

P.O. Box 1749 Halifax, Nova Scotia B3J 3A5 Canada

> Item No. 2 Halifax Regional Council November 20, 2012

TO: Mayor Savage and Members of Halifax Regional Council

Original Signed by Director

SUBMITTED BY:

Greg Keefe, CMA, Director of Finance & ICT, CFO

DATE: October 1, 2012

SUBJECT: Award of Contracts – CAO Approval

INFORMATION REPORT

ORIGIN

Under Section 9(4) of Administrative Order #35, the Procurement Policy, approved by Regional Council on June 8, 2004 and most recently amended on May 15, 2012, the CAO may approve the award of contracts where the award conforms to the Procurement Policy and does not exceed \$50,000 for sole/single source, \$500,000 for RFQ's, tenders and RFP's where the funds and programs have been approved by Regional Council as part of the annual business planning and budget process, and the expenditure will not result in an over-expenditure of the entire budget.

Section 9(6) of the Procurement Policy requires a quarterly report to Regional Council of all awards approved by the CAO and his designate.

The purpose of this report is to provide a listing of those contracts which were approved by the CAO during the period July 1, 2012 to September 30, 2012.

BACKGROUND/DISCUSSION

Section 9(6) of the Procurement Policy requires a quarterly report to Regional Council of all awards approved by the CAO or his designate. As per this requirement, the data for awarded contracts by the CAO for the period July 1, 2012 to September 30, 2012 have been summarized in the attached table.

All reports recorded in the attached table are available for viewing in the Procurement Office.

BUDGET IMPLICATIONS

The budget implications, and account details, are clearly stated in the Budget Implications section of the individual reports which are on file in the Procurement Office. All reports involving project funding were reviewed, and confirmed, by staff in Finance. Funding for these projects is available in the approved Project or Operating budget.

FINANCIAL MANAGEMENT POLICIES/BUSINESS PLAN

This report complies with the Municipality's Multi-Year Financial Strategy, the approved Operating, Capital and Reserve budgets, policies and procedures regarding withdrawals from the utilization of Capital and Operating reserves, as well as any relevant legislation

ALTERNATIVES

There are no alternatives.

ATTACHMENTS

Appendix "A" Table listing of approved reports.

A copy of this report can be obtained online at http://www.halifax.ca/council/agendasc/cagenda.html then choose the appropriate meeting date, or by contacting the Office of the Municipal Clerk at 490-4210, or Fax 490-4208.

Report Prepared by: Anne Feist, Manager, Procurement 490-4200

CAO Award Reports – July 2012 – September 2012 Appendix A

November 13, 2012 (3:06PM)

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Title of Report	Name of Company	Bid Prices (net HST included)	Budget	Scores for RFP's	Account #	Details
12-242, Pavement Resurfacing – Windsor Street (Kempt Rd to Connaught Ave) - West Region	Dexter Construction Company Limited * Ocean Contractors Limited Basin Contracting Limited Cumberland Paving and Contracting Limited	\$265,720.73 ** \$318,176.59 \$382,938.19 \$389,757.97	\$350,000.00		CYX01345	Awarded to the lowest bidder.
12-261, Bridge Widening – Thomas Raddall Drive - West Region	Dexter Construction Company Limited * Crossman Construction Limited Ocean Contractors Limited Aaffinity Contracting and Environmental Limited	\$100,948.85 ** \$164,292.16 \$193,424.46 \$205,026.28	\$140,000.00		CBX01271	Awarded to the lowest bidder.
12P248, Artificial Field Recapitalization (8 New Team Shelters at Mainland Commons and Harbour East All Weather Fields)	Timbertec Inc. * Atlantic Gym & Sports Eastern Fence Monarch Enterprises Ltd.	\$61,737.31 ** \$64,233.92 \$95,943.12 \$117,134.04	\$74,888.00		CPX01326	Awarded to the lowest bidder.
12-397, TP#7 – Mechanical Systems, Halifax Central Library ***						
TP #7d	Himmelman Contractors * Atlantica Mechanical	\$513,3999.98 ** \$557,930.10	\$687,505.00		CBW00978	Awarded to the lowest bidder.
TP #7m	Atlantica Mechanical * Western Plumbing & Heating Himmelman Contractors	\$6,038,159.40 ** \$7,160,545.82 \$7,470,319.04	\$6,113,892.00		CBW00978	Awarded to the lowest bidder.
12-398, TP#8 – Electrical Systems, Halifax Central Library ***	Easco Electric * XL Electric Bond & Coolen Linair Electric Gardner Electric	\$4,105,739.82 ** \$4,236,097.32 \$4,316,397.54 \$4,504,112.34 \$4,532,269.56	\$3,755,421.00		CBW00978	Awarded to the lowest bidder.

Title of Report	Name of Company	Bid Prices (net HST included)	Budget	Scores for RFP's	Account #	Details
12-159, Latter Pond Swim Area Structure	Affinity Contracting and Environmental Limited * G&R Kelly Enterprises Ltd.	\$101,398.90 ** \$156,429.00	\$150,000.00		CPX01328	Awarded to the lowest bidder.
12C471 MTBT Furniture	Atlantic Business Interior * Grand & Toy Interspace Resource Group Inc. Office Interiors	\$62,465.56 ** \$67,576.49 \$62,797.90 \$68,621.86	\$60,000.00		CB200428	Awarded to the lowest bidder.
11-095, RFP, Consulting Services, Central Library Campaign, Phase 2	RBR Development Associates Ltd *	\$317,145.19	\$317,145.19		B063	Only proponent. (1)
12-304, RFP, Replacement Design of the Nine Mile river Bridge – St. Margaret's Bay Road – West Region	Dillon Consulting * Hatch Mott MacDonald Genivar Exp Services Inc. AMEC	\$61,815.53	\$70,000.00	95 92 84 80 75	CRU01077	Awarded to the highest scoring proponent.
12-052, Minor Concrete Bridge Repair – Various Locations	Perma Dry * Eastern Infrastructure INC Duron	\$50,648.18 ** \$77,987.25 \$148,060.56	\$100,000.00		R716 6399	Awarded to the lowest bidder.
12-218, Pavement & Sidewalk Renewal – Ridge Valley Road, Pavement Renewal – Abbey Road and Theakston Avenue – West Region	Ocean Contractors Limited * Dexter Construction Company Limited Basin Contracting Limited Atlantic Road Construction & Paving Limited Cumberland Paving & Contracting Limited	\$498,483.95 ** \$553,445.80 \$625,614.84 \$629,908.30 \$718,424.17	\$485,000.00 \$50,000.00 \$14,078.61		CYX01345 CKU01084 HRWC Cost Sharing	Awarded to the lowest bidder.
12-041, Timber Bridge Maintenance – Various Locations	Greendale Resources Inc. * Amber Easter Infrastructure Inc.	\$100,635.99 ** \$164,250.45 \$191,670.37	\$150,000.00		R716 6399	Awarded to the lowest bidder.

Title of Report	Name of Company	Bid Prices (net HST included)	Budget	Scores for RFP's	Account #	Details
12-235, Pavement Resurfacing – Taranaki Drive (Forest Hills Parkway to Karen Drive) – East Region	Basin Contracting Limited * Dexter Construction Company Limited Ocean Contractors Limited Cumberland Paving & Contracting Limited Atlantic Road Construction & Paving Limited	\$287,073.29 ** \$306,809.41 \$345,290.95 \$368,720.97 \$414,901.85	\$350,000.00 \$4,843.04		CYX01345 HRWC Cost Sharing	Awarded to the lowest bidder.
12-234, Pavement and Watermain Renewal – Albro Lake road - East Region	Sackville Trenching Limited * Dexter Construction Company Limited J.R. Eisener Contracting Limited Brycon Construction Limited	\$1,041,978.99 ** \$1,156,335.68 \$1,181,863.85 \$1,199,966.86	\$610,000.00 \$165,000.00 \$451,094.94		CKU01084 CYX01345 HRWC Cost Sharing	Awarded to the lowest bidder.
12-254, Asphalt Resurfacing, Water Main and Sanitary Sewer – Chandler Drive - East Region	Dexter Construction Company Limited * J.R. Eisener Contracting Limited Brycon Construction Limited Amber Contracting Limited	\$1,024,120.85 ** \$1,025,406.70 \$1,031,388.54 \$1,091,560.52	\$300,000.00 \$797,382.22		CYX01345 HRWC Cost Sharing	Awarded to the lowest bidder.
12-272, New Traffic Signals – Wyse Road at Thistle Street – East Region	Dexter Construction Company Limited * Schooner General Contracting Limited Ocean Contractors Limited Basin Contracting Limited	\$254,874.98 ** \$281,421.51 \$307,236.98 \$435,375.28	\$263,262.00 \$14,287.18		CTU01085 HRWC Cost Sharing	Awarded to the lowest bidder.
12-273, Walkway Upgrades – Dartmouth and Halifax – West and East Regions	Ocean Contractors Limited * Atlantic Road Construction & Paving Limited Basin Contracting Limited Dexter Construction Company Limited	\$144,540.40 ** \$147,163.19 \$149,864.20 \$177,140.20	\$81,000.00		CRU01079	Awarded to the lowest bidder.

Title of Report	Name of Company	Bid Prices (net HST included)	Budget	Scores for RFP's	Account #	Details
12-279, New Paving – Cora Lane – Central Region	Dexter Construction Company Limited * Cumberland Paving & Contracting Limited Basin Contracting Limited Ocean Contractors Limited Atlantic Road Construction & Paving Limited Brycon Construction Limited	\$124,611.34 ** \$130,787.16 \$139,320.88 \$143,799.96 \$144,535.18 \$169,381.32	\$180.000.00		CR000002	Awarded to the lowest bidder.
12-157, Halifax Public Library, 5381 Spring Garden Road Stone Cladding Restoration	Coastal Restoration Ltd * Masontech Inc.	\$143,706.11 ** \$165,450.78	\$157,997.01		CBX01165	Awarded to the lowest bidder.
12-248, Curb Renewal – Rockmanor Drive – Central Region	Ocean Contractors Limited * Dexter Construction Company Limited Atlantic Road Construction & Paving Limited Sackville Trenching Limited Tracey's Landscaping Limited Brycon Construction Limited Silco Contracting Limited Basin Contracting Limited	\$86,035.95 ** \$87,078.81 \$92,063.68 \$92,140.85 \$93,179.54 \$100,427.42 \$103,514.28 \$112,983.45	\$85,000.00		CYU01076	Awarded to the lowest bidder.
12-237, Traffic Improvements and Street Widening – Trunk 7 - East Region	Dexter Construction Company Limited * Ocean Contractors Limited Basin Contracting Limited	\$1,956,926.79 ** \$2,033,472.71 \$2,041,747.81	\$225,000.00 \$450,000.00 \$1,260,700.00		CR000003 CYX01345 CTU01086	Awarded to the lowest bidder.
12-245, Crack Sealing – Phase 2, Various Locations	Road Savers Maritime Limited *	\$178,302,99**	\$200,000.00		CYX01345	Awarded to the only bidder.

Title of Report	Name of Company	Bid Prices (net HST included)	Budget	Scores for RFP's	Account #	Details
12-277, Pulverization – Tucker Lake Road (Beaver Bank Road to Civic No 172) Central Region	Cumberland Paving & Contracting Limited * Dexter Construction Company Limited Ocean Contractors Limited Basin Contracting Limited ARCP – Atlantic Road Construction and Paving Limited	\$223,228.35** \$237,876.37 \$266,935.66 \$316,393.30 \$340,639.79	\$300,000.00		CYX01345	Awarded to the lowest bidder.
12-276, Waverley Bridge Replacement – Rocky Lake Drive – Central Region	Dexter Construction Company Limited * Amber Contracting Limited J.R. Eisener Contracting Limited Brycon Construction Limited	\$1,189,784.37 ** \$1,657,375.68 \$1,727,713.98 \$1,906,348.08	\$1,400,000.00 \$103,138.85		CRU01077 HRWC Cost Sharing	Awarded to the lowest bidder.
11-094, Graffiti Removal Services	Goodbye Graffiti-Hfx * Atlantic Graffiti Removal Services	\$581,915.88** \$636,598.08*** \$412,822.44	\$150,000.00		R710 6615	Original agreement with lowest bidder terminated. Awarded to 2 nd lowest bidder at a negotiated offer.
12-269, Waverley Road – Guide Rail	Maritime Fence Limited * Dexter Construction Company Limited	\$149,128.98 ** \$160,496.15	\$150,000.00		CRU01079	Awarded to the lowest bidder.
12-271, Overhead Lane Designation Signs – Various Locations	Black & MacDonald *	\$203,979.24 **	\$165,000.00		CTR00904	Awarded to the only bidder. Due diligence conducted.
12-166, MTBT Signage Package	Eye Catch Signs Limited *	\$202,278.94 **	\$150,000.00		CB200428	Awarded to the only bidder. (2)
12-047, RFP, Program Manager – Enterprise Asset Management	Opus *	\$259,411.43 **	\$300,000.00		CID00631	Only proponent to achieve the required 75% score on technical criteria.

Title of Report	Name of Company	Bid Prices (net HST included)	Budget	Scores for RFP's	Account #	Details
12-280, Resurfacing and New Sidewalk – Wright Avenue - East Region	Ocean Contractors Limited * Dexter Construction Company Limited Basin Contracting Limited Cumberland Paving & Contracting Limited	\$1,120,865,93** \$1,172,070.35 \$1,297,270.91 \$1,345,713.06	\$512,000.00 \$420,000.00		CYX01345 CR000003	Awarded to the lowest bidder.
12-263, Pavement Resurfacing – Agricola Street - West Region	Dexter Construction Company Limited * Ocean Contractors Limited Atlantic Road Construction & Paving Limited Basin Contracting Limited Cumberland Paving & Contracting Limited	\$350,969.32** \$380,795.11 \$445,921.72 \$518,483.92 \$544,563.76	\$400,000.00		CYX01345	Awarded to the lowest bidder.
12-220, Paving Renewal and New Sidewalk - Douglas Drive - Central Region	Dexter Construction Company Limited * Atlantic Road Construction & Paving Limited Ocean Contractors Limited Brycon Construction Limited Basin Contracting Limited	\$590,587.26** \$613,478.04 \$647,094.63 \$716,444.82 \$747,730.62	\$380,000.00 \$160,000.00 \$58,160.30		CYX01345 CR000003 HRWC Cost Sharing	Awarded to the lowest bidder.
12-112, Eight (8) New Two Wheel Drive Cab and Chassis with a Detachable Body System	Nova Enterprises Limited * East Coast International MacFarland's (option 3) MacFarlands's (option 2) Peterbilt Atlantic	\$1,124,620.22 ** \$1,133,846.95 \$1,134,297.96 \$1,136,258.54 \$1,171,387.32	\$950.000.00		CVD01087	Awarded to the lowest bidder.
12-040, Brine Plant and Storage Tanks	Joe Johnson Equipment * Saunders Equipment Ltd.	\$96,911.23 ** \$111,690.31	\$100,000.00		CHU00587	Awarded to the lowest bidder.

Title of Report	Name of Company	Bid Prices (net HST included)	Budget	Scores for RFP's	Account #	Details
12-275, Paving Renewal Bissett Road - East Region	Cumberland Paving & Contracting Limited * Dexter Construction Company Limited Basin Contracting Limited Ocean Contractors Limited	\$735,922.58** \$842,422.31 \$962,872.64 \$991,410.50	\$1,266,500.00		CYX01345	Awarded to the lowest bidder.
12-250, Pavement Renewal – Old Sambro Rd. – West Region	Cumberland Paving & Contracting Limited * Basin Contracting Limited Atlantic Road Construction & Paving Limited Dexter Construction Company Limited Ocean Contractors Limited	\$306,714.60** \$317,472.66 \$320,500.08 \$326,102.32 \$364,570.30	\$255,000.00		CYX01345	Awarded to the lowest bidder.
12-270, Various Sidewalks - West Region	Ocean Contractors Limited * Dexter Construction Company Limited Basin Contracting Limited Atlantic Road Construction & Paving Limited Leaheys Landscaping and Contracting Limited	\$286,720.80** \$299,092.25 \$317,029.44 \$323,109.31 \$354,431.61	\$20,000.00 \$160,000.00 \$25,000.00		CBT00432 CKU01084 CRO00003	Awarded to the lowest bidder.
12A865, Devonshire Arena Operations	Nustadia Recreation Inc. *	\$104,286.00**			W212	Awarded to the only bidder. Due diligence conducted.

Title of Report	Name of Company	Bid Prices (net HST included)	Budget	Scores for RFP's	Account #	Details
12-155, #14 Fenerty Oil Remediation and Increase to RFP 07-153 Consulting Services Contract	3089467 NS Ltd * Bell Multi Construction Aaffinity Contracting Eavis Construction Tervita Corp. Q-Drilling & Remediation Greendale Resources Fred M Dunphy Excavation Dexter Construction	\$216,706.30 ** \$290,804.64 \$298,570.82 \$311,517.92 \$338,525.60 \$375,153.24 \$395,243.94 \$553,497.95 \$831,785.14			CBU01004	Awarded to the lowest bidder.
12-268, Sidewalk Renewal – Beresford Road, Pavement and Sidewalk Renewal – Bloomingdale Terrace – West Region	Ocean Contractors Limited * Dexter Construction Company Limited Brycon Construction Limited Basin Contracting Limited Cumberland Paving & Contracting Limited	\$498,721.72** \$557,304.38 \$579,830.16 \$744,445.61 \$755,239.74	\$245,000.00 \$360,000.00		CYX01345 CKU01084	Awarded to the lowest bidder.
12-281, Pavement Resurfacing – Herring Cove Road - West Region	Dexter Construction Company Limited * Atlantic Road Construction & Paving Limited Ocean Contractors Limited Cumberland Paving and Contracting Limited Basin Contracting Limited	\$673,270.42** \$699,137.52 \$716,943.31 \$743,104.49 \$793,095.03	\$546,000.00 \$335,000.00		CYX01345 CDV00734	Awarded to the lowest bidder.
12-282, Curb Renewal Lacewood Drive (Bicentennial Highway – Radcliffe Drive), West Region	Leaheys Landscaping and Contracting Limited * Dexter Construction Company Limited Atlantic Road Construction & Paving Limited Brycon Construction Limited Ocean Contractors Limited Basin Contracting Limited	\$339,085.93** \$424,444.02 \$436,801.91 \$453,018.38 \$482,249.75 \$567,070.77	\$430,000.00		CYU01076	Awarded to the lowest bidder.

Title of Report	Name of Company	Bid Prices (net HST included)	Budget	Scores for RFP's	Account #	Details
12-163 Harry R Hamilton Playground, Upper Sackville	PlayPower LT Canada Inc.* Timbertec Inc.	\$75,235.73** \$98,352.13	\$85,000.00		CPX01330 CCV01519	Awarded to the lowest bidder.
12-151, Halifax Commons Tennis Court Resurfacing	Dexter Construction Company Limited * Basin Contracting Limited Ocean Contractors Limited	\$430,284.04 ** \$451,141.24 \$469,704.00	\$550,000.00		CCV01312 CCV00313 CPX01325	Awarded to the lowest bidder.
12-285, Right Turn Island and RA-5 Signal Lights – Cole Harbour Road (John Stewart Drive to Bissett Road), East Region	Dexter Construction Company Limited * Atlantic Road Construction & Paving Limited Ocean Contractors Limited Basin Contracting Limited	\$181,144.78** \$237,825.27 \$259,829.61 \$265,365.11	\$92,706.00 \$86,130.00		CTU01086 CTU00420	Awarded to the lowest bidder.
12-061, RFP, Solid Waste Resource Strategy System Review, Performance Assessment and Options Analysis	Stantec * SENES/HMJ/CBCL AECOM	\$286,892.87**	\$250,000.00 - \$300,000.00	91 81 61	CWU01360	Awarded to the highest scoring proponent.
12-243, RA-5 Crosswalk Lights - Various Sidewalks	GJ Cahill & Company Limited * XL Electric Limited Black & McDonald Limited	\$160,911.67 ** \$180,840.01 \$211,850.75	\$160,278.00		CTU01085	Awarded to the lowest bidder.
12-120 for Two(2) 4 Door ¾ Ton Cargo Vans	O'Regan Chevrolet * MacPhee Chevrolet	\$57,983.02** \$59,962.36	\$64,000.00		CVK01090	Awarded to the lowest bidder.
12-113 for One(1) New Ice Resurfacer	Saunders Equipment * Monarch Enterprises	\$95,072.33 ** \$97,027.69	\$95,000.00		CVU01207	Awarded to the lowest bidder.

Title of Report	Name of Company	Bid Prices (net HST included)	Budget	Scores for RFP's	Account #	Details
12-283, Mount Pleasant Avenue, Sidewalk Renewal – East Region	Ocean Contractors Limited * Brycon Construction Limited Dexter Construction Company Limited Atlantic Road Construction & Paving Limited Sackville Trenching Limited Basin Contracting Limited	\$154,090.91** \$167,900.46 \$174,679.05 \$176,608.34 \$178,777.49 \$190,436.66	\$85,000.00		CKU01084	Awarded to the lowest bidder.
12-215, New Sidewalk - Cobequid Road - Central Region	Brycon Construction Limited * Dexter Construction Company Limited Basin Contracting Limited Ocean Contractors Limited	\$447,386.94** \$495,984.22 \$602,043.08 \$610,07310	\$650,000.00		CR000003	Awarded to the lowest bidder.
12P313, Supply & Deliver Holophane Decorative Ornamental Heads	Gray Bar Canada * Litco	\$64,264.84 ** \$64,893.21	\$66,000.00		CCV01304 CCV01504	Awarded to the lowest bidder.
12M094, HRM Columbarium	Rock of Ages Canada (foundation Option #1) * Rock of Ages Canada (foundation Option #2) Nelson's Monument Ltd.	\$52,698.97** \$59,248.00 \$65,363.34	\$52,000.00		CPX01181	Awarded to the lowest bidder.
12-284, Pavement Resurfacing – Sackville Drive – Central Region	Dexter Construction Company Limited * Ocean Contractors Limited Cumberland Paving and Contracting Ltd. Basin Contracting Limited	\$492,021.35 ** \$515,172.84 \$518,582.37 \$544,080.92	\$810,000.00		CYX01345	Awarded to the lowest bidder.
12-026, RFP, Fire Service Study	SCM Risk Management Services *	\$203,175.00**	\$250,000.00	90	CBX01268	Only proponent to achieve the required 75% score on technical criteria.

Title of Report	Name of Company	Bid Prices (net HST included)	Budget	Scores for RFP's	Account #	Details
12-051, Cleaning Services, Various Locations						
Group 1 Facilities	Elejorde * Jani-King Your Housekeeper Imperial Cleaners JMP Property Services High Gloss	\$282,804.83** \$298,804.83 \$332,059.92 \$396,012.53 \$438,522.06 \$515.724.20			W211-6304	Awarded to the lowest bidder.
Group 2 Facilities	Elejorde * Jani-King Imperial Cleaners High Gloss	\$478,244.12 ** \$510,895.55 \$518,155.41 \$766,113.92			W211-6304	Awarded to the lowest bidder.
Group 3 Facilities	Novacos * Elejorde Imperial Cleaners Jani-King	\$415,300.73 ** \$417,526.73 \$468,849.00 \$472,626.65			W211-6304	Awarded to the lowest bidder.
12-114, for Eight (8) Model 4-door Vehicles	Various – see below	\$189,802.61**	\$208,000.00		CVK01090	(3)
One (1) 2013 Buick Verano	MacPhee Chevrolet Ltd. *	\$21,785.35 **				
Two (2) 2013 Chevrolet Impala	O'Regan's Chevrolet *	\$47,516.87 **				
Two (2) 2013 Toyota Corolla	O'Regan's Toyota *	\$38,585.82 **				
Two (2) 2013 Ford Escape	Chebucto Ford Ltd. *	\$53,027.35 **				
One (1) 2013 Toyota Rav4	O'Regan's Toyota *	\$28,887.22 **				
12P282, St. Joseph's A. McKay School Playground	ABC Recreation *	\$70,803.29**	\$75,000.00		CBX01325 CCV01311	Awarded to the lowest bidder. One bid did not meet tender specifications.

- * Recommended Bidder
- ** Amount of Award
- *** On December 7, 2010, Halifax Regional Council approved the delegation of contract award authority to the Acting CAO to approve the award of the sub-trade tender packages and Requests for Proposals for this specific project, in order to meet the tight project timelines.
- (1) One (1) proposal was received from RBR Development Associates Limited. The single response was evaluated by the CEO and staff from Halifax Public Libraries and facilitated by Procurement. The proposal was found to fulfil all requirements of the Request for Proposals.
- (2) The limited response to this tender is attributed to the lack of capacity in the marketplace to complete these types of projects in a reasonable time.
- (3) The Halifax Regional Municipality reserves the right to purchase multiple brands of vehicles from the tender to meet Halifax Regional Police operational requirements.