*VOLUSIA TRANSPORTATION PLANNING ORGANIZATION (TPO)*

**REQUEST FOR PROPOSAL (RFP)**

**CONTINUING GENERAL PLANNING CONSULTANT SERVICES**

**ADDRESS**:  
Volusia Transportation Planning Organization  
2570 W. International Speedway Blvd., Suite 100  
Daytona Beach, Florida 32114

**TELEPHONE:**(386) 226-0422

**One (1) original, five (5) hard copies, and one (1) CD containing the proposal in Adobe Acrobat Portable Document Format (.pdf) must be received by the Volusia TPO no later than 12 Noon E.S.T. on May 9, 2013. Proposals received after this date and time will not be considered.**

**REQUEST FOR PROPOSAL (RFP)**

**CONTINUING GENERAL PLANNING CONSULTANT SERVICES**

**SECTION 1: INTRODUCTION**

**Purpose**

The purpose of this Request for Proposal (RFP) is to solicit responses from qualified consulting firms interested in providing continuing general transportation planning services for the Volusia Transportation Planning Organization (TPO). The respondent(s) selected will be expected to have a broad range of experience in transportation planning including traffic modeling, public involvement, level of service analysis, development impact review, and a clear understanding of the TPO planning process.

A detailed list of proposed services is provided under the Scope of Services section.

**Background**

The Volusia Transportation Planning Organization (TPO) is an independent organization responsible for the planning and programming of all federal and state transportation funds for all of Volusia County and for the cities of Flagler Beach and Beverly Beach in Flagler County. The TPO is currently completing a reapportionment effort resulting from changes to in urbanized area boundaries as a result of the 2010 census. It is important to recognize that the planning area as well as the composition of the TPO Board will be changing as a result of reapportionment. Given these changes, all activities should be developed with consideration for the expanded planning boundary.

The TPO is the primary forum within which local governments and citizens voice concerns, identify priorities, and plan for improvements to all modes of transportation – roadway, public transportation, and bicycle and pedestrian facilities. The TPO Board is comprised of elected officials representing various local area governments and appointed members representing transportation authorities serving the area.

The TPO Board is supported by several advisory committees that include technical staff as well as citizen representatives that review information and make recommendations to the Board. The organization has a small staff of transportation planning professionals that support, coordinate and complete the transportation planning activities undertaken by the TPO Board and committees. The TPO currently operates under signed joint participation and interlocal agreements with all member governments. Together, the board and committees are responsible for working together to improve the safety and efficiency of the transportation system in the area served by the TPO.

**SECTION 2: GENERAL INFORMATION, TERMS AND CONDITIONS**

**Proposed Schedule**

**April 9, 2013**

* Legal Ad appears in newspapers and on website [www.volusiatpo.org](http://www.volusiatpo.org)
* E-mail sent to consultants

**April 19, 2013**

**•** Questionsabout the **Scope of Services** may be submitted **by e-mail** on or before *April 19,**2013,* to Jean Parlow at [jparlow@volusiatpo.org](mailto:jparlow@volusiatpo.org). Ms. Parlow will research any questions and post responses on the website at [www.volusiatpo.org](http://www.volusiatpo.org) by **April 24, 2013**.

**May 9, 2013** (@12:00 noon)

* To be considered responsive, applicants must submit **six (6) hard copies** of their proposalto the VTPO **no later** than May 9, 2013 at 12:00 noon

**May 14, 2013** (@ 10 A.M.)

* ***Selection Committee*** meets and selects short-listed firms. This will be based on qualifications, experience and capabilities submitted in the proposals and evaluation criteria set forth in the request for proposals

**May 15, 2013**

* ***Selection Committee*** announces and notifies short-listed firms.

**May 30, 2013 (**starting @ 1:00 P.m.)

* Oral presentations will be given to the ***Selection Committee*** by the short-listed firms at the VTPO office. This will include a Q&A session of the firm’s past work, capabilities and project approach.
* ***Selection Committee***will rank short-listed firmsbased on qualifications, experience, capabilities, project approach and oral presentations

**June 3, 2013**

* The Executive Director of the VTPO presents the recommendations of the *Selection Committee* to the VTPO Executive Committee. The VTPO Executive Committee authorizes the Executive Director to execute contract with the top ranked firms or as directed.

**Proposal Closing Date and Time**

**One (1) original, five (5) hard copies, and one (1) CD** containing the proposal in .pdf format must be received by the Volusia TPO **no later than May 9 at 12 NOON, 2013.** Proposals received after this date and time will not be considered.

**Delivery of Proposals**

All proposals shall be sealed and delivered or mailed to (fax and email submissions will not be accepted) post mark is NOT considered date of receipt):

Volusia Transportation Planning Organization  
2570 W. International Speedway Blvd., Suite 100  
Daytona Beach, Florida 32114

Mark package(s) as follows:   
**GPC PROPOSAL** - c/o Jean Parlow

Note: Please ensure that if a third party carrier (Federal Express, UPS, USPS, etc.) is used, they are properly instructed to deliver the proposal only to the Volusia TPO at the above address. To be considered, a proposal must be accepted at the TPO office no later than the RFP closing date and time. If the proposal is delivered anywhere else, it may not reach the TPO office in time.

**Questions Concerning RFP/No Contact Provision**

Respondents are hereby notified not to contact any member of the Selection Committee, or any member of the Volusia Transportation Planning Organization committees or staff, except as provided herein regarding this proposal until such time as a contract has been awarded. All inquiries pertaining to this RFP should be directed to the designated TPO staff liaison. Failure to abide by this condition of the RFP may be cause for the rejection of the firm’s proposal.

**Clarification and Addenda to RFP**

It is incumbent upon each respondent to carefully examine these specifications, terms and conditions. Any inquiries, suggestions or requests concerning interpretation, clarification or additional information shall be made in writing via email through the designated TPO staff liaison. The TPO shall not be responsible for any oral representation(s) given by any employee, representative or others. The issuance of a written addendum is the only official method whereby interpretation, clarification or additional information can be given.

If it becomes necessary to revise or amend any part of this RFP, a good faith attempt will be made to notify all prospective respondents. All addendums will be posted on the TPO’s website at [www.volusiatpo.org](http://www.volusiatpo.org).

**SECTION 3: PROPOSALS**

Each firm shall submit a **written proposal** describing how the firm will fulfill the requirements of the Scope of Services. The consulting team should identify relevant transportation planning experience and describe related work products. The proposal should include sufficient information to enable the Selection Committee to fully evaluate the capabilities of the firm and the proposed approach to providing the specified services. The written proposal shall utilize the following format and address in detail the items included in the Scope of Services.

The original proposal must be signed by an official authorized to legally bind the respondent to its provisions and shall contain a statement that the proposal shall remain valid for at least ninety (90) calendar days from the proposal closing date.

Proposal should be formatted as 8-1/2” by 11” pages (electronic and hard copy); maps and other graphic information may be included as 11” by 17” formatted pages. Terms and conditions differing from those in this RFP shall be cause for disqualification of the Proposal.

INFORMATION

Respondents must provide the following information:

1. The firm’s name, address, phone number and e-mail address and indication as to whether the prime firm and/or sub-consultants are disadvantaged business enterprises (DBE) and/or minority business enterprises (MBE).
2. Names and qualifications of the project manager and key staff members/consultants/subcontractors who would be involved in the project.
3. Provide five (5) previous work products in this field.
4. Provide four (4) professional references and contact information (email and phone number) for each one
5. Primary contact person(s), phone number and e-mail address

CERTIFICATIONS/STATEMENTS

The following certifications/statements **must** be included:

1. DBE Participation Statement
2. Truth-In-Negotiations Certificate.
3. Non-Collusion Proposal Certification
4. Certification of Eligibility
5. Certification Regarding Lobbying
6. Debarment and Suspension Certification
7. E-Verify

**Disclosure of Proposal Content**

All proposals shall be held confidential to the extent permitted by law from parties other than the TPO until the recommendation for award is made*.* The TPO is governed by the Public Records Law, Chapter 119, Florida Statutes.

**Respondent’s Responsibility**

***A respondent, by submitting a proposal, represents that****:*

1. The respondent is familiar with the local conditions under which this contract must be performed. The respondent possesses the capabilities, resources and personnel necessary to provide efficient and successful service to the TPO and;
2. It is understood and the respondent agrees that the respondent shall be solely responsible for all services provided. Notwithstanding the details presented in the RFP, it is the responsibility of the respondent to verify the completeness of the requirements and its suitability to meet the intent of this RFP.

**SECTION 4: CONSULTANT SELECTION PROCESS**In order to be considered for this work, the Consultant(s) must meet the following conditions at a minimum:

1. The Consultant(s) must have relevant transportation planning experience.
2. The Consultant(s) must have the hardware, software and trained technicians necessary to perform the elements described in the scope of services in an accurate and timely manner. The Consultant(s) must have the ability to use the most recent version of the modeling software as used by the Florida Department of Transportation District 5 (CFRPM). The Consultant(s) must have the hardware and software necessary to produce geographic information system (GIS) mapping in printed and digital format. Any digital data, maps, text and plans shall be functional with the existing hardware and software systems used by the Volusia TPO (currently ESRI ArcGIS, Microsoft Office, Adobe Creative Suite, and others).
3. The consulting team must include qualified professional transportation planners. Inclusion of professional transportation engineer is desirable but not mandatory.

**Selection Committee Review and Short-listing**

The Selection Committee will review all proposals submitted according to the requirements of this RFP and meet on **May 14, 2013** to develop a short-list of respondents for further consideration. Short-listed firms will be notified on **May 15, 2013.**  
  
The Selection Committee shall consider and weigh the following areas in their selection process.

* **PROJECT APPROACH/UNIQUE CONCEPTS** (0-15 Total Points)
* **UNDERSTANDING OFREQUESTED SERVICES** (0-15 Total Points)
* **DEMONSTRATED PROJECT MANAGEMENT EXPERIENCE** (0-25 Total Points)
* **RELATED PLANNING EXPERIENCE and TECHNICAL SKILLS** (0-25 Total Points)

**Oral Presentations/Interviews**

The short listed firms shall be invited for Oral Interviews and be asked to give an Oral Presentation. This will include a Q&A session of the firm’s past work, capabilities and project approach. Short-listed firms will be given up to fifteen (15) minutes for their presentation and up to fifteen (15) minutes to answer questions from the Selection Committee. The firms Project Manager and other key staff and subconsultants must be present at the oral presentations. Oral presentations will occur on **May 30, 2013** starting at 1 p.m. and will be scheduled in alphabetical order.

At the conclusion of the presentations the Selection Committee shall discuss the overall merits of each proposer and conduct a final evaluation. Each voting member will be required to consider the proposer’s original proposal and any additional information acquired during the presentations/interviews. Final recommendations will be made and then be presented, by the TPO Executive Director, to the TPO Executive Committee.

*Americans with Disabilities Act*In accordance with the Americans with Disabilities Act and Section 286.26, F.S., persons with disabilities needing special accommodations to participate should contact the TPO staff office no later than 48 hours prior to any meeting at (386) 226-0422 for assistance.

**SECTION 5: FINAL SELECTION AND CONTRACT NEGOTIATIONS**

The Volusia TPO will attempt to enter into negotiations with the highest-ranked proposer(s), and if negotiations are successful, the Volusia TPO will attempt to enter into a contract with the proposer(s).

It is the TPO’s intent to commence final contract negotiations with the respondent(s) deemed most advantageous to the TPO in accordance with the evaluation criteria specified elsewhere in this RFP. The TPO reserves the right, however, to conduct contract discussions with any respondent possessing a realistic possibility of contract award including request for additional information and request for "best and final" offers.

Due to the unknown volume of work and diverse nature of activities expected to be performed under this proposal, the Volusia TPO reserves the right to award the contract to up to two (2) respondents that it deems to offer the best overall proposals. No firm dollar amount for services to be performed under this RFP can be established in advance as the extent of work required cannot be estimated at this time. There is no guarantee of work tasks or a firm dollar amount for services to be performed under each contract. The TPO is therefore not bound to accept a proposal on the basis of lowest price and further, the TPO has the sole discretion, and reserves the right to cancel this RFP, and to reject any and all proposals, to waive any and all informalities and or irregularities, or to re-advertise with either the identical or revised specifications, if it is deemed to be in its best interests to do so.

The selection process and potential contracts resulting from this process will obligate the successful proposers to comply with all local, state and applicable federal funding requirements. Relevant State policies and procedures will at a minimum meet the intent of Section 287.055, Florida Statutes, Section 337.105, Florida Statutes and Chapter 14-75, Florida Administrative Code

**Length of Contract**

The contract will be for a period of **three (3) years**, with the ***option*** to extend for up to two (2) additional years; in one year increments.

**Professional Services Agreement Contract**

The content of this RFP and all provisions of the successful proposal deemed pertinent by the TPO may be incorporated into a professional services agreement and become legally binding.

If the consultant(s) fails to properly perform the conditions of the agreement, in the sole opinion of the TPO, the TPO will communicate to the consultant(s) in writing the problem(s) that exist. The consultant(s) will have up to ten (10) calendar days to rectify the problem(s). If the same or other problems persist or recur the TPO may immediately cancel the agreement by advising the consultant(s) in writing.

**CONSULTANT ELIGIBILITY:**

It is a basic tenet of the VTPO's contracting program that contracts are procured in a fair, open, and competitive manner. The VTPO requires that Consultants representing the VTPO be free of conflicting professional or personal interests.

**Nondiscrimination:** The Consultant, with regard to the work performed during the contract, shall not discriminate on the basis of race, color, national origin, sex, age, disability, religion or family status in the selection and retention of subcontractors, including procurements of materials and leases of equipment

FORMS

375-030-21

PROCUREMENT

10/01

**DBE PARTICIPATION STATEMENT**

Note: The Consultant is required to complete the following information and submit this form with the technical proposal.

Project Description: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Consultant Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

This consultant (is ) (is not ) a Department of Transportation certified Disadvantaged

Business Enterprise (DBE).

Expected percentage of contract fees to be subcontracted to DBE(s): %

If the intention is to subcontract a portion of the contract fees to DBE(s), the proposed DBE subconsultants are as follows:

DBE Subconsultant Type of Work/Commodity

By

Date

**TRUTH-IN-NEGOTIATIONS CERTIFICATE**

STATE OF FLORIDA, COUNTY OF VOLUSIA

Before me, the undersigned authority, personally appeared Affiant, \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, who being first duly sworn, deposes and says:

1. That the undersigned firm is furnishing this Truth-in-Negotiation Certification pursuant to Section 287.055(5)(a) of the Florida Statutes for the undersigned firm to receive an agreement for professional services with the Volusia Transportation Planning Organization.
2. That the undersigned firm is a corporation which engages in furnishing professional engineering and/or planning services and is entering into an agreement with the Volusia Transportation Planning Organization to provide professional Continuing General Planning Consulting Services.
3. That the undersigned firm will furnish the Volusia Transportation Planning Organization a detailed analysis of the cost of the professional services that will be required to perform various tasks as each work order is proposed.
4. That the wage rates and other factual unit costs supporting the compensation for this project’s agreement will be accurate, complete and current at the time the undersigned firm and the Volusia Transportation Planning Organization enters into the agreement for professional continuing general planning consulting services and at the time of execution of each work order.
5. The undersigned firm agrees that the original agreement price and any additions thereto shall be adjusted to exclude any significant sums by which the Volusia Transportation Planning Organization determines the agreement price was increased due to inaccurate, incomplete, or noncurrent wage rates and other factual unit costs. All such agreement adjustments shall be made within one (1) year following the end of the agreement. For the purpose of this certificate, the end of the agreement shall be deemed to be the date of final billing or acceptance of the work by the Volusia Transportation Planning Organization, whichever is later.

Name of Firm/Consultant: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

By:

Authorized Signature Date

Title: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Attest: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (Seal)

Notary: The foregoing instrument was acknowledged before me by \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ who has produced \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_as identification or is personally known to me.

WITNESS my hand and official seal in the State last aforesaid this \_\_\_\_\_\_\_\_ day of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, 2013.

**Non-Collusion Proposal Certification**

By submission of this proposal, each Proposal and each person signing on behalf of any Proposer certifies, and in the case of a joint proposal, each party certifies as to its own organization, under penalty of perjury, that to the best of his/her knowledge and belief:

1) The prices in the Proposal have been arrived at independently without collusion, consultation, communication or agreement, with any other Proposer or with any other competitor for the purpose of restricting competition as to any other matter relating to such prices.

2) Unless otherwise required by law, the prices which have been noted in this Proposal have not been knowingly disclosed by the Proposer and will not knowingly be disclosed by Proposer prior to opening, directly or indirectly, to any other Proposer or to any competitor and,

3) No attempt has been made or will be made by the Proposer to induce any other person, partnership, or corporation to submit or not to submit a Proposal for the purpose of restricting competition.

Firm/Consultant (Proposer) Name:

Typed Name and Title of Authorized Official:

Authorized Signature:

Date:

**Certification of Eligibility**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ hereby certifies that it is not included on the lists of persons or firms currently debarred for any reason, including but not limited to violations of various public contracts incorporating labor standards provisions, maintained by the United States Comptroller General, the United States Department of Transportation, the Florida Department of Transportation, the Volusia Transportation Planning Organization, Volusia County or any other transportation agency of any state.

Firm/Consultant (Proposer) Name:

Typed Name and Title of Authorized Official:

Authorized Signature:

Date:

**CERTIFICATION REGARDING LOBBYING**

**Certification for Contracts, Grants, Loans, and Cooperative Agreements**

The undersigned certifies, to the best of her or his knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, “Disclosure Form to Report Lobbying,” in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all sub awards at all tiers (including subcontracts, sub grants, and contracts under grants, loans, and cooperative agreements) and that all sub recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance is placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000.00 and not more than $100,000.00 for each such failure.

The Contractor, \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understand and agrees that the provisions of 31 U.S.C. A 3801, *et seq.*, apply to this certification and disclosure, if any.

Firm/Consultant (Proposer) Name:

Typed Name and Title of Authorized Official:

Authorized Signature:

Date:

**DEBARMENT AND SUSPENSION CERTIFICATION**

As required by U.S. Regulations on Governmentwide Debarment and Suspension (Non procurement) at 49 CRF 29.510

(1) The (Name of Proposer) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ hereby certifies to the best of its knowledge and belief, that it and its principals:

(a) Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any federal department or agency;

(b) Have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state, or local) transaction or contract under a public transaction; violation of federal or state antitrust statutes; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;

(c) Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (federal, state, or local) with commission of any of the offenses listed in paragraph (b) of this certification; and

(d) Have not within a three-year period preceding this certification had one or more public transactions (Federal, state, or local) terminated for cause or default.

(2) The (Name of Proposer) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ also hereby certifies that if, later, it becomes aware of any information contradicting the statements of paragraphs (a) through (d) above, it will promptly provide that information to the U.S. DOT.

Firm/Consultant (Proposer) Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  
  
Name and Title of Authorized Official: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Authorized Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**STATE OF FLORIDA DEPARTMENT OF TRANSPORTATION**

**E-VERIFY**

**Contract No:**

**Financial Project No(s):**

**Project Description:**

**Vendor/Consultant acknowledges and agrees to the following:**

**Vendor/Consultant shall utilize the U.S. Department of Homeland Security’s E-Verify system, in accordance with the terms governing use of the system, to confirm the employment eligibility of:**

**1. all persons employed by the Vendor/Consultant during the term of the Contract to perform employment duties within Florida; and**

**2. all persons, including subcontractors, assigned by the Vendor/Consultant to perform work pursuant to the contract with the Department.**

**Company/Firm**: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Authorized Signature**: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Title:**   **Date:** \_\_\_\_\_\_\_\_\_\_