reach the Helpline by email at mmdhelp.line@state.mn.us. For TTY/TDD communications, contact the Helpline through the Minnesota Relay Services at 1.800.627.3529.

Veteran-Owned Preference

In accordance with Minnesota Statute §16C.16, subd. 6a, veteran-owned businesses with their principal place of business in Minnesota and verified as eligible by the United States Department of Veterans Affairs' Center for Veteran Enterprises (CVE Verified) will receive up to a 6 percent preference in the evaluation of its proposal.

Eligible veteran-owned small businesses include CVE verified small businesses that are majority-owned and operated by either recently separated veterans, veterans with service-connected disabilities, and any other veteran-owned small businesses (pursuant to Minnesota Statute §16C.16, subd. 6a).

Information regarding CVE verification may be found at <http://www.vetbiz.gov>.

Eligible veteran-owned small businesses should complete and **sign** the **Veteran-Owned Preference Form** in this solicitation. Only eligible, CVE verified, veteran-owned small businesses that provide the required documentation, per the form, will be given the preference.

Foreign Outsourcing of Work Prohibited

All services under this contract shall be performed within the borders of the United States. All storage and processing of information shall be performed within the borders of the United States. This provision also applies to work performed by subcontractors at all tiers.

Human Rights Requirements

For all contracts estimated to be in excess of \$100,000, responders are required to complete the attached Affirmative Action Data page and return it with the response. As required by Minnesota Rule 5000.3600, "It is hereby agreed between the parties that Minnesota Statute § 363A.36 and Minnesota Rule 5000.3400 - 5000.3600 are incorporated into any contract between these parties based upon this specification or any modification of it. A copy of Minnesota Statute § 363A.36 and Minnesota Rule 5000.3400 - 5000.3600 are available upon request from the contracting agency."

Certification Regarding Lobbying

Federal money will be used or may potentially be used to pay for all or part of the work under the contract, therefore the Proposer must complete the attached **Certification Regarding Lobbying** and submit it as part of its proposal.

Certification Regarding Debarment, Suspension, Ineligibility, and Voluntary Exclusion.

Federal money will be used or may potentially be used to pay for all or part of the work under the contract, therefore the Proposer must certify the following, as required by the regulations implementing Executive Order 12549.

Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion -- Lower Tier Covered Transactions

Instructions for Certification

1. By signing and submitting this proposal, the prospective lower tier participant is providing the certification set out below.
2. The certification in this clause is a material representation of fact upon which reliance was placed when this transaction was entered into. If it is later determined that the prospective lower tier participant knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, the department or agency with which this transaction originated may pursue available remedies, including suspension and/or debarment.
3. The prospective lower tier participant shall provide immediate written notice to the person to which this proposal is submitted if at any time the prospective lower tier participant learns that its

certification was erroneous when submitted or had become erroneous by reason of changed circumstances.

4. The terms *covered transaction, debarred, suspended, ineligible, lower tier covered transaction, participant, person, primary covered transaction, principal, proposal, and voluntarily excluded*, as used in this clause, have the meaning set out in the Definitions and Coverages sections of rules implementing Executive Order 12549. You may contact the person to which this proposal is submitted for assistance in obtaining a copy of those regulations.
5. The prospective lower tier participant agrees by submitting this response that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is proposed for debarment under 48 CFR part 9, subpart 9.4, debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by the department or agency with which this transaction originated.
6. The prospective lower tier participant further agrees by submitting this proposal that it will include this clause titled "Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion--Lower Tier Covered Transaction," without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.
7. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that it is not proposed for debarment under 48 CFR part 9, subpart 9.4, debarred, suspended, ineligible, or voluntarily excluded from covered transactions, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. Each participant may, but is not required to, check the List of Parties Excluded from Federal Procurement and Nonprocurement Programs
8. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.
9. Except for transactions authorized under paragraph 5 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is proposed for debarment under 48 C.F.R. 9, subpart 9.4, suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the federal government, the department or agency with which this transaction originated may pursue available remedies, including suspension and/or debarment.

Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion - Lower Tier Covered Transactions

1. The prospective lower tier participant certifies, by submission of this proposal, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.
2. Where the prospective lower tier participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

Insurance Requirements

- A. Contractor shall not commence work under the contract until they have obtained all the insurance described below and the State of Minnesota has approved such insurance. Contractor shall maintain such insurance in force and effect throughout the term of the contract.
- B. Contractor is required to maintain and furnish satisfactory evidence of the following insurance policies:
 1. **Workers' Compensation Insurance:** Except as provided below, Contractor must provide Workers' Compensation insurance for all its employees and, in case any work is subcontracted, Contractor will require the subcontractor to provide Workers' Compensation

insurance in accordance with the statutory requirements of the State of Minnesota, including Coverage B, Employer's Liability. Insurance **minimum** limits are as follows:

\$100,000 – Bodily Injury by Disease per employee
\$500,000 – Bodily Injury by Disease aggregate
\$100,000 – Bodily Injury by Accident

If Minnesota Statute 176.041 exempts Contractor from Workers' Compensation insurance or if the Contractor has no employees in the State of Minnesota, Contractor must provide a written statement, signed by an authorized representative, indicating the qualifying exemption that excludes Contractor from the Minnesota Workers' Compensation requirements.

If during the course of the contract the Contractor becomes eligible for Workers' Compensation, the Contractor must comply with the Workers' Compensation Insurance requirements herein and provide the State of Minnesota with a certificate of insurance.

- 2. Commercial General Liability Insurance:** Contractor is required to maintain insurance protecting it from claims for damages for bodily injury, including sickness or disease, death, and for care and loss of services as well as from claims for property damage, including loss of use which may arise from operations under the Contract whether the operations are by the Contractor or by a subcontractor or by anyone directly or indirectly employed by the Contractor under the contract. Insurance **minimum** limits are as follows:

\$2,000,000 – per occurrence
\$2,000,000 – annual aggregate
\$2,000,000 – annual aggregate – Products/Completed Operations

The following coverages shall be included:

Premises and Operations Bodily Injury and Property Damage
Personal and Advertising Injury
Blanket Contractual Liability
Products and Completed Operations Liability
Other; if applicable, please list _____
State of Minnesota named as an Additional Insured

- 3. Commercial Automobile Liability Insurance:** Contractor is required to maintain insurance protecting it from claims for damages for bodily injury as well as from claims for property damage resulting from the ownership, operation, maintenance or use of all owned, hired, and non-owned autos which may arise from operations under this contract, and in case any work is subcontracted the contractor will require the subcontractor to maintain Commercial Automobile Liability insurance. Insurance **minimum** limits are as follows:

\$2,000,000 – per occurrence Combined Single limit for Bodily Injury and Property Damage

In addition, the following coverages should be included:

Owned, Hired, and Non-owned Automobile

- 4. Professional/Technical, Errors and Omissions, and/or Miscellaneous Liability Insurance**
This policy will provide coverage for all claims the contractor may become legally obligated to pay resulting from any actual or alleged negligent act, error, or omission related to Contractor's professional services required under the contract.

Contractor is required to carry the following **minimum** limits:

\$2,000,000 – per claim or event

\$2,000,000 – annual aggregate

Any deductible will be the sole responsibility of the Contractor and may not exceed \$50,000 without the written approval of the State. If the Contractor desires authority from the State to have a deductible in a higher amount, the Contractor shall so request in writing, specifying the amount of the desired deductible and providing financial documentation by submitting the most current audited financial statements so that the State can ascertain the ability of the Contractor to cover the deductible from its own resources.

The retroactive or prior acts date of such coverage shall not be after the effective date of this Contract and Contractor shall maintain such insurance for a period of at least three (3) years, following completion of the work. If such insurance is discontinued, extended reporting period coverage must be obtained by Contractor to fulfill this requirement.

C. Additional Insurance Conditions:

- Contractor’s policy(ies) shall be primary insurance to any other valid and collectible insurance available to the State of Minnesota with respect to any claim arising out of Contractor’s performance under this contract;
- If Contractor receives a cancellation notice from an insurance carrier affording coverage herein, Contractor agrees to notify the State of Minnesota within five (5) business days with a copy of the cancellation notice, unless Contractor’s policy(ies) contain a provision that coverage afforded under the policy(ies) will not be cancelled without at least thirty (30) days advance written notice to the State of Minnesota;
- Contractor is responsible for payment of Contract related insurance premiums and deductibles;
- If Contractor is self-insured, a Certificate of Self-Insurance must be attached;
- Contractor’s policy(ies) shall include legal defense fees in addition to its liability policy limits, with the exception of B.4 above;
- Contractor shall obtain insurance policy(ies) from insurance company(ies) having an “AM BEST” rating of A- (minus); Financial Size Category (FSC) VII or better, and authorized to do business in the State of Minnesota; and
- An Umbrella or Excess Liability insurance policy may be used to supplement the Contractor’s policy limits to satisfy the full policy limits required by the Contract.

D. The State reserves the right to immediately terminate the contract if the contractor is not in compliance with the insurance requirements and retains all rights to pursue any legal remedies against the contractor. All insurance policies must be open to inspection by the State, and copies of policies must be submitted to the State’s authorized representative upon written request.

- E. The successful responder is required to submit Certificates of Insurance acceptable to the State of MN as evidence of insurance coverage requirements prior to commencing work under the contract.

E-Verify Certification (In accordance with Minn. Stat. §16C.075)

By submission of a proposal for services in excess of \$50,000, Contractor certifies that as of the date of services performed on behalf of the State, Contractor and all its subcontractors will have implemented or be in the process of implementing the federal E-Verify program for all newly hired employees in the United States who will perform work on behalf of the State. In the event of contract award, Contractor shall be responsible for collecting all subcontractor certifications and may do so utilizing the E-Verify Subcontractor Certification Form available at <http://www.mmd.admin.state.mn.us/doc/EverifySubCertForm.doc>. All subcontractor certifications must be kept on file with Contractor and made available to the State upon request.

Attachment A

State of Minnesota Agencies With Custodial Control of Real Property Utilizing Archibus (2012)					
	Agency	Number of Buildings	Gross Square Feet	Acres	Primary Use
1	Administration	22	4,108,262	116.26	Office, Capitol Grounds & Support Services
2	Agriculture	1	8,304	0.16	Grain & Potato Inspection
3	Amateur Sports Commission	17	754,661	245.21	Athletic Fields, Stadium, Arena
4	Commerce	1	3,216	0.83	Master Scale
5	Corrections	318	6,071,138	1,744.60	Correctional Facilities
6	Employment & Econ Dev	3	49,087	3.36	Workforce Centers, Call Center, Unemployment Centers
7	Historical Society	142 *	935,639	587.41	Historical Sites
8	Human Services	156	2,153,282	1,100.67	Regional Treatment Centers, Group Homes
9	Iron Range Resources	70 *	247,104	3,299.29	Golf & Ski Resort, Interp Center, Museum, Office
10	Military Affairs	551 *	4,647,755	52,612.39	National Guard Training Facilities, Office
11	MN State Academies	18	431,208	96.57	Educational Facilities
12	MN State Retirement System	1	201,112	4.50	Office
13	Natural Resources	2,797 *	2,956,369	2,998,781.05 <small>(does not include Con-Con & Selected)</small>	State Forests, Wildlife Mgmt, State Parks & Recreation Areas, Scientific & Natural Areas, Building Sites and Admin Processing, State Trails, Mineral Lands, Water Access Sites, Wild & Scenic Rivers, Canoe & Boating Routes, Dams
14	Perpich Center for Arts Educ	5	171,921	33.00	Educational Facilities
15	Pollution Control Agency	17 *	21,097	2,810.50	Closed Landfill Program
16	Public Safety	6	20,360	34.87	Driver Exam Facilities
17	Transportation	1,277 *	5,530,832	2,433.96 <small>(plus 369.16 miles of rail bank)</small>	State Highway Rest Areas, Support Facilities
18	Veterans Affairs	38 *	760,561	290.71	Veterans Services, Veterans Homes
19	Zoological Gardens	69	524,886	463.91	MN Zoo, Educational Facilities
	TOTALS	5,509	29,596,794	3,064,659.25	

* The gross square feet is estimated as not all spaces are catalogued to the Enterprise Real Property Archibus system

Notes:

- 1 Agencies "Number of Buildings" and "Gross Square Feet" column numbers are from the Enterprise Real Property Archibus system with the exception of the State Agricultural Society
- 2 Agencies acreage column numbers are from the legislatively mandated Land Inventory.
- 3 The information contained herein was gathered from multiple sources and may not be a complete inventory of State owned real property.

THE FACILITY AUDIT SURVEY

(Short Form)

State of Minnesota
Division of State Building Construction

Revised: June 15, 1993

FACILITY AUDIT INSTRUCTIONS

OVERVIEW

The Facility Audit was developed to create a statewide building inventory and classification database as mandated by the Minnesota State Legislature in the 1990, 1991, and 1992 Capital Budget Reform laws (15.5, 16A, and 16B).

The purpose of the database is:

- ◆ To create an inventory of buildings occupied by state agencies.
- ◆ To establish a building condition and maintenance classification system.
- ◆ To assist the governor and legislature in making more informed capital budget decisions.

The database will contain an inventory of all state-owned and state-leased buildings as well as a classification of all state-owned buildings. The primary user will be the Division of State Building Construction to support the capital budget request qualification and scoring process. State agencies will also have access to the data to assist them in managing their facilities.

The Facility Audit contains the following components:

- 1) Building Identification & Description
- 2) Suitability
- 3) Building Envelope
- 4) Roofing
- 5) Mechanical
- 6) Electrical
- 7) Site
- 8) Interiors

Each component contains the key elements and sub-elements that are a part of that component. Specific instructions and definitions have been provided for each component.

The Facility Audit is being developed in two compatible survey formats:

Short Form:

Contains the minimum data required to support the capital budget request qualification/prioritization process. Designed with an easy-to-use,

non-technical format for use by in-house facilities staff. Typically 1 - 2 pages long for each component. The short form version of the Facility Audit would be required for all state owned buildings. Agencies will be required to submit a short form Facility Audit for all buildings that have an associated capital budget request. All remaining buildings within the agencies will require a facility audit by June 1995.

Long Form:

The Long Form format is currently being developed. It will be an expanded version of the short form and will contain additional detail and information. The long form, due to its comprehensive nature, could require the assistance of an engineer or consultant. The use of the long form will be optional at the discretion of each agency and can be used by the agency for their facility management process and/or additional capital request support and justification.

The objective of the Facility Audit is to obtain an accurate picture of the physical condition of state owned and occupied buildings. Accuracy of information is essential to creating an effective database. Provide the most accurate information that you can. There are no right or wrong answers. The database is being developed to establish a baseline for more informed capital budget decisions and will **not** be used to judge personnel performance.

GENERAL INSTRUCTIONS

(Note: Specific instructions are provided for each component)

The following instructions refer to all components:

- ◆ It is recommended that the Facility Audit be performed by a person that has a strong working knowledge of the building (i.e. facility manager, plant engineer, maintenance person).
- ◆ Complete the form as completely and accurately as possible.

- ◆ All components include an information header at the top of the form. The left side of the header will request the following:
 - **Building Name** (optional): A name or phrase that identifies the building.
 - **Agency Bldg ID** (optional): If applicable, the building identification number that has been defined and is used by the individual agency. This is optional and has been included only for the benefit of the agencies.
 - **State-Wide Bldg ID** (required): The building identification number that was developed by the Department of Administration for the building inventory database created during the Access '92 survey.
 - **Sub-Building ID** (optional): This is an agency generated identification number that can be used to define sub-building of a structure. The Sub-Building ID provides the flexibility for agencies to use the Facility Audit across a wide range of requirements and situations.

If a building has an addition that is distinctly different, the addition, at the agencies discretion, could be treated as a sub-building. The agency would then complete Facility Audits for the primary building and each of the sub-buildings. Each audit form would use identical State-Wide Building ID numbers and unique Sub-Building numbers.

NOTE: Enter "00000" (five zeros) if there are no sub-buildings.

- **Notes** (optional): This field is used at your discretion. It can be used for comments or notations that help to identify or describe the component. If a building contains multiple types or quantities of components or elements the agency can submit multiple copies of an individual component and use the notes field to identify each component.

Example: A building that has two 40 ton roof top units for cooling would include two copies of the Mechanical component as a part of the one Facility Audit. Each component form would use identical State-Wide Building ID numbers and would be identified as Unit #1 and Unit #2 in the notes field.

The following instructions refer to components 3 through 8: See specific instructions for components 1 and 2.

- ◆ The right portion of the information header may include requests for additional descriptions or information related to that component. This information will typically be readily available and typically will not require any research..
- ◆ The lower part of the form is the actual survey. Each component includes an overall component rating and groups of elements and sub-elements that the component is comprised of.
- ◆ The following is a description of the information to be provided for each line of the survey:
 - **N/A:** Place an X in this column if the element or sub-element is not applicable for the building (do not leave any lines blank). Continue on to the next line.
 - **Physical Condition:** What is the physical condition of the element? Select a rating of good, fair, or poor based on an estimated need of replacement of greater than 6 years, within 0-6 years, or immediate. If only a portion of an element is poor, rate it accordingly and provide an explanation in the comments column.
 - **Age:** What is the age of the element? Provide an estimate if the actual age is unknown.
 - **Remaining Life:** What is the remaining life of the element? Provide the best estimate of remaining life based on the current maintenance schedule or the manufacturer's recommendations.
 - **Performance:** How does this element perform? Does the element do what it was intended or designed to do? **Do not confuse this with physical condition!** You can have a brand new A/C system that is in good physical condition but has poor performance due to improper design or installation. Describe reasons for poor performance in the comments section.
 - **Comments:** Provide comments as needed to describe any unusual situations or conditions. Be sure to note any code violations that may exist. The comment section for components 1 & 2 is unlimited in size. The comment line for components 3-8 is limited to 60 characters per line.

1) Building Identification & Description

(Refer to the Facility Audit Instructions for additional information and general instructions)

General

◆ This component is used to collect general information about the building and the contact person. Following is a brief explanation for each prompt:

- **Survey Date:** The date the survey was performed.
- **Department Name:** The department or agency name.
- **Region/District/Campus (optional):** The geographic or site description that will help to identify the building (Duluth Campus, Arrowhead Region, etc.).
- **Building Name (optional):** A name or phrase that identifies the building.
- **State-Wide Bldg ID (required):** The building identification number that was developed by the Department of Administration for the building inventory database created during the Access '92 survey.
- **Agency Bldg ID (optional):** If applicable, the building identification number that has been defined and is used by the individual agency. This is optional and has been included only for the benefit of the agencies.
- **Sub-Building ID (optional):** This is an agency generated identification number that can be used to define substructures of a building. The Sub-Building ID provides the flexibility for agencies to use the Facility Audit across a wide range of requirements and situations.

For Multiple Buildings - If a building has an addition that is distinctly different, the addition, at the agencies discretion, could be treated as a sub-building. The agency would then complete Facility Audits for the primary building and each of the sub-buildings. Each audit form would use identical State-Wide Building ID numbers and unique Sub-Building numbers.

NOTE: Enter "00000" (five zeros) if there are no sub-buildings.

- **Address (street):** The first address line or street address.
- **Address (P.O. Box, Suite):** The second address line or P.O. Box/suite.
- **City and Zip:** The address city and zip code.
- **Contact Name, Title, and Phone:** The contact person for survey related questions.
- **Year Built:** The year that the primary portion of the building was built.
- **Gross Square Feet:** Represents the totals of all floor plates or interstitial spaces containing equipment that would otherwise require dedicated floor space (including appropriate maintenance access of the building measured from the outside surface of the predominate building material. Canopy areas, pipe space less than 6' high, balconies, open terraces, and rooftop duct space is added to that figure at one half of their area. See the graphic example at the end of Chapter 6 in the FY 1994-1999 Capital Budget Manual..
- **Number of Stories:** The number of stories above ground.
- **Types of Services:** Using the legend at the bottom of the form, enter all types of services provided in the building. If a service is not listed, select the closest match and provide an explanation in the comments section. Be sure to select the services at the building level, not the site level.
- **Historic Register:** Is the building officially on the historic register? Place an X in the appropriate box.
- **Leased/Owned:** Is the building leased or owned? Place an X in the appropriate box.
- **Comments:** Use this section to provide explanations or descriptions of any unusual situations or conditions. Include information on any known hazardous materials conditions (i.e. asbestos, PCBs, radon, etc.). The comment section for this component has an unlimited length.

1) Building Identification & Description

REVISED JUNE 15, 1993

Survey Date _____

Department Name _____

Region/District/Campus _____

Building Name _____

State-Wide Building ID # _____

Agency Building ID # _____

Sub-Building ID # _____

Address (street) _____

Address (P.O. Box, Suite) _____

City _____

Zip _____

Contact Name _____

Contact Title _____

Contact Phone _____

Year Built _____

Gross Square Feet _____

Number of Stories _____

Types of Services * _____

Historic Register Yes No Unknown

Leased/Owned Leased Owned

Comments:

***TYPES OF SERVICES (list all that apply):**

- 1) Residence, dorms, houses, employee living quarters
- 2) Wholesale and retail stores, drinking and dining establishments.
- 3) Repair garages, factories and workshops.
- 4) Prisons, reformatories, mental hospitals, miscellaneous inmate areas, hospitals, sanitariums, and nursing homes.
- 5) Recreation, lake & river facilities, public accesses, piers.
- 6) Office.
- 7) Academic, classrooms, labs, museums, historical buildings, and auditoriums.
- 8) Support areas, utilities, machine rooms, storage garages, warehouses, fuel, railroad, laundry, hazardous waste.

2) Suitability

(Refer to the Facility Audit Instructions for additional information and general instructions)

NOTE: In the interest of obtaining an overall perspective of suitability, it is requested that a senior on-site executive complete this portion of the survey.

General

- ◆ This component measures the overall performance or functionality of the building as perceived by a building occupant. It is similar to the performance ratings of elements and sub-elements found elsewhere in the Facility Audit with two distinct differences:
 - 1) In addition to the key elements found in other components of the Facility Audit, it also covers aspects of a building such as design, health/safety, spatial relationships, etc.
 - 2) The information for the other components is provided by a maintenance or facilities person. Suitability is determined by a building occupant, preferably a senior on-site executive who is clearly familiar with these building characteristics.
- ◆ **Do not confuse suitability with physical condition!**
You can have a brand new air conditioning system that is in good physical condition but doesn't properly cool the spaces. The poor suitability could be due to improper design or installation.
- ◆ To provide a valid suitability rating be sure to keep the broad scope perspective in mind. Remember, the Facility Audit is looking for the overall suitability for each element listed. As you use the form, mentally add the word *overall* to the beginning of each line.
- ◆ A suitability rating is very subjective, whereas each person has their own opinion. As you rate each item, try to assign a suitability rating based your opinion combined with the opinions and comments of others.

Suitability Questions:

- ◆ How does the element perform?
- ◆ Does the element do what it was intended or designed to do?
- ◆ Does it meet the needs of the program or occupants?
- ◆ Is the general population satisfied with the performance of the element?

3) Building Envelope

(Refer to the Facility Audit Instructions for additional information and general instructions)

General

- ◆ The building envelope is defined as the building systems (excluding the roof) that are combined to form the building structure.
- ◆ The average life of a typical building system is 50-100 years.

Information Header

- ◆ Examples of Type of Exterior Wall Construction:
 - Precast concrete
 - Poured concrete
 - Brick
 - Brick veneer
 - Masonry block
 - Wood
 - Metal
 - Curtain wall
 - Logs

Physical Condition

- ◆ **Foundations/Substructures** - Defined as the below grade assembly that supports the building superstructure. Includes the footings, piers, caissons, and foundation walls. Look for:
 - Settlement, alignment changes, or cracks
 - Moisture penetration such as leaks, seepage, condensation, excessive dampness, etc.
 - Heaving or arching from hydraulic pressure
 - Condition of insulation
 - Surface material deterioration
 - Openings deterioration such as non-functioning doors, windows, hatchways, etc.

- ◆ **Superstructure** - Defined as the building frame. Includes beams, columns, joists, and load bearing walls. Look for:
 - Overall alignment
 - Surface conditions
 - Concrete floors cracking or arching
 - Wood floors rotting or arching
 - Wall deterioration or corrosion
 - Crawl space ventilation
- ◆ **Exterior Envelope** - Defined as the above grade surfaces that enclose the superstructure, excluding the roof. Includes exterior skin, windows, doors, soffits and shading devices. Look for:
 - Overall appearance
 - Displacement, alignment
 - Paint conditions
 - Caulking and joints
 - Window and doors
 - Flashing

Performance

- ◆ Is the building settling?
- ◆ Is there any water infiltration?
- ◆ Is there excessive air infiltration?
- ◆ Are the floor loads adequate for the building use?

4) Roofs

(Refer to the Facility Audit Instructions for additional information and general instructions)

General

- ◆ If you are reporting more than one roof, use one roof form for each roof. Each form will use the same State-Wide Building ID with a unique Sub-Building ID number. This would apply if the building was built in different stages or has multiple roof types, re-roofs, or manufacturers, etc.
- ◆ A well maintained roof can expect 20 year average life with a poorly maintained roof limited to 7-10 years. A typical roof has an average life of 15 years.

Information Header

- ◆ **Type of Roof:** Examples: Built-up (asphalt & gravel, pitch & gravel)
Smooth surface built-up
Single ply-rubber/ fully adhered or ballasted or
Single ply P.V.C.
Asphalt shingles
Wood shingles/shakes
Clay tile
Metal
- ◆ **Roof Size:** Provide overall building size for one roof or if applicable, the size of each sub-building.

Physical Condition

- ◆ Does the built-up roof show signs of deterioration (i.e. blisters, ridges, splits, alligatoring, exposed roof felts, etc.)?
- ◆ Single ply roofs (rubber membranes) rarely show signs of deterioration. Check for field seam failures and membrane pulling away from walls and curbs.
- ◆ P.V.C. membranes are rare. When they do fail it should be obvious as they usually just fall apart.

- ◆ Check condition of metal flashings, down spouts, gutters, scuppers, and roof drains to verify that they are properly flashed into the roof membrane, walls, and curbs.
- ◆ Flashing (all types of roofs) - Do they show signs of deterioration such as holes, splits, cracks, or alligatoring? Flashing includes roof perimeters, equipment curbs, and roof penetrations.
- ◆ Parapet Walls - Are the joints in coping units (stone, precast, or terra-cotta) in good condition? Is the interior face of the parapet wall masonry in good condition? Are the joints or masonry deteriorated?
- ◆ Skylights - Are the frames in good shape? Does the glazing show signs of deterioration? Is the glazing crazed or cracked? Do the units leak water? Are the units energy efficient?
- ◆ Caulking/Sealant - Is the caulking/sealant in good condition?

Performance

- ◆ Does the roof leak? Is the roof membrane and/or related components allowing moisture to enter into the building or roof assembly? Water may penetrate the roof system and saturate the insulation with out entering the building.
- ◆ Does the roof properly slope to the drains?
- ◆ Does the roof pond water?
- ◆ Does the roof drainage system function properly?

5) Mechanical

(Refer to the Facility Audit Instructions for additional information and general instructions)

General

- ◆ If you are reporting more than one mechanical system, use one mechanical form for each system. Each form will use the same State-Wide Building ID with a unique Sub-Building ID number. This would apply if the building was built in different stages or has more than one mechanical system.
- ◆ Report only the major systems. Supplemental space heaters, window air conditioners, etc. do not need to be specifically addressed.
- ◆ If a system is comprised of several units (i.e. 10 roof top units), think in terms of the overall system, not the individual units. Provide an explanation in the comments section if a small number of the units are in poor condition but have minimal impact on the overall system.

Information Header

Type of Heating: What is the primary type of heating system (i.e. furnace, boiler, heat pumps, electric base board, heat recovery, district heating, etc.)?

Type of Cooling: What is the primary type of cooling system (chiller, roof top, heat pumps, district cooling, etc.)?

Physical Condition

- ◆ Heating lines include: steam, hot water, condensate, etc.
- ◆ Heating equipment includes: pumps, boiler controls, water heaters, etc.
- ◆ Cooling lines include: chilled water distribution, condenser water, refrigerant, etc.
- ◆ Cooling equipment includes: pumps, chemical feed equipment, expansion tanks, etc.
- ◆ Hot & cold plumbing lines refer to the domestic water system.

- ◆ Interior storm drains refer to the drain pipe system for the roofs that run through the interiors spaces.
- ◆ Fixtures include items such as water closets, urinals, sinks, wash basins, etc. Include faucets and valves with each item.
- ◆ Compressed gasses may include: compressed air, oxygen, nitrogen, natural gas, propane, etc.
- ◆ Air handling includes equipment such as supply fans units, return systems, exhaust systems, fan coil units, etc.
- ◆ Ventilation equipment includes: duct work, reheat coils, diffusers, VAV boxes, etc.
- ◆ Temperature control includes: direct digital controls, thermostats, actuators, pneumatic controls and equipment, electric controls, energy management systems, etc.
- ◆ Fire sprinkler system includes the feed and distribution piping, valves, hoses, pumps, sprinkler heads, etc. The fire alarm actuators and enunciators are found in the 6) *Electrical* component.

Performance

- ◆ Is the system energy efficient?
- ◆ Does the system provide the desired temperature?
- ◆ Does the system maintain the desired humidity levels?
- ◆ Does the system provide adequate fresh air?
- ◆ Does the system provide adequate internal air exchanges?

6) Electrical

(Refer to the Facility Audit Instructions for additional information and general instructions)

General

- ◆ The electrical portion of the Facility Audit does not require the use of any tools to assess the system.
- ◆ The electrical component addresses the general condition of the electrical service, distribution and equipment.

Information Header

- ◆ **Primary Service Voltage:** Indicate the service voltage supplied by the utility.
- ◆ **Primary Service Amperage Rating:** List the fuse or breaker rating on the incoming switchgear.
- ◆ **Secondary Service Voltage:** Indicate the secondary (building distribution) voltage if stepped down from the primary service entrance through a building transformer.
- ◆ **Secondary Service Amperage Rating:** Rating of either the conductors, fusing, breaker or buswork on the secondary side of the transformer. You may already be a secondary customer to the utility company. If so list the size of your incoming feeder and breaker size.

Physical Condition

- ◆ **Service** - Include the first switchgear, transformer, and main building disconnect.
- ◆ **Distribution** - Include subpanels, breakers and secondary transformers.
- ◆ **Lighting** - Indicate the condition of the fixtures, not the lamps.
- ◆ **Communication/Data** - Includes the telecommunications/data equipment and wiring system.
- ◆ **Fire Alarm** - Is the system in compliance with the local Fire Marshall's Office?

- ◆ **Security** - Include access control, surveillance systems, alarms, and emergency response systems.
- ◆ **Emergency Generator** - Includes the engine, generator, distribution and fueling system.

Performance

- ◆ **Overall Rating of Electrical** - Does the existing system have above average outages due to main breaker trips? Do lights blink when large equipment comes on line? Do computers crash due to surges or suppressions? Does the system have brown-outs or black-outs?
- ◆ **Service** - Is the size of the switchgear adequate for the building? Do you have numerous trips due to overload? Are your transformers extremely noisy?
- ◆ **Distribution** - Do you have adequate circuit quantity and capacity? Do panels have space for additional circuits. Have 'double breakers' been installed?
- ◆ **Lighting** - Based on the original design, how well do these fixtures perform? Based on the current maintenance schedule, what is the expected remaining life?
- ◆ **Communication/Data** - Is the system performing up to design standards? Does the system meet the user's requirements?
- ◆ **Fire Alarm** - Does the system have frequent false alarms? Does the system produce trouble signals? Do you have any citations from the local fire inspector?
- ◆ **Security** - Does the system work? Does the system produce frequent false alarms?
- ◆ **Emergency Generator** - Can the generator carry the rated load for a minimum of 24 hours on either the hottest or coldest day?

7) Site

(Refer to the Facility Audit Instructions for additional information and general instructions)

General

- ◆ The site is defined as the property that the building is located on, including the property under the building. An urban site might consist of a few acres whereas a rural site could contain thousands of acres.
- ◆ If a site contains more than one building, submit only one site component for the primary building on the site. As you perform Facility Audits for the additional buildings, enter the Statewide Building ID number for the primary building in the Notes field of the Site component. No additional information is needed for this component.

Information Header

- ◆ **Total Site Acreage:** What is the total size of the site in acres?
- ◆ **Groomed Acreage:** How many acres are groomed or maintained?

Physical Condition

- ◆ Rate each element as applicable to your site.
- ◆ **Courts/Athletic Fields** - Types of courts include basketball, tennis, volleyball, exercise, etc. Types of fields includes; softball, football, soccer, track, etc.
- ◆ **Shrubs/Flowers/Ornamentals** - Ornamentals includes fountains, statues, displays, etc.
- ◆ **Utilities** refers to the tunnels, trenches, piping, or utility poles that bring the utilities to the building.

Performance

- ◆ Do the roadways properly handle the traffic flow?
- ◆ Is there a sufficient number of parking spaces?
- ◆ Does the storm drain system function properly?

- ◆ Are there enough sidewalks?
- ◆ Is the parking lot and roadway lighting adequate?
- ◆ Is the signage adequate?

8) Interiors

(Refer to the Facility Audit Instructions for additional information and general instructions)

General

- ◆ Interiors is defined as the occupied spaces within the building.

Physical Condition

- ◆ Rate the actual physical condition of the interiors elements. Remember that appearance is a performance issue.
- ◆ Fixed walls are typically poured concrete, cinder block, or taped and sanded sheet rock. They can be load bearing, fire rated, or non-rated. They will typically extend above the ceiling surface.
- ◆ Demountable walls are designed to be relocated with maximum utilization of existing materials. These walls typically stop at the ceiling surface and are sometimes built on the carpeting.
Note: Open office landscaping (a.k.a. panel systems) such as Herman Miller and Steelcase are considered furniture and are not included in the Facility Audit.

Performance

- ◆ Use caution: the performance rating of interiors can easily become subjective. Attempt to maintain a broad and objective perspective when rating the performance of interiors. What is the opinion of the majority of the occupants or users?
- ◆ Do the interior elements perform as designed or intended?
- ◆ Is the proper type of environment being provided?
- ◆ Do the interior elements meet the needs of the program or occupants?

