

*South Carolina Department of Transportation*

# **REQUEST FOR PROPOSALS**

**A DESIGN-BUILD PROJECT**

**SC-703 Ben Sawyer Bridge Rehabilitation  
Charleston County, South Carolina**

April 9, 2008

REQUEST FOR PROPOSALS  
DESIGN-BUILD CONTRACT  
SC-703 Ben Sawyer Bridge Rehabilitation  
Charleston County South Carolina

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**Attachment A** – Agreement

**Attachment B** – Instructions to Proposers – DBE Requirements

**Attachment C** – Project Information Package, Table of Contents

# I. PURPOSE OF REQUEST FOR PROPOSALS

The South Carolina Department of Transportation (SCDOT) in cooperation with the Federal Highway Administration (FHWA) seeks to rehabilitate the Ben Sawyer Bridge over the Intracoastal Waterway using the Design-Build Procurement method. The purpose of this Request for Proposals (“RFP”) is to select a Proposer to perform the project services described in this RFP. SCDOT desires that this project be constructed in a very efficient and timely manner. This work will include all services necessary to design and construct new approach superstructure, new swing span with new electromechanical systems and any necessary repairs to the existing substructure. “Proposer,” as used here, includes a firm or firms, consortia, partnerships, joint ventures, and other legal entities, which have submitted a Proposal in response to this RFP.

It is not the intention of the SCDOT to receive complete detailed project analysis and design prior to the selection of a Proposal and the later execution of an agreement. Rather, the response to this RFP shall provide sufficient information to be evaluated to determine if the proposal is in accordance with the specified process and criteria. The Proposal shall be specific enough on assumptions used in its preparation so as to provide the basis for determining a final agreement.

The information obtained under this RFP will become the property of SCDOT without restriction or limitation on their use. SCDOT shall have unrestricted authority to publish, disclose, distribute, or otherwise use in whole or in part any reports, data, or other materials prepared under this RFP. SCDOT shall retain ownership of all plans, specifications, and related documents.

## II. OVERVIEW

### Project Description

The purpose of this project is to improve the structure and prolong the life expectancy of the Ben Sawyer Bridge. The existing Substructure will be retained and new Superstructure will be constructed and placed on existing supports.

The main truss swing span is a center-pivot modified Pratt through-truss with the Tender’s House located above the traffic way. The replacement swing span shall match the outward appearance of the existing structure. Chords and other primary components of the replacement truss will match the general proportions of the existing structure. The portal bracing at each end of the swing span shall be configured to resemble the existing portal bracing.

Individual components shall be made of H-shaped, channel-shaped or box-shaped members. Built-up members may be used with solid or perforated cover plates. Use of single bolt I-bars in lieu of batten plates is not allowed. The floorbeam and stringer spacing and arrangement between the trusses do not have to match the existing.

The portal bracing and framing for the operator’s house shall allow 16'-0" vertical clearance from the crown of the final roadway.

The minimum elevation at any point of the replacement swing span shall not be lower than the existing minimum elevation of the swing span.

The existing approach spans consist of two 3-span continuous units flanking the main truss swing span. The replacement approach spans may be two 3-span units or one continuous unit. The approach span framing is currently dual girders with cantilevered overhang brackets and a floorbeam and stringer system. The replacement framing may match the existing or other framing schemes can be developed, provided the general appearance of the bridge fascia (including brackets) is maintained. Modifications to the substructures units to accommodate widening and possible framing changes may be required.

Cantilevered brackets and a floorbeam and stringer system shall be used to adequately support the roadway and sidewalks as per design specifications. Spacing and appearance of the cantilevered brackets shall be similar to the existing. The floorbeam and stringer spacing and arrangement may match the existing.

The Proposer shall submit an artists rendering as part of it's Proposal.

SCDOT intends to enter into a contract, which shall include but is not limited to:

- Project services – completion of construction plans as detailed in the project scope including, but not limited to, design and project management
- Utility coordination
- Utility relocation services
- Construction services – necessary to build and ensure high quality workmanship of the designed facility
- Public involvement and community relations services pertaining to the project.

The selected Proposer shall be responsible for all costs and services associated with engineering, design, and plan preparation, including but not limited to: community relations, utility coordination and oversight, construction, environmental monitoring and compliance, inspection and testing, project layout, and any and all other services that may be necessary for completion of the Project.

The Proposer shall be responsible for meeting all project requirements, specifications, permit conditions, and other applicable criteria. If modifications to the concept and staging plan are required by the Proposer, the Proposer shall be responsible for these modifications, any associated permit modifications, additional right-of-way, additional utility impacts, and cost thereof. All modifications must meet or exceed the project requirements.

## **Project Information**

A Project Information Package, containing information applicable to the Project, will be supplied to Proposers for a non-refundable fee of \$175.00. The Project Information Package will include information describing the work, which has been performed, or will be performed, by SCDOT prior to entering into the contract for the Project. A Table of Contents for the Package is attached to this RFP as "Attachment C". Project Information package is provide as Information Only.

## **Environmental Documentation**

SCDOT has prepared the necessary environmental documents consistent with the NEPA process including any necessary studies. Currently, the project has been advanced through the environmental phase with the approval of an Environmental Assessment and a Finding of No Significant Impact (FONSI) included in Exhibit 8b Part 1.

In preparing the environmental documentation, SCDOT has made certain assumptions regarding project construction. If the Proposer elects to construct the project in a manner that is not consistent with the assumptions in the SCDOT prepared environmental documents, the Proposer will be responsible for preparing any necessary environmental re-evaluation and providing any additional studies that may be required. Any proposed deviation from the approved environmental documents shall be clearly stated in the Proposal. All necessary re-evaluations will require SCDOT and FHWA approval prior to any construction activity. It is the Proposer's responsibility to comply with all commitments listed in the commitment section of the document.

No construction activities will take place until historic photographic documentation of the existing bridge has been completed by SCDOT. Photographic documentation is anticipated to be completed by September 1, 2008.

## **Permits**

SCDOT has received US Army Corps of Engineers Permit (2005-14-001) and SC Office of Coastal Management Permit (2005-14-001-01(07)). United States Coast Guard permit is not required for this Project see Exhibit 8. All work associated with any permit modifications as a result of changes proposed by PROPOSER shall be PROPOSER's responsibility.

The PROPOSER shall prepare and submit a Notice of Intent and a Stormwater Pollution Prevention Plan (SWPPP) for any and all earth disturbing activities related to the Project.

PROPOSER shall procure all other permits necessary for completion of the Project. PROPOSER shall comply with all local, state and federal permitting requirements. Regarding any permit or license that must be obtained in the name of SCDOT, PROPOSER shall perform all functions within its power to obtain the permit, and SCDOT will fully cooperate in this effort and perform any functions that must be performed by SCDOT. All work associated with any permit modifications as a result of changes proposed by PROPOSER shall be PROPOSER's responsibility. A copy of the environmental document and a summary of environmental commitments and responsibilities are provided in "Exhibit 8".

## **Utilities**

The Proposer shall provide utility services for the construction of the project. The Proposer shall include in his bid, the cost of coordination services for all utilities that may be affected. The

utility relocation costs shall be the responsibility of the Department and/or the utility companies as defined in Attachment A.

SCDOT is aware of the following utilities within the Right of Way however there may be others; it shall be the responsibility of the PROPOSER to verify:

SCE&G - Gas

SCE&G - Electricity

SCDOT –Wiring for advanced drawbridge warning

SCDOT – Submarine cable attached to structure out to rest pier

## **Maintenance of Roadway and Waterway Traffic**

Traffic control shall comply with SCDOT Standard Specifications, Standard Drawings, and any Special Provisions included in the contract. Durations and limits of lane closures and total bridge closures are provided in Special Provision #9. Coordination with United States Coast Guard for waterway traffic restrictions shall be the responsibility of the Proposer.

The PROPOSER shall comply with SCDOT’s Rule for Work Zone Safety and Mobility dated October 2007. The PROPOSER shall be responsible for the development, implementation, revision, and evaluation of the Transportation Management Plan (TMP). This project has been classified as “significant” under the Rule of Work Zone Safety and Mobility. Rule of Work Zone Safety and Mobility is included in Attachment C.

## **Public Relations**

The Proposer shall provide a Community Relations Plan as part of the Project. The community relations plan shall describe how the Proposer will actively promote good relationships with local elected officials, the news media, and the community at large. All costs associated with community relations will be included in the Total Project Cost. See scope of work for additional details.

## **Partnering**

SCDOT values a partnering approach on projects and as such this project will require regular Partnering Sessions. The objectives are effective and efficient contract performance and completion within budget, on schedule, and in accordance with the contract requirements. The cost of the partnering activities will be shared between the Proposer and SCDOT. A minimum of one partnering meeting will be conducted within 30 days of contract execution.

## **RFP Committal**

The submittal of a Proposal in response to this RFP shall constitute the Proposer’s agreement to enter into a contract with SCDOT for the completion of the Project under the terms set forth in the Agreement attached hereto as “Attachment A”.

## **Disadvantage Business Enterprises**

SCDOT strongly encourages the use of Disadvantaged Business Enterprises (DBE) in all phases of the work required by this project. The contract for this Project contains a DBE goal of five percent (5%) of the contract price. Proposers shall submit a DBE committal sheet with their response to this RFP. The Proposer shall comply with the requirements of the Instructions to Proposers-DBE Requirements as detailed in "Attachment B".

## **On-The-Job Training Requirement**

The contract for this Project also contains On-The-Job Training Requirement. The Proposer shall provide On-The-Job training for two individual during this project. The Proposer shall comply with the requirements of "Attachment A, Exhibit 5d". The Proposer shall submit its plan for On-the-Job Training to SCDOT for approval prior to commencing construction activities.

## **III. GENERAL INSTRUCTIONS**

### **Pre-Proposal Meeting**

A mandatory Pre-Proposal meeting will be required for this project. Meeting will be held according to the Milestone Schedule. Written questions may be submitted in addition to the Pre-Proposal meeting. Please refer to "Questions" section below.

### **Questions**

Proposers may ask questions or request clarifications relating to the RFP. These inquiries must be in writing and must be received by SCDOT in accordance with the Milestone Schedule. Questions shall be directed to:

Mr. Chris Gossett, P.E.  
Program Manager  
South Carolina Department of Transportation  
955 Park Street, Room 509  
Post Office Box 191  
Columbia, South Carolina 29202-0191

The list of questions and SCDOT's written responses to these questions will be mailed to all RFP holders. Proposers may not rely on any responses about the RFP except written responses to questions submitted in writing in accordance with the RFP.



## **Proposal Submittal**

Proposals must be received by the time and date given in the Milestone Schedule. Deliver Ten (10) copies and One (1) electronic PDF (CD) copy of the Proposal to:

Wendy Hollingsworth.  
Manger of Federal Procurement  
South Carolina Department of Transportation  
955 Park Street, Room 101  
Post Office Box 191  
Columbia, South Carolina 29202-0191

## **IV. PROJECT SCOPE**

The scope of work for this project will include design, construction, construction engineering and management of the project. The design work will include but is not limited to additional surveys, geotechnical work, structural design including seismic analysis and design as required to meet a seismic return period of 500 yrs. The designs shall meet all appropriate SCDOT design guidelines as set forth in the SCDOT Highway Design Manual (latest edition), SCDOT Bridge Design Manual (latest edition) and supplemented with appropriate FHWA and AASHTO guidelines and policies included, but not limited to AASHTO Policy on Geometric Design of Highways and Streets (latest edition), AASHTO Standard Specifications for the Design of Highway Bridges (latest edition), SCDOT Seismic Design Specifications for Highway Bridges (latest edition), AASHTO Guide for the Development of Bicycle Facilities (Latest Edition), Manual of Uniform Traffic Control Devices (latest edition), Technical Specifications attached hereto (Exhibit 3), Special Specifications attached hereto (Exhibit 4).

Construction will include but is not limited to all necessary roadway and bridge work, drainage, utility coordination, erosion and sediment control work items, substructure work, superstructure work and traffic control. Construction engineering and management, including quality control will be the responsibility of the Proposer. Construction will comply with SCDOT Standard Specifications for Highway Construction Edition of 2007, SCDOT Construction Manual (latest edition), Manual of Uniform Traffic Control Devices (latest edition), SCDOT Supplemental Specifications, SCDOT Standard Drawings for Road Construction and any special provisions.

Areas of work required for this project will include, but are not limited to the following items:

1. Final roadway plan preparation
2. Preliminary and final bridge design, including seismic design
3. Drainage design including sediment and erosion control
4. Geotechnical design
5. Construction
6. Project management
7. Construction management
8. Environmental Monitoring and Compliance
9. Quality Control (QC) including inspection and testing

10. Utility coordination
11. Community/Media relations and information
12. Traffic control (both motorist and marine)

## **V. PROPOSAL DEVELOPMENT**

Proposals must be submitted concurrently in two parts, a Technical Proposal and a Cost Proposal. The Technical Proposal shall contain no more than twenty five (25) pages, excluding any plans and appendices. The Technical Proposal shall be single sided, with no smaller than twelve-point font and double line spacing for text. The Cost Proposal shall be bound and sealed separately from the Technical Proposal.

### **Technical Proposal**

In order that evaluation may be accomplished efficiently, the Technical Proposal shall be prepared in the following sequence:

1. Executive Summary
2. Qualifications and Experience
3. Project Delivery and Approach

**Team Qualifications and Experience**, the Proposal at a minimum shall:

- Identify the lead organization and primary members of the team. Name the entity with whom SCDOT will be contracting and identify if this will be a partnership, corporation, joint venture, etc. Identify any firms on the team who have previously worked together on similar projects.
- Provide an organizational chart of the Proposer's team. The team must include, at a minimum, the positions listed below. Identify the individual's name and their respective firm/company:
  1. Project Manager – The Project Manager shall be the primary person in charge of and responsible for delivery of the Project in accordance with the Contract requirements. This individual must have at least ten (10) years experience managing projects of similar scope and magnitude. The Project Manager must be present on site as the Project progresses, have full authority to make the final decisions on behalf of the Proposer and have responsibility for communicating these decisions directly to SCDOT. The individual assigned to this position must be dedicated to the duties of the Project Manager and no additional assignments can be placed on this person. Identify past experience in managing moveable bridge projects.
  2. Lead Bridge Design Engineer – The Lead Bridge Design Engineer shall be in charge of and responsible for all aspects of the design of the Project (bridge, seismic, hydrology, mechanical/electrical, architecture, traffic control and geotechnical). The lead bridge design engineer shall have a minimum of ten (10) years experience and expertise in the design of movable bridges, preferably swing-span bridges, and projects of similar scope and magnitude. The design team should include personnel

- with expertise in the design of mechanical and electrical components of movable bridges, including the tender's house facilities and controls.
3. Construction Manager – The Construction Manager shall be responsible for coordination between the design and construction teams, coordinating the relocation of all utilities affected by the Project and resolution of problems arising between the design and construction during the project, subject to oversight by the Project Manager. The construction manager shall have a minimum of ten (10) years experience in the management of projects of similar scope and magnitude.
  4. Environmental Manager – The Environmental Manager shall be responsible for adherence to all environmental requirements and commitments, including erosion control inspections as required by NPDES and other environmental rules and regulations.
  5. Quality Control Manager – The Quality Control Manager shall be responsible for ensuring that all workmanship and materials and inspections and testing are in compliance with the Contract requirements. The Quality Control Manager shall not report directly to the Project Manager or other project personnel on the project but shall report to a responsible officer of the entity with whom SCDOT has contracted. Quality Control shall be the sole responsibility of this person and no other additional assignments can be placed on this person. The QC team shall have an AASHTO accredited lab for testing purposes and inspection personnel must obtain appropriate certification as required by SCDOT for each specific test to be performed.
  6. Public Relations Manager – The Public Relations Manager shall be responsible for ensuring good public relations during the construction of the Project.
  7. Safety Manager – The Safety Manager shall be responsible for compliance with all applicable safety regulations. Project wide safety shall be the sole responsibility of this person and no other additional assignments can be placed on this person.
- For each firm included in the Proposers Team and for those individual positions listed above, provide information demonstrating qualifications for performing work included in this Proposal. The information is to include a list of project experience in the past ten (10) years, including year(s) of construction. For each project listed, provide a brief description of the project as well as the name and phone number of the owner's representative.
  - Include SF 254/255 for all engineering firms and similar profiles for construction firms.
  - Provide a financial statement for each firm on the Proposer's Team. Provide information on Proposer's insurance and bonding capacity.
  - Provide assurance that all team members shall hold or have the ability to obtain licenses required for performing work on the project under state and local laws. In addition, provide assurance that any design reports or plans can be signed and sealed by a Registered Professional Engineer registered in the State of South Carolina.
  - Identify the firms who will perform the following work items. Provide information to support their qualifications.
    1. Demolition/removal of existing superstructure
    2. Installation and testing of mechanical and electrical components, including tower HVAC, plumbing, and communications
    3. Erection and placement of new superstructure
    4. Public/media relations and information

- Provide brief answers and explanations to the following questions.
  1. Has any member of the Proposer's team been declared delinquent and/or default on any project within the last five (5) years?
  2. In the past five (5) years, has any member of the Proposer's team been suspended, debarred, disqualified from bidding, or declared ineligible for work by any entity or are any such actions pending against them?
  3. In the past five (5) years, has any member of the Proposer's team submitted a claim on a project that was not resolved without litigation and if litigated was not resolved in favor of the member of Proposer's team?
  4. Has any member of the Proposer's Team been assessed liquidated damages on any projects within the past five (5) years?
  5. Does any member of the Proposer's team have active projects that are behind schedule?
  6. In the past five (5) years, has any member of the Proposer's team been found in violation of any Local, State, or Federal laws or regulations or is currently under investigation for violation of any such laws or regulations. This includes but is not limited to safety, environmental, and erosion/sediment control issues.
  7. Within the last five (5) years, has any member of the Proposer's team received incentives for early project completion?
  8. In the past five (5) years, has any member of the Proposer's team been involved in design and construction related litigation.

***After initial submittal, changes to team members including subPROPOSERS and consultants cannot be made without SCDOT approval.***

Under **Project Delivery and Approach**, the Proposal at a minimum shall:

- Describe the Proposal in sufficient detail that SCDOT may determine its scope and intent.
- Describe the assumptions used in developing the Proposal. **Assumptions that violate project criteria and/or requirements are not acceptable.**
- Provide an artists rendering of the Proposer's design to show an understanding of the project's aesthetic requirements as detailed in the Scope of Work and Technical Specifications.
- Identify construction methods for the project.
- Identify how bridge closure restrictions will be meet.
- Identify the proposed schedule for completing the Project, including the total number of calendar days from Notice to Proceed necessary to complete the Project. **The Project shall be completed no later than 730 Calendar Days from Notice to Proceed.**
- Describe assurances and ability to complete the project within the proposed time for the Project.
- Identify the proposed sequence of construction of the Project to minimize disruption to communities, the motoring public, the environment, and marine traffic, and to meet the required closure times.
- Identify the anticipated schedule by which funds will be required.
- Describe the project risks and indicate whether the risk is assumed by the Proposer, shared (to what extent), or assumed entirely by SCDOT. **Assigning additional risk to SCDOT beyond what is identified in this RFP and the Agreement is not acceptable.**

- Describe the proposed plan for meeting or exceeding the design standards, specifications, and contract criteria.
- Describe how Partnering will be incorporated into the Project.
- Describe the Proposer's safety plan to be implemented during the construction phase.
- Describe the proposed quality control plan for the Project that ensures independent inspection and testing as well as providing a sufficient number of inspectors.
- Describe the Community Relations Plan to ensure good relations with public officials and the community. Describe how the plan will provide for timely and accurate dissemination of information to the public regarding construction activities, lane closures, and total closures.
- Describe the public involvement plan to ensure the communities and public officials comments are satisfied regarding aesthetic of the new superstructure. New superstructure must closely resemble the aesthetics of the existing structure.
- Describe how the DBE goal will be accomplished. Identify DBE firms that will be utilized, types of work, and percent of committal. To avoid disclosing any project cost information during the technical review, do not provide cost information in the technical proposal. A DBE committal sheet shall be included in the separate sealed cost proposal.
- Describe any proposed warranties that are above and beyond what is required for this project.
- Describe the plan to ensure all permit requirements will be met.
- Describe any innovative construction methods that will be used that will be particularly environmentally friendly.
- Describe any additional enhancements that will be included in the Project.

### **Cost Proposal**

Proposers shall complete the Cost Proposal Bid Form provided at the end of this document. Proposals shall identify the proposed cost of the Project by items of work as listed on the bid form and identify the Total Project Cost. Cost Proposal along with DBE committal sheet shall be sealed in a separate envelope and delivered as part of the Proposal.

### **Confidentiality of Proposals**

Proposals shall specifically identify any elements that are deemed confidential, or proprietary. Proposers shall be prepared upon request to provide justification of why such materials shall not be disclosed under the South Carolina Freedom of Information Act, Section 30-4-10, et seq., South Carolina Code of Laws (1976) as amended. Proposals will be kept confidential and will not be disclosed, except as may be required by law.

## **VI. EVALUATION OF PROPOSALS**

### **Proposal Review Committee**

A Proposal Review Committee ("Committee") will be appointed by SCDOT to review the Proposals. The voting members will be comprised of SCDOT employees. In addition, SCDOT will assemble a group of non-voting resource members having expertise in the various disciplines required by the project including the Federal Highway Administration.

## **Proposal Review**

The Committee will review the Proposals and determine whether each Proposal is responsive. Responsive Proposals will be accepted by the Committee for evaluation. Any non-responsive Proposal will be returned to the Proposer with a detailed explanation as to reasons for determining non-responsiveness. Reasons for determining a proposal to be non-responsive may result from, but is not limited to, the following: a technical score less than 75, failure to provide all information requested in the proposal, failure to provide complete and honest information, failure to complete the Bid Form correctly, and failure to provide a DBE committal sheet in the Cost Proposal Packet.

## **Technical Evaluation**

All Proposals will be evaluated for technical merit prior to opening the cost proposals. A Technical Score will be developed for each Proposer. Technical scores will be based on a scale of 0 to 100. **A proposer will be deemed non-responsive if the evaluation of their technical proposal results in a score of less than 75.** The following criteria will be used in determining the Technical Score:

**Qualifications and Experience ----- 50 points**  
**Project Delivery and Approach----- 50 points**

## **Presentations**

Proposers who have submitted acceptable Proposals may be invited by the Committee to make a presentation. The presentation, if required, will allow the Proposers an opportunity to further explain any aspect of their Proposals. The Committee may address questions to the Proposer after the presentation.

## **Proposal Evaluation**

After all Technical Proposals are evaluated and scored, cost proposals will be opened. The Proposal's Cost will be divided by its technical score, expressed as a decimal (i.e., 0.90 for a technical score of 90), to compute an adjusted bid price. The Proposer with the lowest adjusted bid price will be considered the top ranked proposer. The adjusted bid price is used for evaluation purposes only.

# **VII. SELECTION OF PROPOSER**

The Committee will present a report regarding their review of the proposals to South Carolina Secretary of Transportation and recommend selection of the top ranked Proposer. Upon approval by the Highway Commission, SCDOT will offer a contract to the selected Proposer.

## VIII. GENERAL INFORMATION

SCDOT reserves the right to terminate evaluation of one or more of the proposals if it is determined to be in the best interest of the state to do so.

SCDOT reserves the right, at its sole discretion, to either proceed no further with the RFP process, or to re-advertise in another public solicitation.

SCDOT reserves the right to reject any and all proposals and/or to discontinue contract execution with any party at any time prior to final contract execution.

SCDOT assumes no liability and will not reimburse costs incurred by firms, whether selected or not, in developing proposals or in contract execution.

SCDOT reserves the right to request or obtain additional information about any and all proposals. SCDOT may also issue addenda to the RFP, which will be mailed to all RFP holders.

## IX. MILESTONES

Provide RFP to Selected Proposers	May 1, 2008
Pre-Proposal Meeting (5 <sup>th</sup> Floor Auditorium SCDOT HQs)	May 21, 2008 10:00 am EST
Deadline for Proposers to submit written questions	May 29, 2008
Deadline for SCDOT to mail responses to written questions	June 12, 2008
Submit Proposals to SCDOT (10 Bound Copies, 1 Electronic PDF)	June 26, 2008 2:00pm EST
Notice to Proceed	To Be Determined

## **X. COST PROPOSAL BID FORM**

**Proposers shall provide a “Guaranteed Maximum Cost to Complete” for the project. Proposer’s “guaranteed maximum cost to complete” shall be guaranteed through August 31, 2008.**

**SCDOT will determine which Proposer provides the best value to the state. This determination will be based on the costs provided and the score of the Technical Proposal.**



**Cost Proposal Bid Form**  
**SC 703 Rehabilitation of Ben Sawyer Bridge**  
**Over the Intracoastal Waterway**

**Total Guaranteed Maximum Cost to Complete:**\_\_\_\_\_