

CITY OF TUSCALOOSA, ALABAMA



REQUEST FOR QUALIFICATIONS FOR EXHIBIT DESIGN SERVICES

Project Name: The Saban Center
OCA File Number: A21-1603

Issued by:



Department of Urban Development
2201 University Boulevard
Tuscaloosa, Alabama

Date Issued: April 22, 2022
Deadline for Responses: May 23, 2022, at 3:00 p.m. CST

LATE SUBMISSIONS WILL NOT BE ACCEPTED

CONTENTS

Part 1 – Overview	1
Part 2 – The Project and Scope of Work	2
Part 3 – Content of Proposals	4
Part 4 – Instructions for Proposals.....	7
Part 5 – Selection Procedure.....	10

PART 1 – OVERVIEW

The City of Tuscaloosa is requesting qualifications from qualified firms to provide Exhibit Design Services for the Saban Center project. Part 2 of this RFQ provides a general description and abbreviated scope of work for the project.

This is a procurement of professional services, and will be conducted in a manner to provide full and open competition. A Selection Committee will review all responses, and will rank the responding firms based on criteria identified in Part 5. The criteria may include, but is not limited to, the response, firm qualifications, references, interviews, and other relevant information. Upon selection by the Selection Committee, the City will enter into negotiations with the successful Respondent. Pending successful negotiations, the successful Respondent will enter into a Contract for Professional Services with the Architectural and Engineering Design Firm currently being procured under a separate RFQ.

PART 2 – THE PROJECT AND SCOPE OF WORK

2.1 The Project

The City of Tuscaloosa is partnering with the Nick and Terry Saban Family, the Nick’s Kids Foundation, the Children’s Hands-On Museum, and Tuscaloosa Children’s Theatre to create the Saban Center. The Saban Center will be an innovative community partnership which will bring STEAM programs together with theater, literature, outdoor recreation, and interactive learning for children and families in Tuscaloosa, to provide a state of the art, interactive center educating the next generation and preparing them to succeed beyond measure.

The Saban Center will be located across Jack Warner Parkway from the Tuscaloosa Amphitheater on nearly ten acres of green space overlooking the Black Warrior River. The current vision is to transform the site into an interactive learning center to house the Children’s Hands-On Museum, Tuscaloosa Children’s Theater, the Nick’s Kids Foundation, and the Saban Center Foundation. The Center will also house event space, meeting space and a performance venue to host theatrical and performance productions and other community events.

Additional information about the vision for the Saban Center is available on the Center’s website at sabancenter.org.

2.2 Services and Scope of Work

At this time, the City anticipates that the Exhibit Designer will be responsible for the following major responsibilities of the Saban Center project including but not limited to:

- A. Visitor Experience: The objective is to develop an encompassing strategy for visitors' engagement with CHOM/TCT & Event Center. This work will consider the totality of the experience across space, brand, content, and technology and is foundational for design.
 - 1. Research and analysis: The objective is to deeply understand the history and context of the CHOM and its ambitions as it transitions to its new home in the Saban Center
 - a. Review the range of available and collected materials
 - b. Examine relevant contextual and comparative institutions to understand the contemporary space
 - c. Research and identify prospective audiences
 - d. Conduct stakeholder interviews (5 to 7) to gain insight surrounding the mission and vision for CHOM and establish points of relevance and differentiation
 - e. Synthesize materials and prepare an Analysis Document
 - f. Share output with stakeholder team for validation
 - 2. Presentation: This effort will require close collaboration with the CHOM team to develop a compelling presentation that previews a vision for the new CHOM at the Saban Center and generates support and excitement from the community, donors, and members.
 - a. Establish goals and objectives for the presentation in collaboration with the Client
 - b. Analyze CHOM's current branding to inspire directional "look and feel" designs for the presentation

- c. Draft a rough content outline and present with initial visual directions to CHOM for feedback
 - d. Incorporate feedback and further develop the content and design
 - e. Share work in progress with CHOM during a second review for further input
 - f. Address final comments and complete content and design for approval
 - g. Participate in presentation meetings with City and other stakeholders
3. Visitor experience strategy: The intent is to articulate CHOM's overall vision, setting clear guidelines and a framework for a coherent and compelling visitor experience. This process will address tactics for entry, ticketing, the experience and programming narrative, objectives, and retail and merchandising opportunities.
- a. Analyze architectural plans to understand spatial considerations
 - b. Conduct a primary spatial analysis addressing scale, access, circulation, and key opportunities for programming
 - c. Evaluate trends and relevant technologies that impact the design of the visitor experience
 - d. Develop a visitor experience framework and user journeys to identify critical touchpoints across the site (both interior and exterior)
 - e. Share work in progress with stakeholders for feedback
 - f. Survey existing examples, themes, typologies, and technologies for both interactive and non-interactive exhibition content displays
 - g. Conduct internal work sessions across teams to identify themes, concepts, and tactics for engagement
 - h. Prepare Visitor Experience Strategy Document and present to stakeholders on site
 - i. Incorporate final feedback into a document for final approval and complete phase
4. Brand identity update: Review and develop/recommend a brand update to CHOM for a new visual identity and create a logo mark and design system for the new CHOM at the Saban Center
- a. Review existing brand standards and applications
 - b. Develop several visual design directions for refreshed visual identity
 - c. Present design directions to stakeholders for feedback and selection of design direction for further refinement
 - d. Refine selected design direction for final feedback from stakeholders
 - e. Present final design direction for client approval
 - f. Develop a Brand guideline to demonstrate the usage of the new brand identity across key applications for use by Saban Center and its partners
 - g. Determine CHOM/TCT/Saban Center's needs for design deliverables (e.g., business cards, digital letterhead, and so forth) to be scoped under a separate agreement or produced with a local partner
- B. Content & Exhibition Design: The design of CHOM's exhibitions and visitor experience. Working closely with CHOM, including but not limited to curators, education, digital, and marketing specialists, to articulate and design the narrative themes and stories and realize these in fully developed exhibitions appropriate for the visitors.
- 1. Content analysis: The objective is to become deeply immersed in the collection, understand priorities and ambitions, and deliberate on how and what content should be shared with visitors — from object-based to experiential, cinematic, and digital/interactive content.

- a. Review contents of CHOM archives, galleries, and other materials (to be provided by CHOM)
 - b. Work session(s) with CHOM to understand/define objectives in the context of the visitor experience strategy
 - c. Synthesize findings and develop a framework for different content types, narratives, and stories
 - d. Facilitate workshop with stakeholders to align on content goals and priorities for exhibition design
 - e. Summarize work in Content Strategy Document
2. Exhibit concept design: Design a series of exhibition concepts based on the content themes and narratives identified and situated within the visitor experience strategy. Working within these parameters, explore a broad range of ideas that consider goals for temporary and permanent spaces
- a. Develop the narrative, diagrams, visualizations, and display ideas for exhibitions through reference and sketching
 - b. Survey existing examples, themes, typologies, and technologies for both interactive and non-interactive exhibition content and displays
 - c. Develop content and exhibition strategy around typologies and techniques, including media installation, sequencing, and organization
 - d. Realize proposed strategies in a series of visual articulations of exhibition ideas across content, spatial and interactive features via sample text, reference images, illustrations, wireframes, or other media as appropriate
 - e. Review work with stakeholders at regular intervals for feedback and approvals
 - f. Study schematic space planning, layout, and circulation, placement of exhibits, materials selection
 - g. Final refinement of the concept, narrative, feature, and spatial component ideas
 - h. Complete documentation and copywriting to support the visualizations
 - i. Identify appropriate production partners to establish a production time frame at a schematic level
 - j. Incorporate all final feedback into the schematic design set
3. Design development & production: Work with stakeholders to finalize selected vendors and issue RFPs for fabrication, software development, A/V services, and pending requirements. Evaluate estimates and reconcile with the overall budget and implement cost reduction (if necessary) early in the process. Direct and monitor progress, provide clarifications on the design, and review and approve shop drawings and other in-progress deliverables. Periodic inspections of work on-site and fine-tuning in coordination with CHOM before the opening will ensure that the work is complete and design standards met.
- a. Identify and vet fabrication partner list and issue RFPs
 - b. Coordinate the budget with CHOM and Client stakeholders
 - c. Conduct handoff sessions with fabricators and/or vendors to clarify design intent
 - d. Consultation and coordination with fabricators/vendors to review drawings, mockups, and work in development
 - e. Internal design and client review process of features developed as production deliverables, including but not limited to the exhibition and environmental graphics
 - f. Ongoing reporting of progress

- g. Site visits and installation oversight in Tuscaloosa
- 4. Team coordination with other specialist consultants, including; A&E, theatre planner, acoustician, museum planner, theatre AV consultant, and others in coordination with the Discovery and Event Center.
- C. Signage & wayfinding: Takes a holistic approach to branding, naming, signing, wayfinding, environmental graphics, materials, patterns, and lighting. Develop a coherent environment wherein graphic design, information, and adornment are integral to the architecture of the entire facility, including the Discovery & Event Center.
 - 1. Concept design: Consider the architectural space and programming of the Museum within the context of the visitor experience to develop the approach to environmental signage and wayfinding
 - a. Leverage work completed in previous project phases including comprehensive understanding of the visitor experience
 - b. Develop preliminary sign location plan and message schedule
 - c. Develop approaches for naming and nomenclature system; content analysis for information display
 - d. Develop three design concepts through references and sketches and share them with stakeholders for feedback and selection of a direction
 - e. Discuss any opportunities outside of base signage and wayfinding, including exploration of digital features for programming or wayfinding
 - f. Develop designs by sign type and form
 - g. Develop a series of sketch renderings suggesting an approach to implementation
 - h. Prepare Concept Design Document including renderings for approach to signage and wayfinding system for stakeholder approval
 - 2. Design development/design intent: Fully design the elements of a comprehensive signage and wayfinding plan
 - a. Refine and finalize the initial location plan and messaging schedule
 - b. Coordinate with stakeholders to identify preliminary engineering/construction requirements, including power, communications, and structural needs for various sign types
 - c. Coordinate with the design teams to accommodate the signage within the project and materials chosen
 - d. Identify possible partners for implementation, and collect cost estimates for light prototyping of select sign types and forms as required
 - e. Prepare design development-level drawings, including schedules, elevations, details, and specifications
 - f. Assist the executive architect in verifying and reviewing all applicable governmental building codes and standards, including applicable ADA requirements
 - g. Review architectural progress drawing sets and final drawing issues from the design team(s) and other partners/disciplines
 - h. Finalize production drawings, specifications, location plan, details, and message schedules for completion of the DI package, for review and final approval
 - i. Finalize message schedules and sign location plans based on client approval /comments
 - j. Respond to requests for information or clarification of the Design (Construction) Intent Package from selected bid fabricators

- k. Assist in evaluating the vendor bids received or negotiated with selected fabricators and provide recommendations for final selection
- 3. Construction administration: Work with stakeholders, partners, and vendors to realize the project through construction and final installation. Work will include oversight of fabrication and installation and preparation of punch-list reports.
 - a. Assist the selected vendor(s) in understanding project requirements
 - b. Update specifications documents with additional design details as needed
 - c. Assist the stakeholders and partners in revising the final messaging schedule as needed
 - d. Review and approve mockups and prototypes from signage vendor with project stakeholders and partners
 - e. Visit the site at appropriate times to review the progress and quality of the work
 - f. Perform final review of work in place during installation and prepare punch list reports

The City began the master planning process for the Saban Center in the Spring of 2020. Under the current project timeline, the City seeks to begin construction on the Center as early as the Winter of 2023. The successful Respondent will be expected to begin its work for this project in Summer of 2022, and maintain a full-time commitment to the project through at least the completion of construction.

Please Note: The successful Respondent who is selected as the Exhibit Design Firm for the City will be expected to continue in the role of Exhibit Design Firm through the successful completion of the project. As the Exhibit Design Firm, the successful Respondent to this RFQ (and all of the Respondent's affiliates) will **not** be eligible to bid on or to compete for any construction contract (such as a general contractor or construction manager contract) for this project.

PART 3 – CONTENT OF PROPOSALS

In order to facilitate the Selection Committee’s evaluation, each response should include the following content, in the following order:

- Cover Letter
- Table of Contents
- Executive Summary
- Licensing and Professional Standing
- Conflicts of Interest
- Background Information
- Firm Experience
- Project Understanding and Approach
- Project Team
- Quality Assurance and Quality Control

Each of these items is discussed in more detail in the following sections.

3.1 Cover Letter

The primary purpose of the cover letter is to identify a representative of the Respondent who is authorized to answer questions about the Respondent’s response, and to negotiate a Professional Services Agreement (“PSA”) with the City. The cover letter should provide the name, title, telephone number, email address, and mailing address for the Respondent’s designated representative.

The cover letter must be signed by the Respondent’s designated representative, and shall serve as a certification that all of the statements and information in the Respondent’s proposal are true, correct, and accurate.

3.2 Table of Contents

Please include a table of contents for the proposal and any attachments or appendices.

3.3 Executive Summary

The executive summary should be a brief summary of the proposal’s key information, emphasizing the Respondent’s qualifications, experience, and approach and work plan. There is no minimum or maximum page limitation for the executive summary, however, it generally should be limited to two pages or less.

3.4 Licensing and Professional Standing

Please include a brief statement confirming that the Respondent is legally authorized to do business in Alabama, and that all staff assigned to perform services for the project are appropriately licensed or certified to perform such services in Alabama.

In addition, please include a statement confirming that the Respondent is not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation by any state or federal department or agency.

Finally, for the five year period preceding submission of the proposal, please identify (1) all contracts terminated (in whole or in part) by clients for convenience or default, including contract value, description of work, project owner, contract number, and name and telephone number for a representative of the project owner; (2) all claims made against the Respondent arising out of the Respondent's professional services; and (3) all litigation (including any arbitration or mediation proceedings) to which the Respondent has been a party.¹ If no contracts have been terminated, or if the Respondent has not been a party to any claims or litigation, please include a statement to that effect.

3.5 Conflicts of Interest

Please identify all actual or potential conflicts of interest that would prevent the Respondent from entering into a professional relationship with the City generally, or for this project specifically.² If no such conflicts exist, please include a statement to that effect.

3.6 Background Information

The background information should describe in general the Respondent's history and its experience in major construction projects, specifically including relevant experience in acting as an Owner's Representative on major public projects and cultural event centers. It should also describe the Respondent's size, and identify key ownership and management personnel. If the Respondent is a minority-owned or woman-owned business, please include a statement to that effect.

3.7 Firm Experience

The response should identify at least three large scale publicly-funded projects which the Respondent has completed as an Exhibit Design Firm, which the Respondent believes are similar to the proposed project, or otherwise relevant to the project or services to be performed. Particular emphasis should be given to museum, theater, performing arts, or cultural and event center projects.

In addition, please identify projects the Respondent has completed which were funded in whole or in part by public funds and/or federal grant programs, or describe the Respondent's experience designing construction of publicly-funded and federally-funded projects. For each project identified, please provide the following information:

¹ The disclosure of terminated contracts, claims, or litigation will not automatically disqualify a Respondent from consideration. The Selection Committee will review any matter disclosed, and make an independent determination as to whether the matter should disqualify the Respondent from consideration.

² The disclosure of actual or potential conflicts of interest will not automatically disqualify a Respondent from consideration. The Selection Committee will review any disclosed conflicts, and make an independent determination as to whether the potential conflict should disqualify the Respondent from consideration.

- Project title, owner, and location
- Client contact person, address, and phone number
- Respondent's project manager for the project
- Detailed description of the project and the services provided by the Respondent
- Year services were performed and date(s) of project construction
- Construction costs
- State whether the project was completed on time. If the project was not completed on time, please state how long the project extended beyond the scheduled completion date, and provide an explanation of why the project went beyond the scheduled completion date.

3.8 Project Understanding and Approach

The response should demonstrate the Respondent's understanding of the project, and describe the Respondent's proposed approach to the project and the activities to be accomplished. Please provide a proposed work plan which identifies project milestones (e.g., project elements, measures, and deliverables), and the Respondent's anticipated timeline for accomplishing each milestone.

3.9 Project Team

Identify the project manager and key personnel who will be assigned to the project team. Describe the specific services that will be performed by the project team members, and how each team member's background, education, and experience relates to their assigned role. In addition, please address the project team's availability to perform the required work and services, in light of their current and projected workload and assignments. Please provide resumes for all members of the proposed project team, and identify the location from which each of the team members will be working.

If the Respondent proposes to use subconsultants to perform any part of the work or services for the project, please provide the following information:

- The corporate or company name of each subconsultant, and names of the officer or principals of the subconsultant who will perform work on the project
- A description of each subconsultant's role, and the work or services to be performed
- A description of previous joint work between the Respondent and the subconsultant
- Particular experience of the subconsultant's key personnel, including past projects and resumes.
- If any proposed subconsultant is a minority-owned or woman-owned business, please include a statement to that effect.

3.10 Quality Assurance and Quality Control

The response should describe how the responding Respondent will provide quality assurance ("QA") and quality control ("QC") for the project. Identify the individuals that will be involved in QA/QC

services. If your firm has a structured QA/QC program, briefly describe the program and how it will be applied to the project for coordination of disciplines during design and construction activities.

PART 4 – INSTRUCTIONS FOR PROPOSALS

Before submitting a response, the Respondent should carefully review the entire RFQ and be familiar with its contents. Submission of a response shall be considered evidence that the Respondent has fully studied the RFQ and is familiar with the general conditions to be encountered in performing any services.

4.1 Format of Responses

Responses shall be 8.5" x 11" in size. General brochure type information should be kept to a minimum, and the response shall be a maximum of 20 one-sided pages or 10 two-sided pages. The cover letter, table of contents, and any appendix items (e.g., resumés for project team members or subconsultants) are not counted toward the page limit. Responses may be written in either Times New Roman or Calibri font, and the font size must be 12-point or larger.

4.2 Inquiries

The City will accept inquiries on the contents and requirements of the RFQ in written form only. Inquiries shall be submitted by email only. Inquiries should be submitted to:

Audrey K. Buck
Director, Saban Center
Email: abuck@tuscaloosa.com
City of Tuscaloosa
2201 University Boulevard
Tuscaloosa, Alabama 35401

Inquiries must be submitted at least seven (7) days before the deadline for submission of proposals. For this RFQ, the deadline for inquiries is **May 16, 2022 at 3:00 p.m.** Central Standard Time, after which time no further inquiries will be addressed by the City.

If the City chooses to respond to an inquiry, the City will do so in writing, in the form of an addendum to this RFQ. The addendum will be sent to all recipients of the RFQ, and will be posted to the City's website at www.tuscaloosa.com/bids.

Each addendum issued by the City shall become part of this RFQ and proposals shall include any work or requirements described in the addendum. No addendum will be issued or posted less than 72 hours before the deadline for submission of proposals.

4.3 Submission of Responses

Responses must be received by the City by 3:00 p.m. Central Standard Time on May 23, 2022. Late responses will not be accepted or reviewed. It is the Respondent's responsibility to ensure that the response is submitted and received within the time required by this RFQ. The City is not responsible for delayed or late deliveries due to mailing or delivery service. The City may, in its sole discretion, extend the deadline for submission of responses. If the City chooses to extend the deadline, it will do

so prior to May 16, 2022, and will do so in writing in the form of an addendum to this RFQ. The addendum will be sent to all recipients of the RFQ, and will be posted to the City's website at www.tuscaloosa.com/bids.

Proposals must be submitted electronically, in Portable Document Format (PDF) file format, and should be sent via email to:

Audrey K. Buck
Director, Saban Center
Email: abuck@tuscaloosa.com
City of Tuscaloosa
2201 University Boulevard
Tuscaloosa, Alabama 35401

The Respondent's email should reference the project name and file number:

Project Name: The Saban Center – Exhibit Designer
OCA File Number: A21-1603

The Respondent is responsible for obtaining confirmation that the City received the Respondent's proposal.

4.4 Additional Items Related to Proposals

a. Proposal Rejection/Proposal Costs

By issuing this RFQ, the City does not commit to entering into a contract, to paying any costs incurred in the preparation of a response, or to procuring or contracting for services. The City reserves the right to cancel this RFQ in whole or in part, to reject any and/or all responses, to accept the response it considers the most favorable to the City's interests in its sole discretion, and to waive irregularities or informalities in any response or in the RFQ procedures. The City reserves the right to reject all responses and issue a new RFQ, at its sole discretion. All responses and other materials submitted in response to this RFQ will become property of the City.

b. Contract and Insurance Requirements

The City has standard contract and insurance requirements for professional services contracts, and is unable to make substantial changes to the requirements for the contract to be used for this project. The laws of the State of Alabama shall govern the contract executed between the successful Consultant and the City, as well as any interpretations or constructions thereof. Further, the place of performance and transaction of business shall be deemed to be in the City of Tuscaloosa, Alabama, and in the event of litigation, the exclusive venue and place of jurisdiction shall be in Tuscaloosa County, Alabama.

c. Requests for Additional Information

The City reserves the right to request additional information to clarify the responses.

4.05 Public Records

Each Respondent is hereby informed that, upon submission of its response to the City in response to this RFQ, the response becomes the property of the City.

Unless otherwise compelled by a court order, the City will not disclose any response while the City conducts its deliberative process in accordance with the procedures identified in this RFQ. However, after the City either awards an agreement to a successful Consultant, or the City rejects all responses, the City shall consider each response subject to the public disclosure requirements of the Alabama Open Records Act (Ala. Code § 36-12-40) and Tuscaloosa City Code § 2-4, unless there is a legal exception to public disclosure.

If a Respondent believes that any portion of its response is subject to a legal exception to public disclosure, the Respondent shall: (1) clearly mark the relevant portions of its response "Confidential"; (2) upon request from the City, identify the legal basis for exception from disclosure under the Open Records Act; and (3) defend, indemnify, and hold harmless the City regarding any claim by any third party for the public disclosure of the "Confidential" portion of the qualifications submittal.

PART 5 – SELECTION PROCEDURE

The City will use a Selection Committee of qualified City employees for the evaluation of responses. This is a qualifications-based procurement for professional services, in which the qualifications of the responding Consultants will be reviewed and evaluated, and the most qualified firm will be selected, subject to negotiation of fair and reasonable compensation.

The Selection Committee will review the responses submitted in response to this RFQ, and rate the responses based on the following grading system, which includes both numerical and pass/fail criteria:

<u>Numerically-Scored Criteria</u>	Max. Points
• Firm Experience	25
• Project Understanding and Approach	30
• Project Team	30
• Quality Assurance and Quality Control	10
• Minority- or Woman-Owned Business	5
<u>Pass/Fail Criteria</u>	
• Compliance with RFQ Instructions	P/F
• Licensing and Professional Standing	P/F
• Conflicts of Interest	P/F

The Selection Committee will eliminate from consideration any response which receives a “Fail” grade on any one or more of the pass/fail criteria for evaluation.

After review and evaluation of the responses, the Selection Committee may select one or more Respondents for interviews. However, the Selection Committee is not required to conduct interviews. The Selection Committee may determine that interviews are not necessary for the selection process, and such decision is within the sole discretion of the Selection Committee.

When the Selection Committee concludes its work, it will make a recommendation to the City Council’s Public Projects Committee, and request authority to begin negotiating a PSA, including final scope of work and fees for services, with the successful Respondent.

Upon approval by the Projects Committee, City staff will begin contract negotiations with the successful Respondent. If the negotiations are unsuccessful, or if an agreement cannot be reached within a reasonable time, as determined by the City, then City staff will terminate negotiations the firm, and will request authority from the Projects Committee to begin negotiations with another Respondent. Any compensation discussed with one Respondent will not be disclosed or discussed with any other Respondent.

Upon the conclusion of negotiations, the successful Respondent will enter into Contract for Professional Services with the Architectural and Engineering Design Firm currently being procured under a separate RFQ. The Architectural and Engineering Design Firm PSA shall not be in force until

it is approved by the Tuscaloosa City Council, and it is signed by the Mayor. The City cannot pay for any work or services performed prior to the approval of the PSA by the City Council, and the issuance of a notice to proceed by the City.

The City’s anticipated schedule for the RFQ and selection process is as follows:

<u>Event/Milestone</u>	<u>Anticipated Date*</u>
RFQ Issued	April 22, 2022
Deadline for Inquiries	May 16, 2022
Deadline for Responses	May 23, 2022
Consultant Interviews (if necessary)	June 6-10, 2022
Consultant Selection / Begin Negotiation of PSA	June 15, 2022
Approval and Execution of PSA	June 28, 2022

*Note: The anticipated dates are for informational purposes only, and the timeline is subject to change without notice at the City’s sole discretion.

However, this RFQ does not guarantee that the City will make any contract award. The City reserves the right to modify, amend, or withdraw this RFQ, in whole or in part, at any time and for any reason, in its sole discretion. The City also reserves the right to reject all responses, in its sole discretion.

*** * * END OF DOCUMENT * * ***