

Classen Steubing New Bore Alignment Project

RFCSP – CO-00552

Patrick O'Connor, P.E.

Project Engineer

Stella Manzello

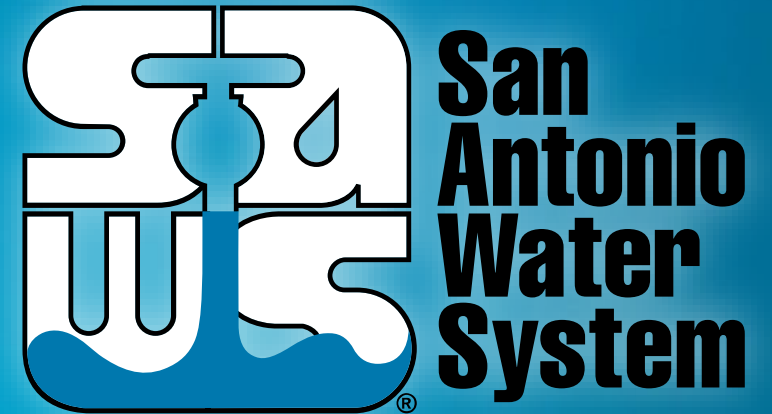
Contract Administrator

Marisol V. Robles

SMWB Program Manager, SAWS

Marshal Preas, P.E.

Design Engineer, Pape-Dawson Engineers



Non-Mandatory Pre-Proposal Meeting

April 5, 2023 – 2:00 PM

MAKING SAN ANTONIO
WATERFUL



Oral Statements

Oral statements or discussion during the pre-proposal meeting today will not be binding, nor will it change or affect the terms or conditions within the Plans and Specifications of this Project. Changes, if any, will be addressed in writing only via an Addendum.

- This presentation only paraphrases the RFCSP and is for informational purposes only
- Prospective Proposers should reference the RFCSP for full details

Agenda

- Key Project Information
- SMWB
- Contract Requirements
- Evaluation Process
- Required Experience
- Proposal Packet Preparation
- Evaluation Criteria
- Additional Reminders
- Communication Reminders
- Key Dates
- Submission Due Date
- Project Overview
- Questions

Key Project Information

- This is a Non-Mandatory pre-proposal meeting
- Construction duration is 363 calendar days
- Budget estimate \$5,800,000.00
- Procured under Chapter 2269 of Texas Government Code as a Request for Competitive Sealed Proposals (RFCSP)

Mandatory SMWB Goal

Industry	SMWB Goal
Construction	21%

The mandatory SMWB goal is expressed as
21% of your total price proposal

SMWB Scoring

- SMWB Scoring Method: 10 Points (by percentage) for meeting or exceeding the stated mandatory SMWB goal.
- Not meeting the mandatory goal = 0 SMWB Points. Points awarded on an all-or-nothing basis.
- If the goal is not met, proof of outreach to SMWBs must be provided. If proof of outreach is not provided, disqualification may occur.

Good Faith Effort Plan (GFEP) FAQs

- **Q: Is the 21% SMWB goal mandatory?**

A: Yes. Respondents who do not meet the mandatory goal will not earn any SMWB points.

- **Q: What if I am having trouble finding SMWB subcontractors?**

A: The South Central Texas Regional Certification Agency has a search portal at www.sctrca.sctrca.org.

- **Q: What if my business is SMWB-certified? Do I need to find SMWB subs?**

A: If your firm is SMWB-certified, you will most likely meet the goal. However, the GFEP is a required document, and a good faith outreach effort is still necessary.

- **Q: Do I need to include all my subcontractors in the GFEP or just those that qualify towards the SMWB goal?**

A: **All** subcontractors and suppliers need to be included in the GFEP, even those that may not count towards the SMWB goal. We also need to see proof of your outreach if you do not meet the goal.

- **Q: What if I have questions about the GFEP?**

A: Please contact the SMWB Program Manager at Marisol.Robles@saws.org. GFEP questions can be asked at any time before the submittal is due.

Required Solicitation Methods

At least two of the methods must be used.

- Newspaper Advertisements
- Minority Media
- Direct Contact (Phone, Fax, USPS Mail, or Email)
- Meetings or Conferences
- Internet & Web Postings or Other Government Publications
- Trade Association Publications

Post Award: Subcontractor Payment & Utilization Reporting (S.P.U.R.) System

- 1. Subcontractor & Supplier Payment Tracking
- 2. Subcontractor and Supplier Additions or Substitutions
- 3. Must be Current and Accurate before Retainage is released

<https://saws.smwbe.com>



SMWB Questions

- Questions related to the SMWB Program, completion of the Good Faith Effort Plan (GFEP), or finding certified subcontractors and suppliers may be directed to the SMWB Program Manager until the RFCSP is due.

Marisol V. Robles

SMWB Program Manager

Email: Marisol.Robles@saws.org

Telephone: 210-233-3420

Contract Requirements

Prevailing Wage Rate and Labor Standards – Section 2.10 of the General Conditions

- Wage decisions are included within the specifications
- Contractors shall utilize LCP Tracker
- Certified payroll to be submitted on weekly basis beginning on the start date of the Notice to Proceed, including weeks in which work is not performed
- Contractors are responsible for sub-contractor payroll
- Late payrolls delay contractor payments, as well as release of retainage at the end of the project
- Payroll records are subject to review
- Site visits are random and unannounced
- Interviews will be conducted and will be private & confidential
- All apprenticeship programs will need to be approved by Department of Labor prior to starting

Contract Requirements

- Insurance requirements are found in Section 5.7 of the GCs Supplemental Conditions
 - **Installation Floater insurance in lieu of Builder's Risk**
- Contractor's insurance must be compliant with all other contracts
- SAWS will request insurance certificate prior to Board award to ensure insurance compliance and to assist in expediting execution of the contract
- Contractor must maintain insurance compliance during the entire term of the contract and failure to do so, including not provided renewal certificates of insurance, may result in the contractor being removed from the project site until the issue is resolved

Contract Requirements

- Supplemental Conditions
 - Contractor shall perform the Work with its own organization on at least 40% of the total original contract price confirmed in the Good Faith Effort Plan

Evaluation Process

- Technical Evaluation Committee (TEC) will score the proposals based on the evaluation criteria published in the Supplementary Instructions to Respondents (SIR) to determine the Respondent who can provide the best value to SAWS
- Price will be calculated (lowest price receives the most points)
- SMWB will be added to final scores
- Selection Evaluation Committee reviews final scores and recommends firm
- Negotiations, if any
- Board award

Required Experience

- Respondents submitting a proposal for this RFCSP should demonstrate, completely and sufficiently, that large diameter wastewater pipeline installations are a primary business focus and service, and such services have been successfully provided for at least five (5) continuous years.

Proposal Packet Preparation

- Utilize the Proposal Packet Checklist within the specifications
- Double check all mathematical calculations and verify all extensions
- Ensure Mobilization & Prep ROW Line Item does not exceed the percentage allowed (lines 1-54)
- Addendums are acknowledged on the Price Proposal Signature Page
 - Check the SAWWS website regularly for addendum postings
 - It is possible to have multiple addendums

Proposal Packet Preparation

- Request FTP Site for proposal upload
- Proposal page limits do apply; reference SIR for required forms that do not count
- Thoroughly review both the Instructions to Respondents and SIR
- Utilize the Proposal Response Checklist
 - 3 files required for electronic submittal
 - Follow file naming convention
- Utilize Evaluation Criteria Forms

Evaluation Criteria Form

The intent of this document is to provide Respondents a structure for their responses. While there are page limits for this solicitation, there are no character limitations.

Respondents should provide answers to the questions below in the order and spaces provided to ensure continuity between Respondent's submissions.

When responding to the questions below, Respondents should use the space provided in this form, unless otherwise indicated.

If all fields are not completed, the proposal may be deemed non-responsive.

1. Team Qualifications and Experience (17 Points)

a. Organizational Structure and Key Information of the Prime Contractor

Prior to responding to this section, refer to the Supplementary Instructions to Respondents for definitions and other requirements.

- i. Provide current business organizational structure, type of business structure, and stability of organization.
- ii. Provide total number of employees and annual company revenues as of December 31, 2021.
- iii. Provide the Debarment history for the company for the last ten (10) years.
- iv. Provide any litigation, arbitration, and claims history for the last three (3) years and any litigation, arbitration, and claims history with SAWS regardless of the year they occurred.
- v. Indicate the number of years performing contracting/construction work under current legal business name and/or previous legal business name(s).
- vi. Provide a clear description of the proposed team identifying Key Subcontractor(s), their role on the project, and teaming history. If the Prime Contractor has not worked previously with proposed Key Subcontractor(s), describe the proposed approach for ensuring successful completion of the project in accordance with Contract Documents.

Proposal Packet Preparation

- Entire proposal should create a clear picture of Team Qualifications and Experience (Org chart, similar relevant project references, and resumes for Key Personnel and Key Subcontractors)
- Thoroughly review scope and ensure project references and Key Personnel resumes clearly show similar and relevant experience
- Thoroughly review evaluation criteria and respond with all required information to maximize points
- Avoid “boilerplate” responses

Proposal Packet Preparation

- Verify contact information for all project references, if SAWS is not able to contact reference points may be deducted or proposal deemed non-responsive
- Ensure required documents are submitted and signed (i.e., Respondent Questionnaire, CIQ, etc.)
- Price Proposal
 - Acknowledge Addendums on Proposal Signature Page
 - Verify all formula extensions and mobilization and demobilization

Evaluation Criteria

TEAM QUALIFICATIONS AND EXPERIENCE (17 POINTS)

- Organizational Structure and Key Information on Prime Contractor
 - Provide current business organizational structure, type of business structure, and stability of organization
 - Provide total number of employees and annual company revenues as of December 31, 2022
 - Provide debarment history for the company for the last ten (10) years
 - Provide any litigation, arbitration, and claims history for the last three (3) years and any litigation, arbitration, and claims history with SAWWS regardless of the year they occurred
 - Indicate the number of years performing contracting/construction work under current legal business name and/or previous legal business name(s).
 - Provide a clear description of the proposed team identifying Key Subcontractor(s), their role on the project, and teaming history. If the Prime Contractor has not worked previously with proposed Key Subcontractor(s), describe the proposed approach for ensuring successful completion of the project in accordance with Contract Documents.

Evaluation Criteria

TEAM QUALIFICATIONS AND EXPERIENCE (17 POINTS)

- Organizational Structure and Key Information on Prime Contractor – (Con't)
 - Provide a 1-page organizational chart that describes the composition of the team for this project. The chart shall include proposed Key Personnel for the Prime Contractor and Key Subcontractor(s). The chart shall also include percent availability (as percentage of total individual's workload) for Key Personnel (Prime and Key Subcontractor(s)) and their proposed role for the duration of the Project.
 - Provide a clear description of the proposed team's Key Personnel roles and responsibilities, including Key Personnel from Key Subcontractor(s).

Evaluation Criteria

TEAM QUALIFICATIONS AND EXPERIENCE (17 POINTS)

- Qualifications and Experience of Key Personnel Proposed for this Project
 - Resumes of Key Personnel on 8 ½” x 11”, one per person, not to exceed one (1) page for the prime contractor’s key personnel identified on the Org. Chart with Project Manager’s resume being first.
 - Name, job title, education
 - Number of years of total professional experience
 - Number of years/months with current company
 - Number of years/months of experience in proposed role for this project
 - Description of professional qualifications (to include degrees, licenses, certifications, and associations)
 - Brief overview of professional experience
 - Detailed description of capabilities and experience relevant to this project
 - List of all other active projects the team member is assigned to for the duration of the Project, to include the phase and percentage of time allocated to each of the other projects. For each project included in each resume, please clearly identify whether the project is with current firm or part of the person’s past professional experience

Evaluation Criteria

TEAM QUALIFICATIONS AND EXPERIENCE (17 POINTS)

- Safety Information for Prime and Key Sub(s)
 - Records showing Total Recordable Incident Rate (TRIR) past 5 years for the Prime Contractor and Key Subcontractor(s) to include backup documentation
 - Provide records showing the company's Experience Modification Rate (EMR) past 3 years for the Prime Contractor and Key Subcontractor(s) to include backup documentation
 - List fatalities in company's safety history for Prime Contractor and Key Subcontractors to include backup documentation

Evaluation Criteria

QUALITY, REPUTATION & ABILITY TO DELIVER PROJECTS ON SCHEDULE AND WITHIN BUDGET (15 POINTS)

- Prime Contractor On-time Completion on Similar Projects in the Past 10 Years
 - List 5 completed projects within the last 10 years of similar size, scope, and complexity to the work described in the Supplementary Instructions to Respondents for this Project
 - Respondents should provide references with contact information to include a valid, recently verified email and telephone number for each project listed
 - Key Personnel must have participated in a minimum of 2 of the 5 projects listed. The proposed Project Manager, Construction Manager, QA/QC Lead, Project Scheduler, Project Superintendent, Open Cut Superintendent, and Pipe Jacking / Tunneling Superintendents for this Project
 - If Respondent has SAWS experience, at a minimum, 1 SAWS project of similar size, scope, and complexity must be included in the list of 5 projects provided

Evaluation Criteria

QUALITY, REPUTATION & ABILITY TO DELIVER PROJECTS ON SCHEDULE AND WITHIN BUDGET (15 POINTS)

- Prime Contractor On-time Completion on Similar Projects in the Past 10 Years
 - The Respondent shall also list all current and recently completed projects of a similar scale (\$3 million and larger) and type (tunneling and installation of 24-inch diameter and larger gravity sanitary sewer main) performed in the last five (5) years for all Utility Owners in the State of Texas with the information required within the Supplementary Instructions to Respondents.

Evaluation Criteria

QUALITY, REPUTATION & ABILITY TO DELIVER PROJECTS ON SCHEDULE AND WITHIN BUDGET (15 POINTS)

- Key Subcontractor(s) Performance on Similar Projects in the Past 10 years
 - Provide a list of two (2) projects that the identified Key Subcontractors' Project Manager and/or Project Superintendent(s) participated in that were of similar size, scope, and complexity to the work described in the Contract Documents that have been completed within the last ten (10) years. Describe the role served by the proposed staff on those projects.
 - If Prime Contractor is planning to self-perform the Work in accordance with the Contract Documents and no Key Subcontractor(s) have been identified in the Response, Respondent shall provide a list of two (2) additional projects that were of similar scope to the Work that would have been performed by a Key Subcontractor and that have been completed within the last ten (10) years. Prime Contractor's Key Personnel shall have participated in at least one (1) of the two (2) projects listed.
 - Each project shall have the required information requested in the Supplementary Instructions to Respondents.

Evaluation Criteria

PROJECT APPROACH, SCHEDULE AND AVAILABILITY (18 POINTS)

- Project Approach
 - Provide a narrative of the project approach describing how the Respondent will complete the project including key milestones, specific critical processes and critical path items, construction phases and/or sequencing, permits, etc.
 - Identify potential risks and describe proposed mitigation measures to ensure on-time completion of the Project
 - Provide availability of specific equipment and crews. Indicate how they will be utilized for this Project.
 - Describe how the Respondent will coordinate with key stakeholders throughout the Project. Describe how Respondent will coordinate with property owners and business owners being impacted by the Project. Describe Respondent's approach for securing permits (ie. ROW, SWPPP, etc.) and/or complying with permit requirements for which SAWS is the permit holder (TxDOT, COSA, Parks & Recreation, CoSA Arborist, CPS Energy, SAWS Engineer's contracted consultant/subconsultant who evaluates Karst features if encountered during excavation, users of CoSA parks trails, etc.

Evaluation Criteria

PROJECT APPROACH, SCHEDULE AND AVAILABILITY (18 POINTS)

- Provide any innovative ideas for cost savings (due to method or duration) for this project.
- Provide QMP describing how the Prime Contractor will ensure that the necessary steps, safeguards, subcontractor oversight, QC processes, and document controls will be implemented in a rigorous manner as to ensure the completeness, workmanship, accuracy and successful completion of the Project.
- Project Schedule and Unforeseen Conditions
 - Critical path method (CPM) schedule Primavera or Microsoft project - Assume NTP of **August 14, 2023** per the requirements in the Supplementary Instructions to Respondents.
 - Provide a description of project approach for long-lead time items and critical path items will be addressed adequately.
 - List and describe any instances of unforeseen conditions encountered previously to include a recovery plan and nature of issue and whether it was promptly resolved and/or resulted in demobilization.
 - Approach for mitigating and managing unforeseen conditions on this project

Evaluation Criteria

PRICE/SMWB (40/10 POINTS)

- Lowest total price will receive 40 points
- Remaining proposals will receive points based on comparison to the lowest price proposal

Proposal	Price	Calculation	Points Earned
A	\$22,995,000	$(12,875,000/22,995,000) \times 40$	20.40
B	\$19,875,000	$(12,875,000/19,875,000) \times 40$	25.91
C	\$16,625,000	$(12,875,000/16,625,000) \times 40$	30.98
D	\$12,875,000	$(12,875,000/12,875,000) \times 40$	40.00
E	\$15,250,000	$(12,875,000/15,250,000) \times 40$	33.77

- Complete Good Faith Effort Plan (reference Supplementary Instructions to Respondents)

Additional Reminders

- Register with Vendor Registration Program on the SAWS website at www.saws.org to ensure access to the latest information
- To receive updates on specific projects, registered vendors should subscribe to the project by selecting the project, and clicking ‘Subscribe’ under the Notify Me box



Notify Me

Receive updates sent straight to your
inbox.

Subscribe

Communication Reminders

- There shall not be any communication with the following during the Proposal period:
 - ✓ Design Engineer
 - ✓ SAWS Project Manager or Project Engineer
 - ✓ Any other SAWS staff
 - ✓ City Council member or staff
 - ✓ SAWS Board of Trustees
- This includes phone calls, emails, letters, or any direct or indirect discussion of the Proposal

Key Dates

- April 13, 2023 by 4:00 PM
- April 20, 2023 by 4:00 PM
- May 5, 2023 by 2:00 PM
- May 8, 2023 by 2:00 PM
- May 2023
- June 2023
- July 11, 2023
- July 17, 2023

Questions Due

Addendum Posted

Deadline to request FTP Site

Proposals Due

Proposals Evaluated

Selected Contractor Notified

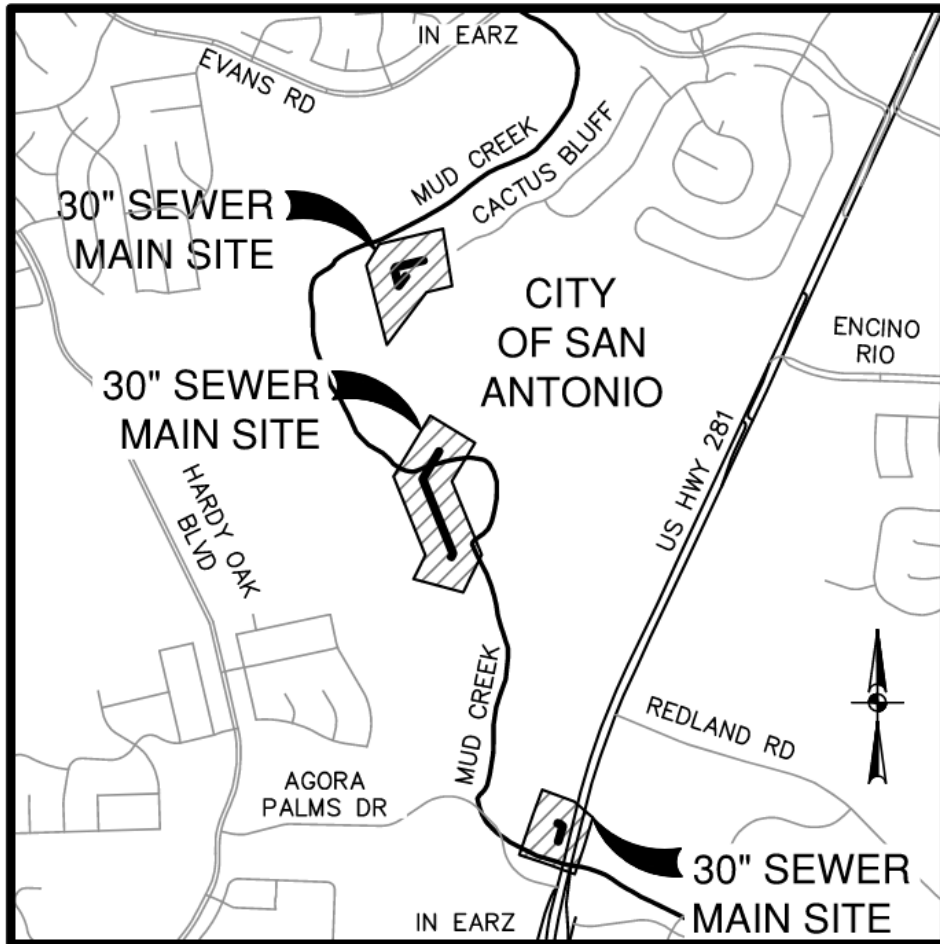
SAWS Board Approval/Award

NTP Issued

Submission Due Date

- Proposals due no later than **2:00 PM CT May 8, 2023**
- **Electronic Proposals Only**
- Follow specific electronic proposal delivery instructions:
 - Request the FTP Site for Upload no later than May 5, 2023 at 2:00 PM
 - Follow naming convention provided in the Respondent Proposal Checklist for all 3 files
 - Late responses will not be accepted and will not be opened
 - A WebEx proposal opening meeting will be held on May 8, 2023 at 2:00 PM

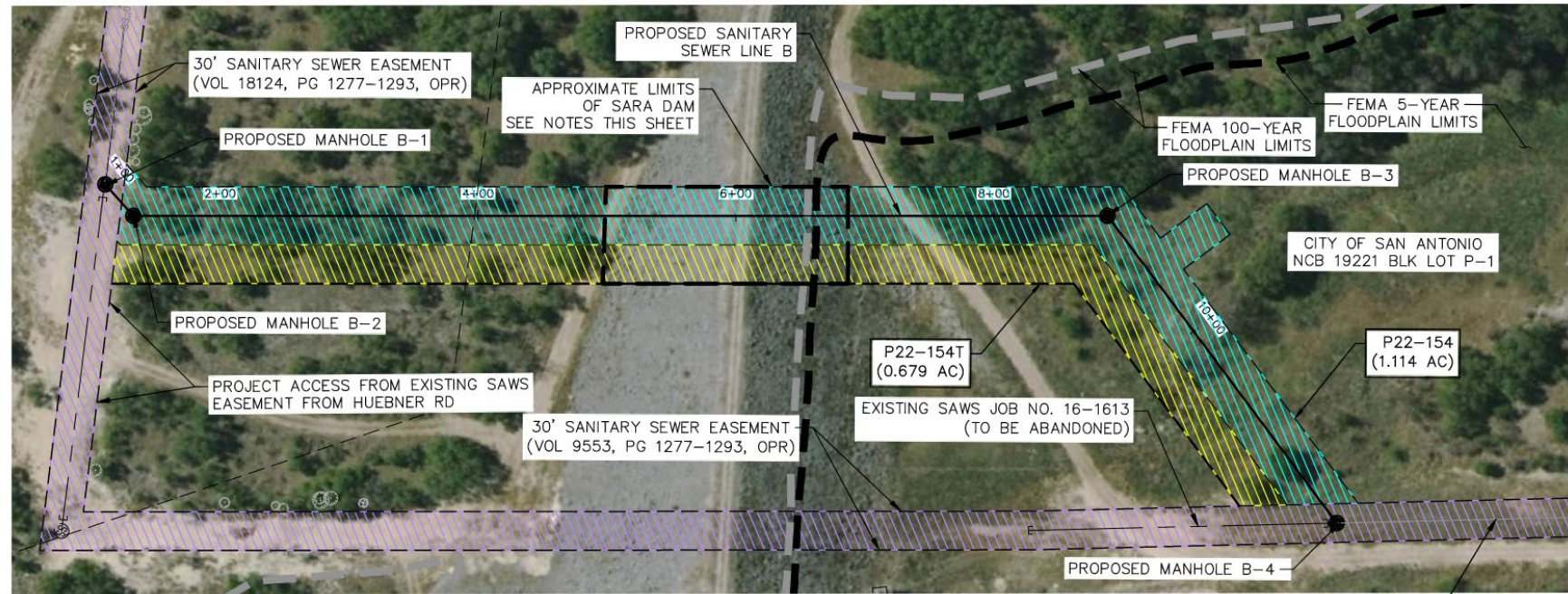
Project Outline



- The Classen Steubing New Bore Alignment Project consists of:
 - Installation of ±1,691 LF of 30" sanitary sewer main, 113 LF of 8" sanitary sewer main and associated manholes
 - Elimination of two SAWS lift stations (#150 & #191)
 - Trenchless installation under SARA earthen dam
 - Extension of existing sewer main along Hwy 281
- Anticipated Phasing:
 - Line B3 - US 281
 - Line B - Middle Segment (SARA Dam)
 - Line B1 & B2 - Upper Segment (LS and SD tie-ins)

Project Scope

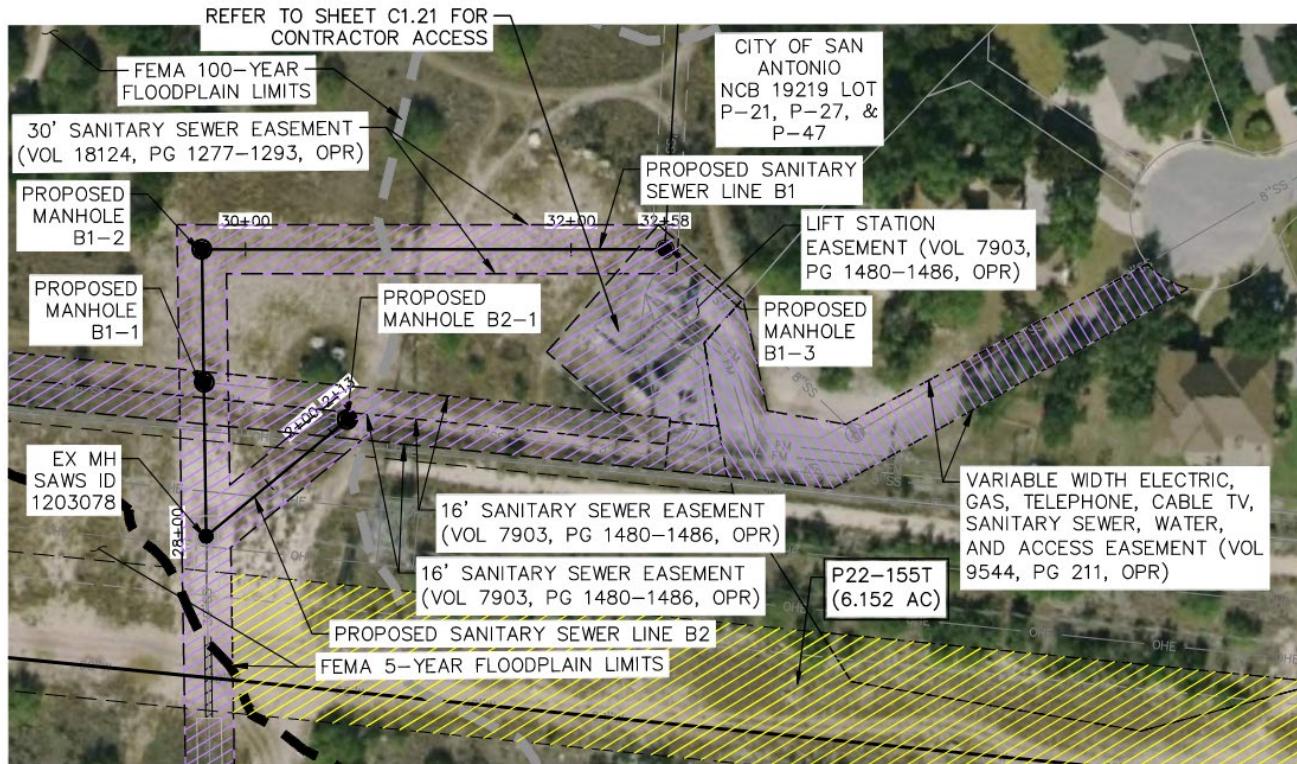
- Line B
 - 678 LF 30” FRP Sanitary Sewer (Open Cut)
 - 408 LF 30” FRP Sanitary Sewer (Pipe Jacking), Access and Recovery Shaft
 - 4 FRP Manholes
 - ±181 CY Concrete Encasement



LINE B (SEE SHEETS C3.00, C3.01, C3.02)

- Site Considerations:
 - Work in floodplain
 - Bore underneath earthen SARA dam (coordination with SARA required)
 - Work on COSA property (coordination with Parks required)

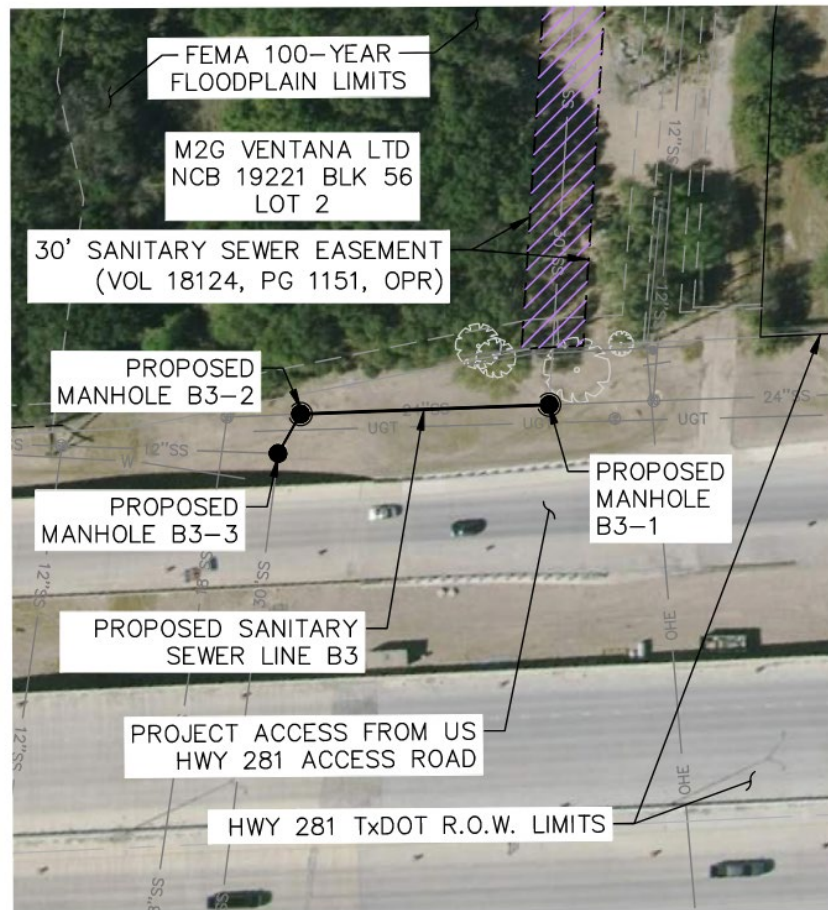
Project Scope



LINES B1 & B2 (SEE SHEETS C3.03, C3.04, C3.05)

- Lines B1 & B2
 - 113 LF 8" PVC Sanitary Sewer (Open Cut)
 - 461 LF 30" FRP Sanitary Sewer (Open Cut)
 - 1 Watertight 96" Polymer Concrete Sanitary Sewer Structure with Vortex Drop
 - 2 – 6' Diameter FRP Manholes, 1 – 4' Diameter FRP Manhole
- Site Considerations:
 - CPS agreement to encroach in existing easement for access (overhead electric lines present)
 - Work in floodplain
 - Work on COSA property (coordination with Parks required)
 - Bypass pumping required to complete connections

Project Scope



LINE B3 (SEE SHEET C3.06)

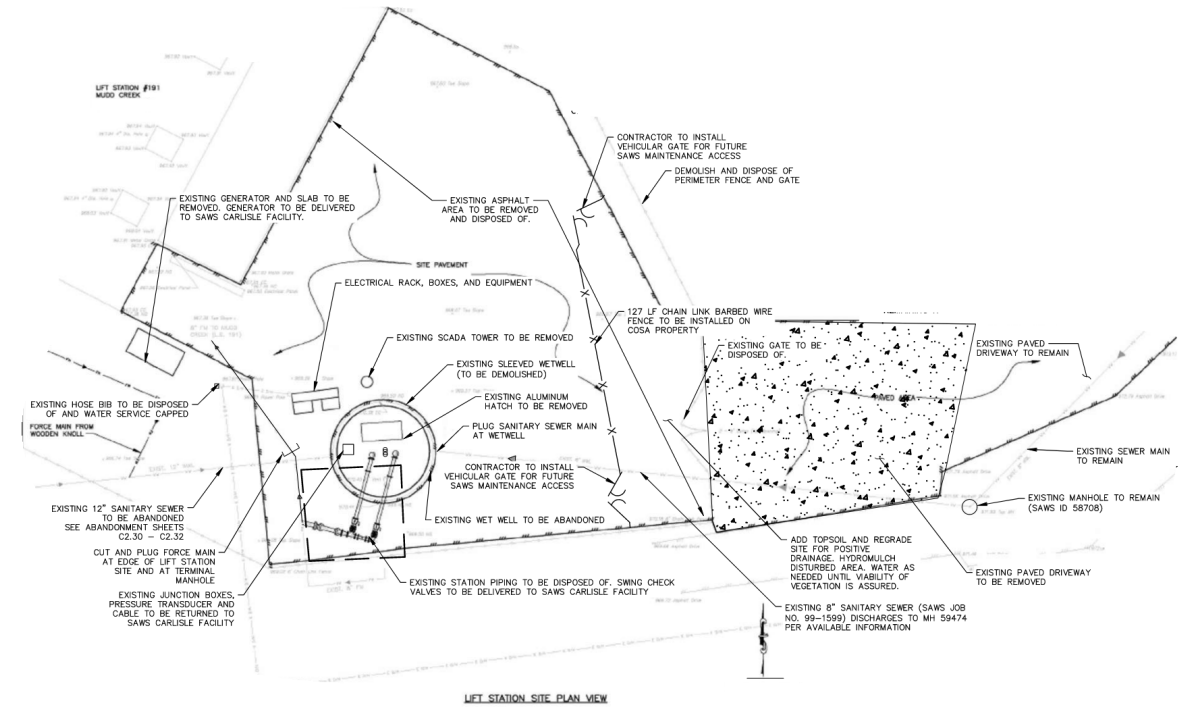
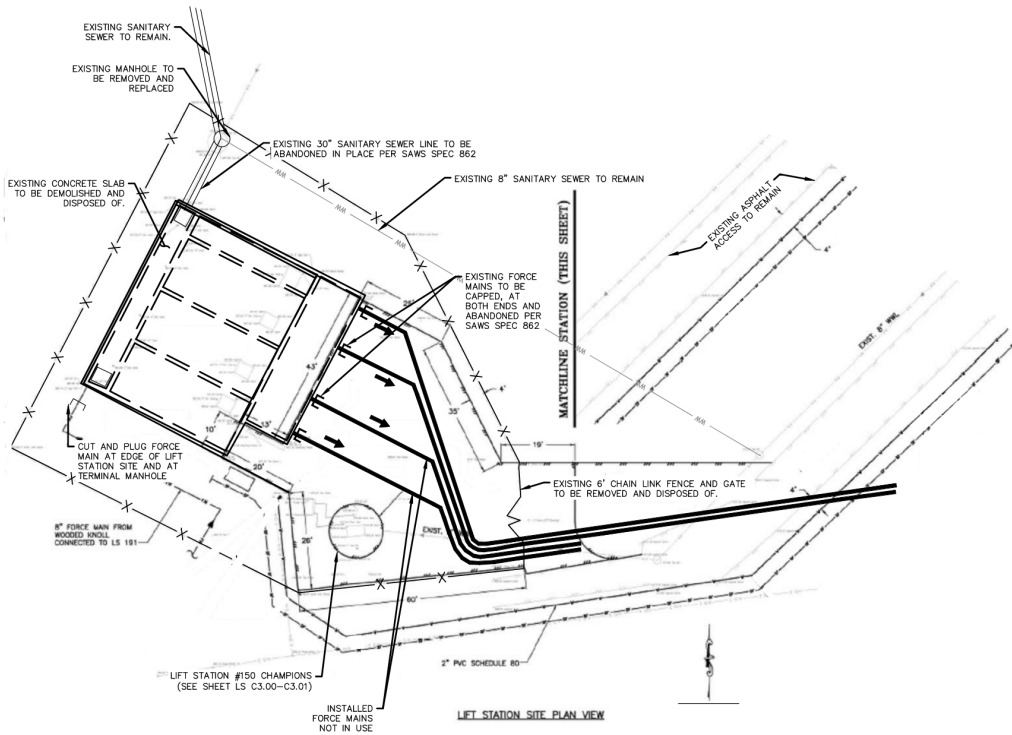
- Line B3
 - 144 LF 30" FRP Sanitary Sewer (Open Cut)
 - Remove and Replace 3 Existing Manholes with 6' Diameter FRP Manholes
 - Remove and Replace Concrete Riprap
- Site Considerations:
 - Work in TxDOT ROW (adhere to permit requirements)
 - Work in floodplain
 - Bypass pumping required to complete connections

Project Scope

- LS #150 & LS #191 Decommissioning
 - Lump Sum Bid Item to decommission both LS
 - Installation of 127 LF of 6' Barbed Wire Chain Link Wire Fence & 2 Vehicular Gates

Site Considerations:

- Coordination required with SAWS & CPS for shutdown of services and delivery of surplus items.
- Shall comply with Special Specification 1005
- Access from US Hwy 281 (Dague Ranch & COSA Parks)



Supplemental Conditions

- Liquidated Damages of \$778.00 per day
- Contract Documents:
 - Geotechnical Baseline Report (GBR) Tunnel portion only
 - Geotechnical Data Report (GDR) Tunnel portion only

Special Conditions

- SCI. – CPS Pole Relocate Allowance
- SC2. – Migratory Bird Nests
 - In accordance with the Migratory Bird Treaty Act Construction Activities and vegetation clearing should be conducted by the Contractor outside peak-nesting season (March-August). If vegetation clearing should occur from March through August, the Contractor shall complete an active bird nest survey completed by a biologist no more than 5 days prior to the planned construction.
- SC3. – Additional Insureds
 - SC3.1 - San Antonio River Authority (SARA) requires the Contractor to carry and maintain a minimum coverage of \$10 Million dollars in Commercial General Liability and Commercial/Business Automobile Liability policy(s) of insurance.
 - SC3.2 – Dague Ranch Ltd Partnership & CSS7 Ranches Ltd Partnership and Martin Marietta will be added as additional insured on selected Contractor's policies.

Special Conditions

- SC 4.0 – Project Coordination
- SC5.0 – Permits
 - Contractor to prepare and file all documents and forms associated with TCEQ's Storm Water Management Program
 - Contractor to meet all requirements of TCEQ SCS Permit & COSA Tree Permit
- SC6.0 – Threatened or Endangered Species
 - Contractor will comply with requirements of karst invertebrate mitigation program by adhering to the requirements of Specification 01510: Karst Void Management
- SC7.0 – Construction in Flood Prone Areas
 - All equipment required for construction that is to be located in the floodplain shall be mobile and have vehicles available to move the equipment during rain events
 - All temporary construction shafts shall be protected from inundation due to flooding, and the Contractor shall protect the tunnels from inundation once shafts are complete

Special Conditions

- SC8.0 – Vortex Drop Structure
 - Vortex drop unit will be supplied by SAWS. The existing unit will be available for inspection by Contractor prior to taking ownership of the vortex drop unit. The Contractor shall coordinate with the SAWS Inspector to request an inspection time with at least two weeks written notice. After the inspection is complete, the Contractor shall provide SAWS in writing an defects observed prior to taking possession of the unit.
 - The Contractor will be responsible for loading and delivery of the existing vortex drop unit from the SAWS Rilling Road Facility (1718 Rilling Rd, San Antonio, TX 78214) to the project site.
 - The cost of installation, including but not limited to the inspection of unit, loading and unloading of the unit, delivery of the unit to the project site, all stainless-steel supports (shown on Sheet S-01), and all hardware needed to anchor and install the unit, is included in the bid price for this item.

Special Conditions

- SC9.0 – COSA Joint Use Agreement
 - During construction, the Contractor will place chain link fence with mesh fabric screen (approximately 6 ft. tall) along the boundary on both sides of the combined permanent and temporary easement as shown on the construction drawings to separate the City Greenway Trails System and park visitors from construction activities, the exceptions being access points to the COSA Park. All construction fencing costs shall be included in the contract price for the preparation of right-of-way.
 - Monthly coordination shall be maintained with the COSA Parks Department as to the extent and type of work to occur on COSA Parks property. Contractor shall document condition of the trail and/or park improvements, work area and access area prior to commencing work. Coordination shall be maintained with Rocky Duque de Estrada of the COSA Parks Department by email (roque.duquedeestrada@sanantonio.gov) and phone (O: 210-207-2873).
 - If work requires the closure of the City Greenway Trail System, Contractor shall notify Owner, Owner's Representative, and City Parks Department at least two weeks in advance
- SC10.0 – Right of Entry
 - If gate is present on the Dague Ranch Ltd Partnership & CS7 Ranches Ltd Partnership property at time of construction, the Contractor shall keep said gate closed and locked except while actively working on the site.

Special Conditions

- SC11.0 – CPS Energy Easement
 - Maintain accessibility to and throughout CPS Energy easement at all times; pipeline must be staged outside of CPS easement
- SC12.0 – San Antonio River Authority (SARA)
 - The Contractor should notify the SAWS Inspector in writing two weeks in advance of activity in and around the SARA Dam (Salado Dam Site #9), so that SARA (Gray Eck, geck@sara-tx.org) may be notified prior to construction activity
- SC13.0 - Revegetation Requirement COSA Tree Permit.
- SC14.0 – Composite Polymer Ring & Covers
 - Contractor to make use of composite polymer ring & covers where applicable in this project, ensuring manhole ring and cover is watertight.

QUESTIONS?

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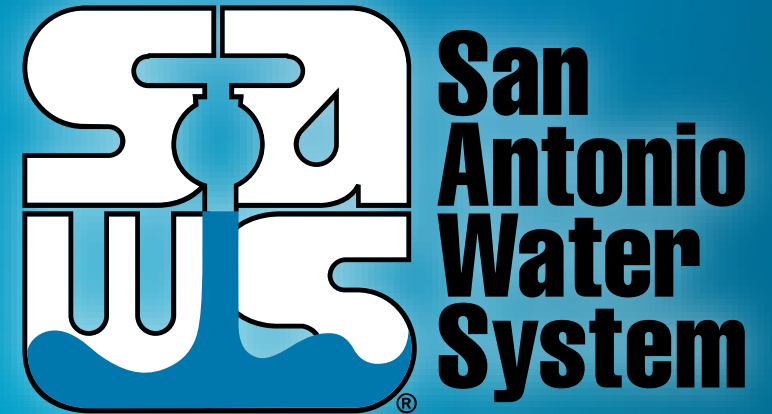
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