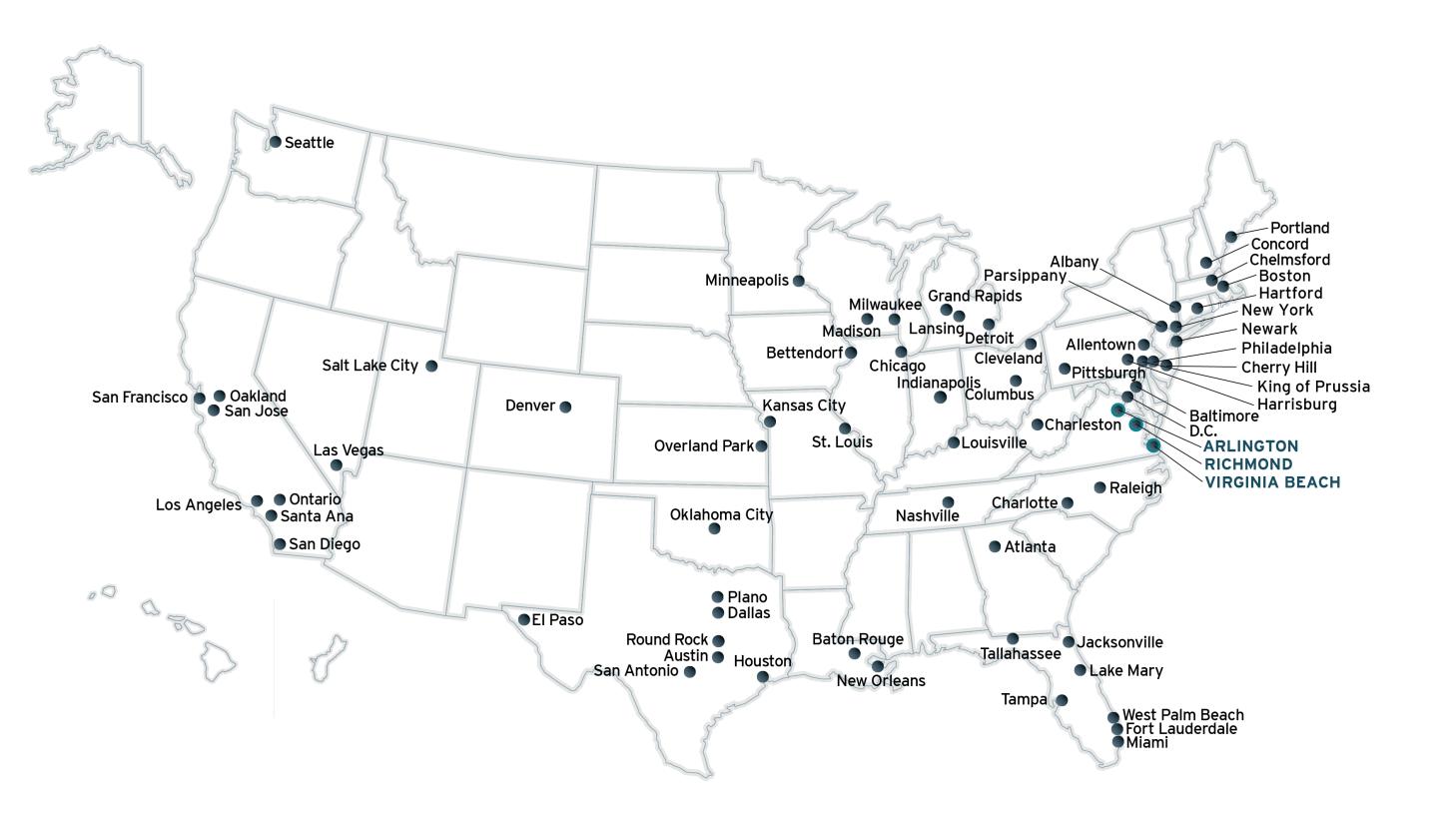
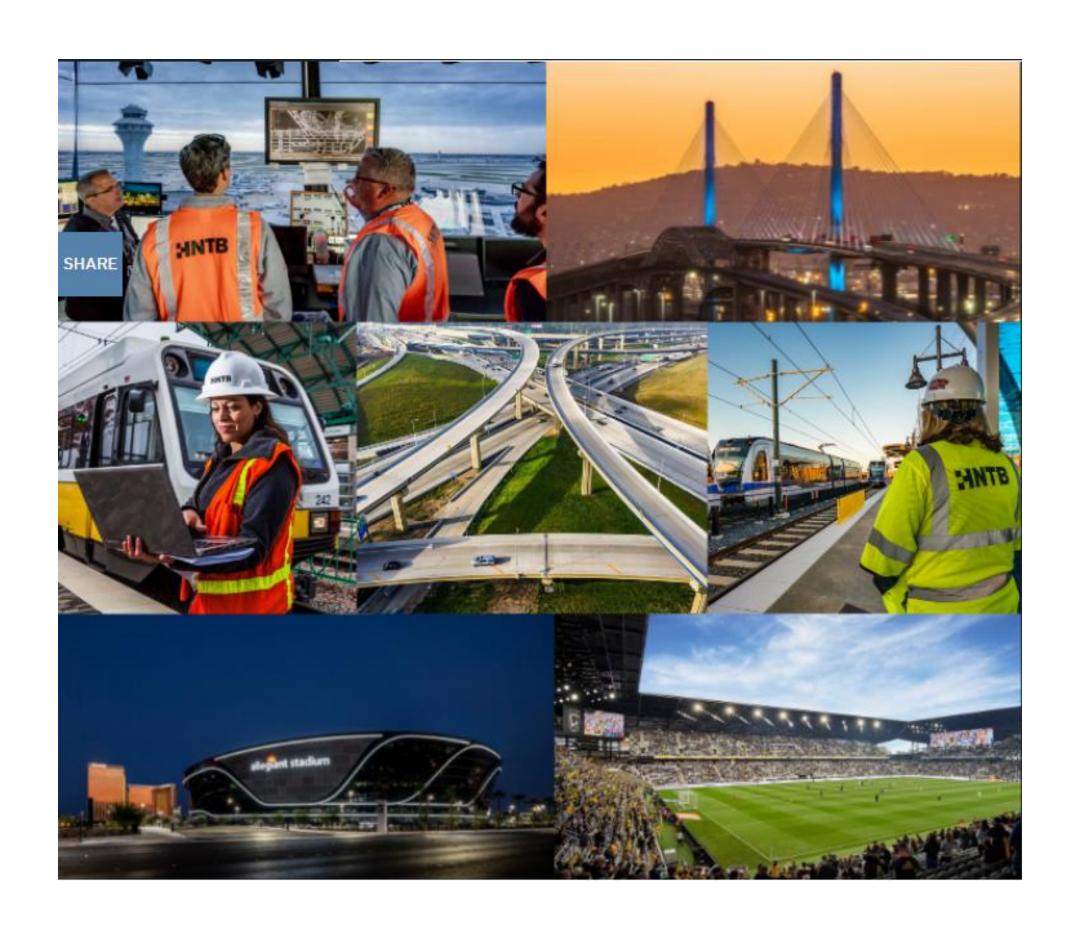


# About HNTB

HNTB has more than 67 office locations nationwide, staffed with nearly 5,000 engineers, architects, planners and other business professionals.







# About HNTB

Our ideals have sustained us for more than 100 years.

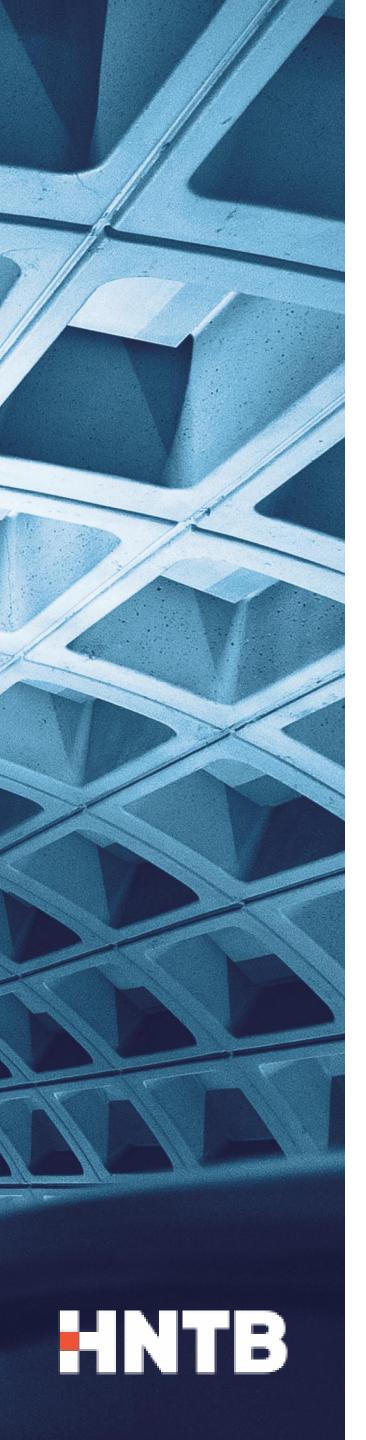
Our vision, philosophy and culture describe the firm's heritage, essence of success and are the principles that we live everyday.

The key to our philosophy is that we are stronger as a team than we are as individuals.

- Take personal responsibility for making success happen
- Expect more of yourself in everything you do
- Discover what is really important in any situation
- Collaborate for the benefit of everyone
- Build relationships

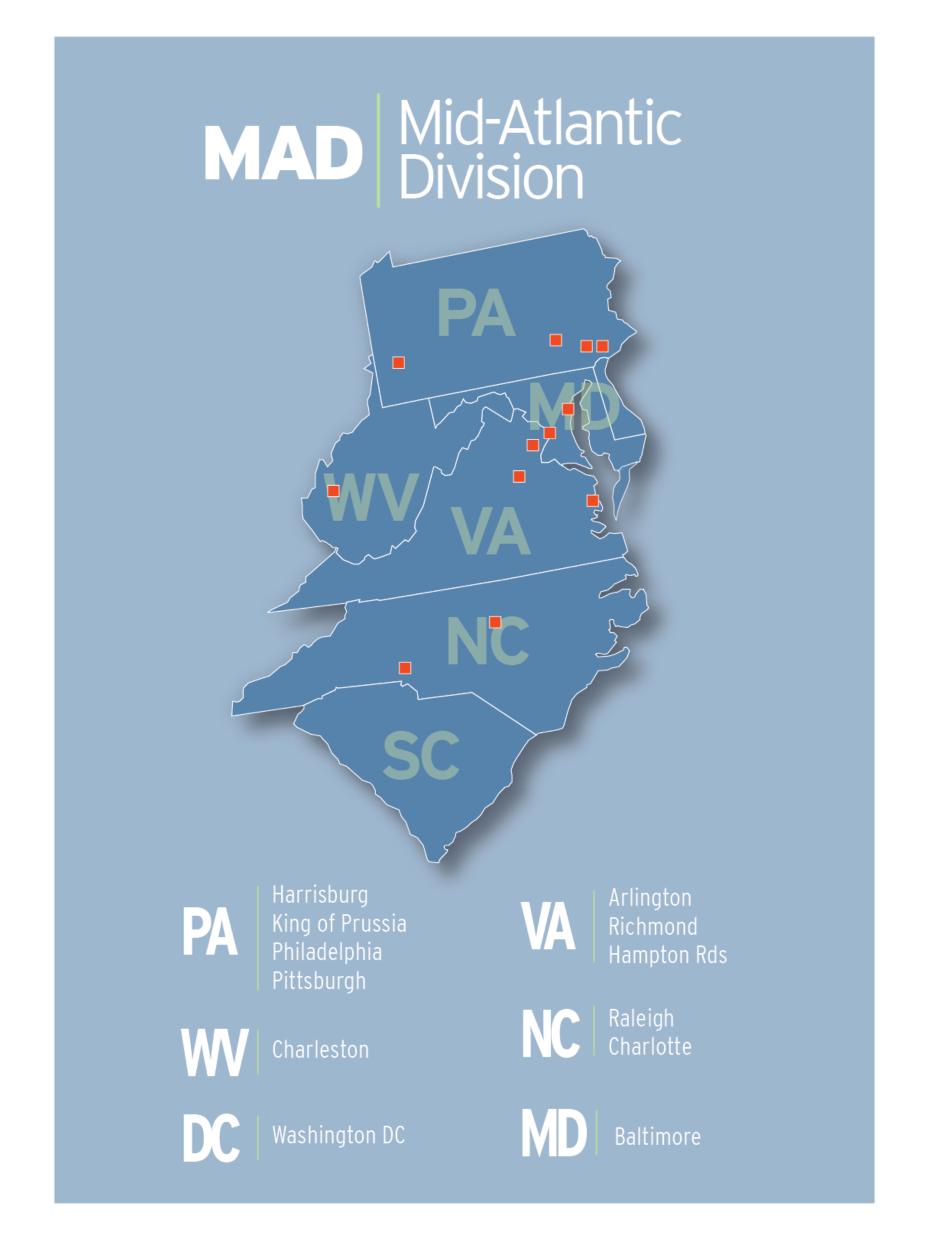






# Local Offices

- 600 Staff in the Mid-Atlantic
- Transit/Rail Services Include:
  - Planning
  - Stations
  - Infrastructure
  - Yards and Facilities
  - Rail Systems
  - Procurement
  - Program Management
  - Construction Inspection
  - **Construction Management**



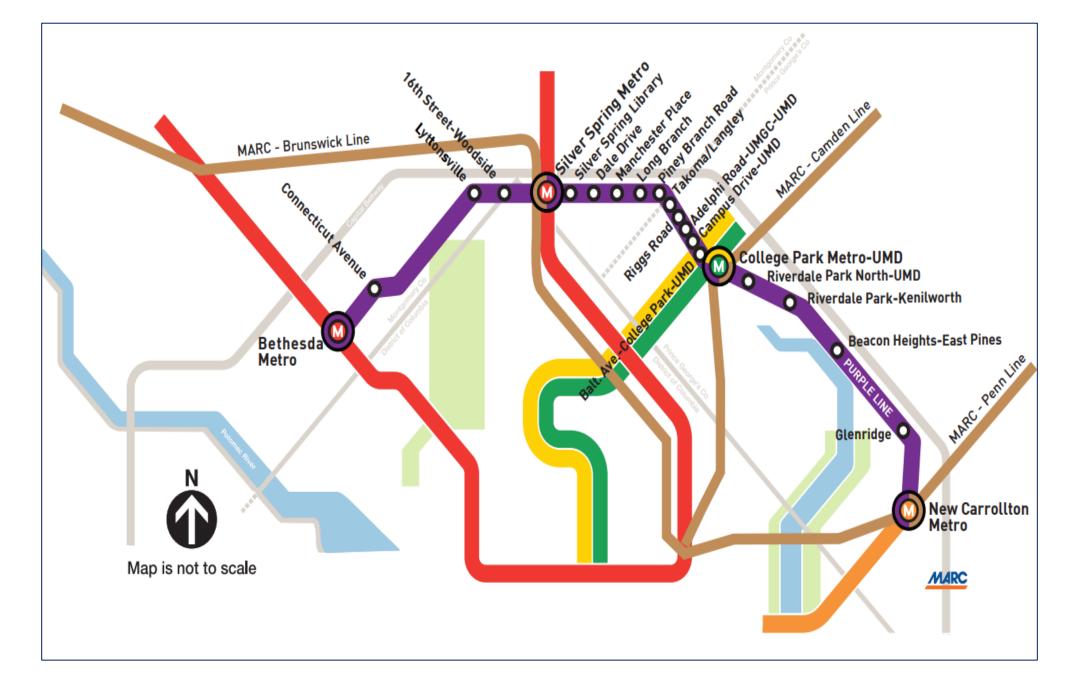


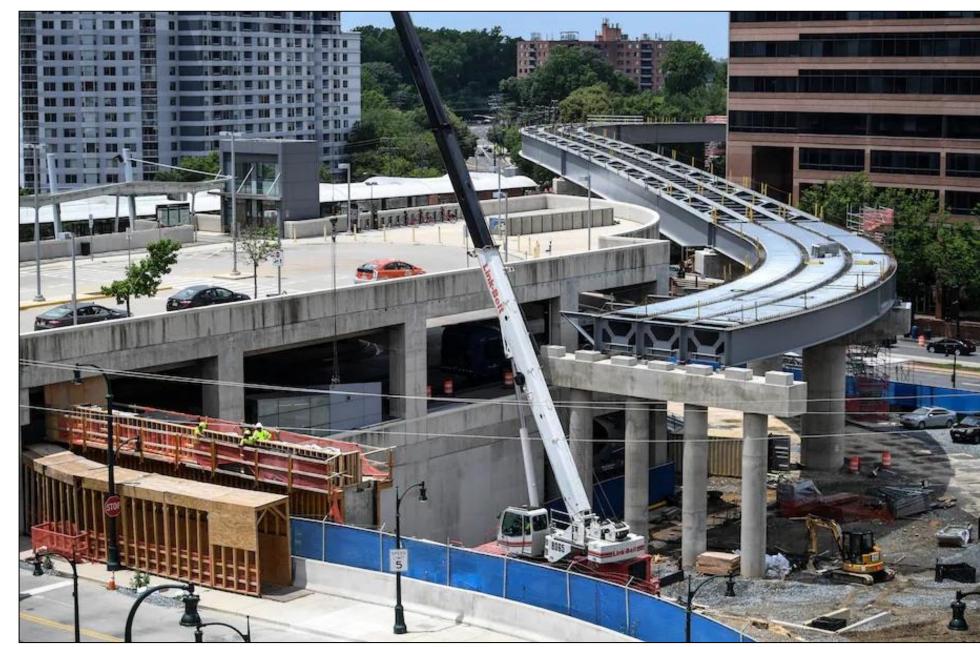


#### **Transit Contracts**

- FQ18033 PMCM IDIQ
- FQ15190 General Planning IDIQ
- C20102 Long Range Planning
   (Corridor Planning & Service Analysis)
- Purple Line









# The Team You Know and Trust



Diana Mendes Corporate President



Joseph Fazio Vice President



Henrika Buchanan Vice President



Angela Jones Principal Planner



John Daza
Associate Vice President

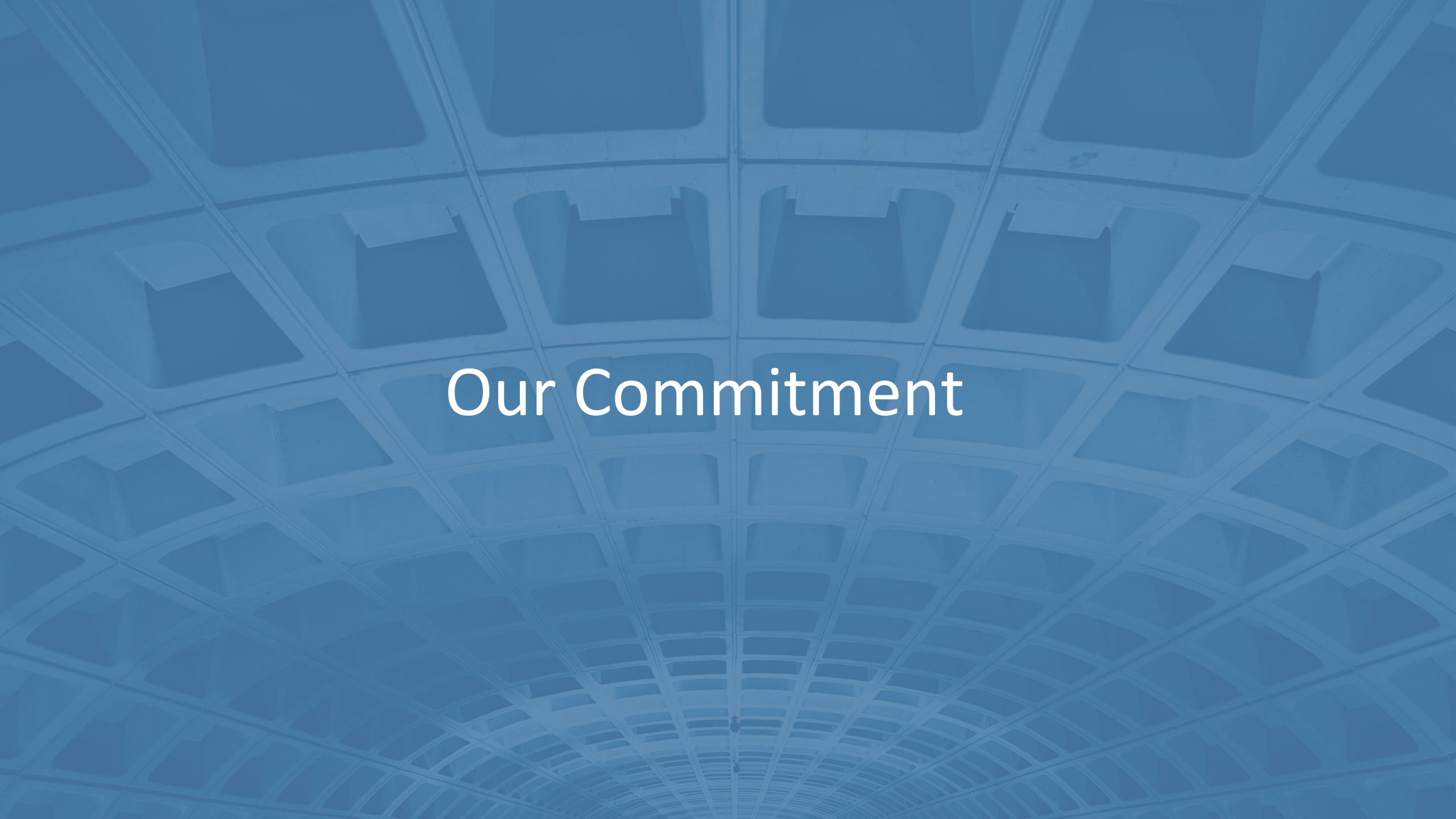


Christine Clough
Deputy Program Manager



Robben Baptiste
Deputy Program Manager





# HNTB is Committed to Inclusion, Diversity and Equity



#### Inclusion, Diversity and Equity Philosophy

Respect for others is part of our culture and a foundation of the HNTB Vision. In addition, our Leadership Characteristics include empathy, being sensitive to others' views; demonstrating courage, meaning that we keep words and actions free from bias, prejudice or malice; being trusted, meaning that we act at all times with integrity and explicitly avoid deception, duplicity or degrading behaviors; and taking personal accountability to follow through on commitments. These behaviors and others that are expressed in our Vision and Leadership Characteristics are fundamental to HNTB and how we conduct our business.

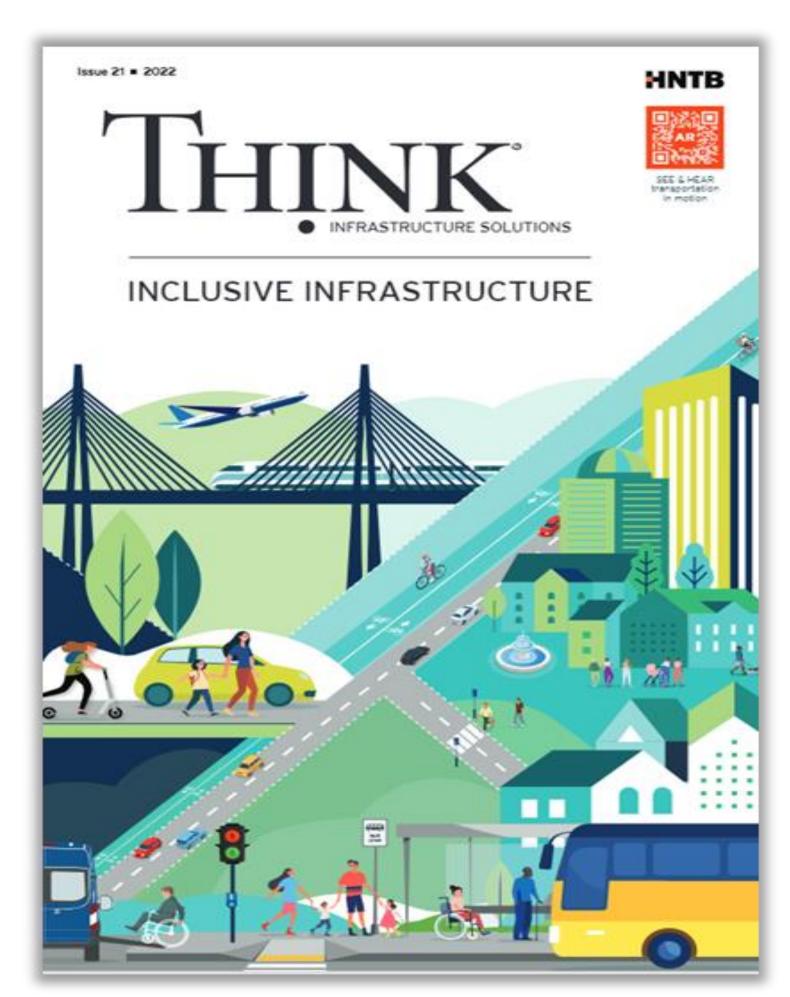
Diversity of age, culture, gender identity, race, ethnicity, sexual orientation, religion, experience, thought, unique perspectives and other factors is valued, welcomed at HNTB and makes us better. An inclusive environment in which all perspectives are intentionally considered results in value for our firm, clients and the communities we serve.

HNTB is committed to the continual improvement of an inclusive, diverse and equitable workplace where all employees have opportunities and support to succeed and grow. HNTB provides a meaningful and welcoming learning environment that values, respects and honors everyone.

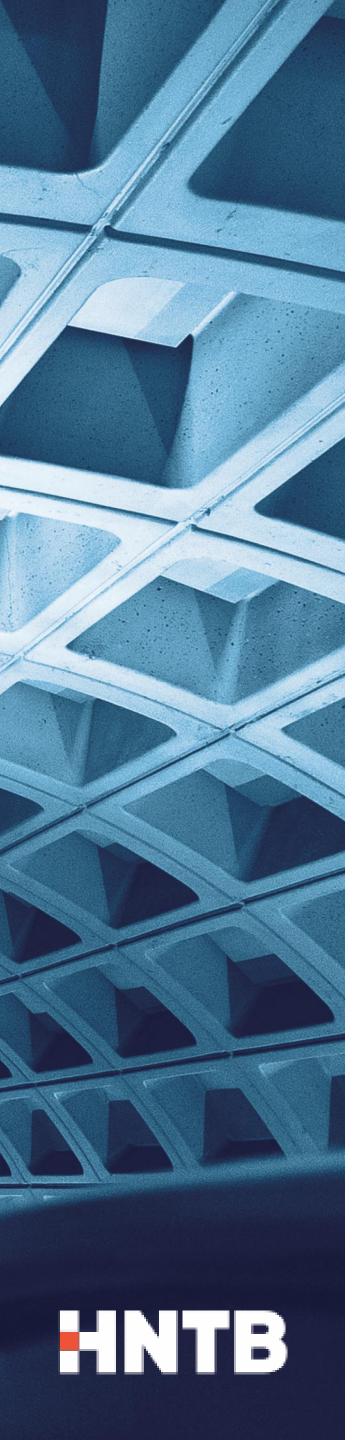
Taking personal responsibility for making success happen is an important element of our Vision. In addition to living our Vision and exhibiting our Leadership Characteristics, each of us has a personal role and shared responsibility for contributing to our culture of inclusion, diversity and equity. Therefore, we all must commit to take positive actions toward making HNTB the leader in these areas.

Updated May 2021 © 2021 HNTB Companies

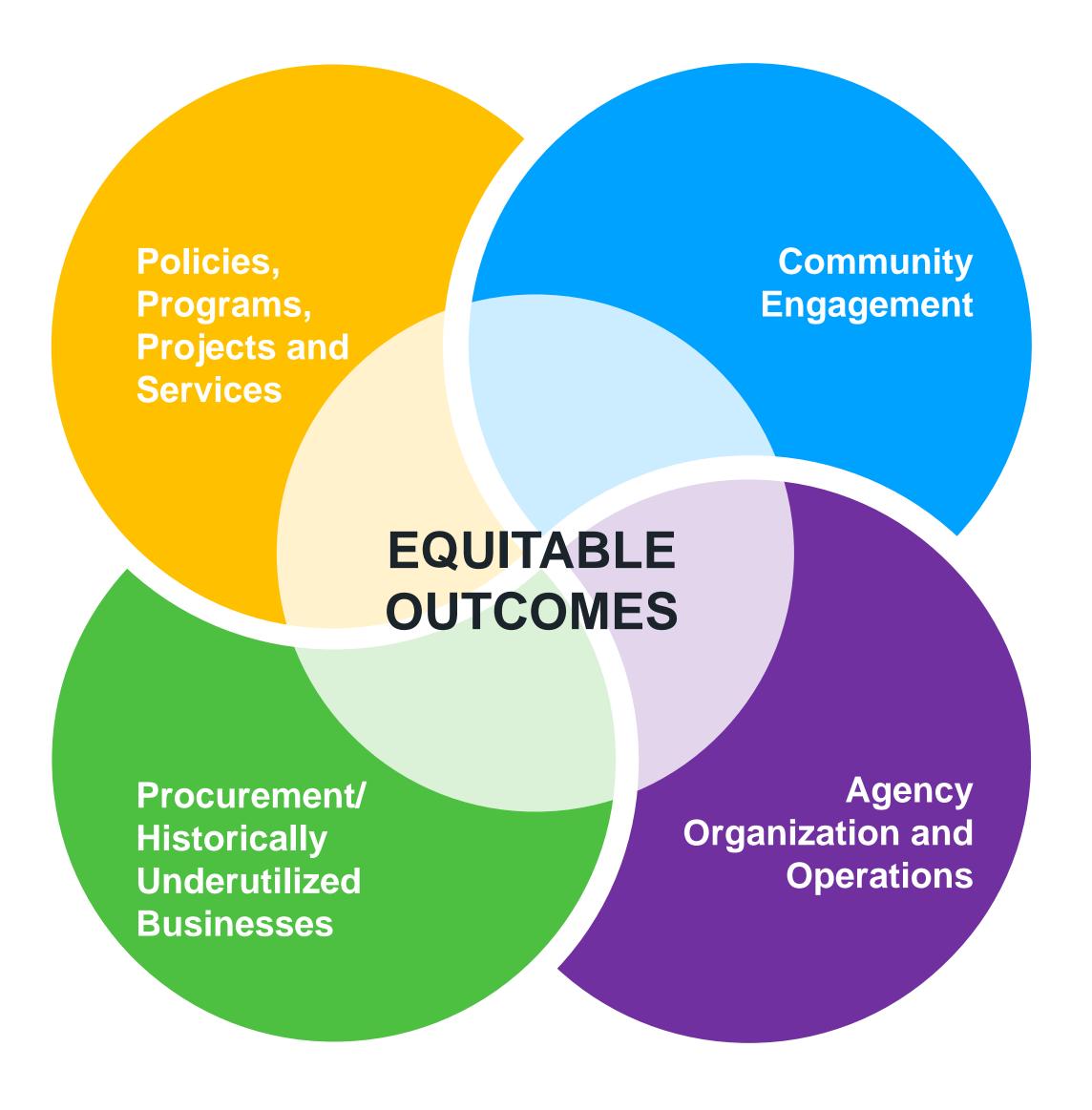








### Advancing Equity Requires Intentional, Focused Commitment

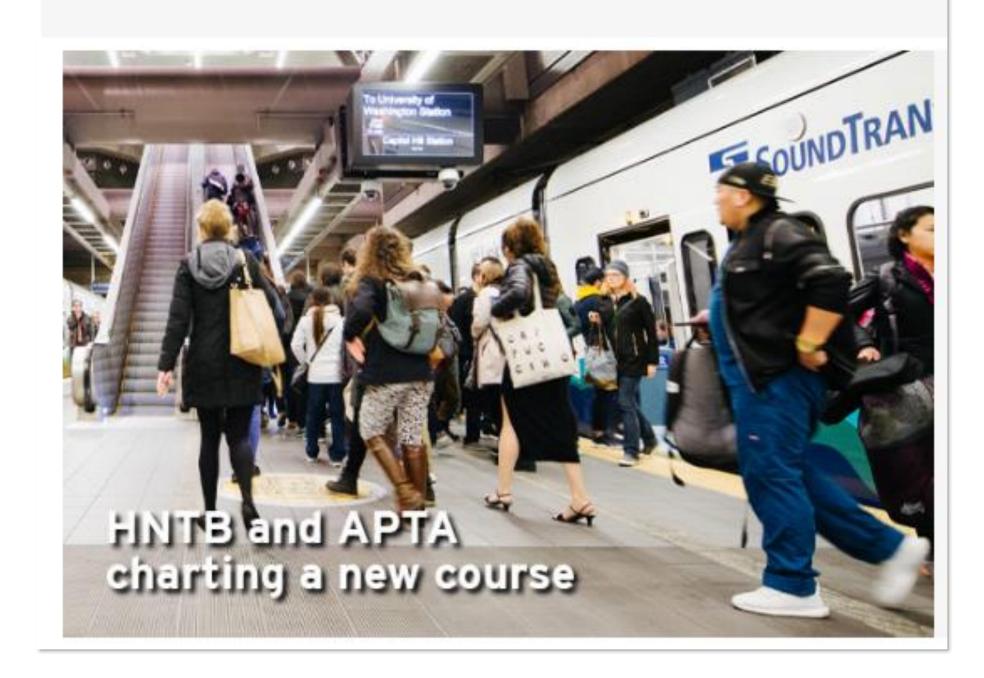




# Partnerships and Sponsorships

HNTB Partners with APTA to develop roadmap for advancing racial equity in transportation

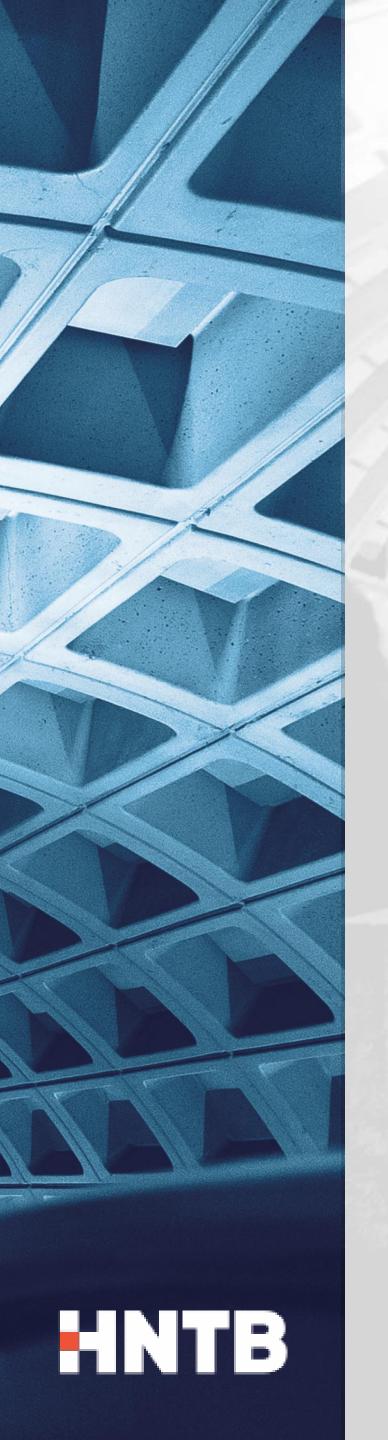
Firm's experience in promoting equity informed two-year pilot program.



HNTB sponsors newly formed Equity in Infrastructure Project







66

"Never doubt that a small group of thoughtful, committed citizens can change the world.

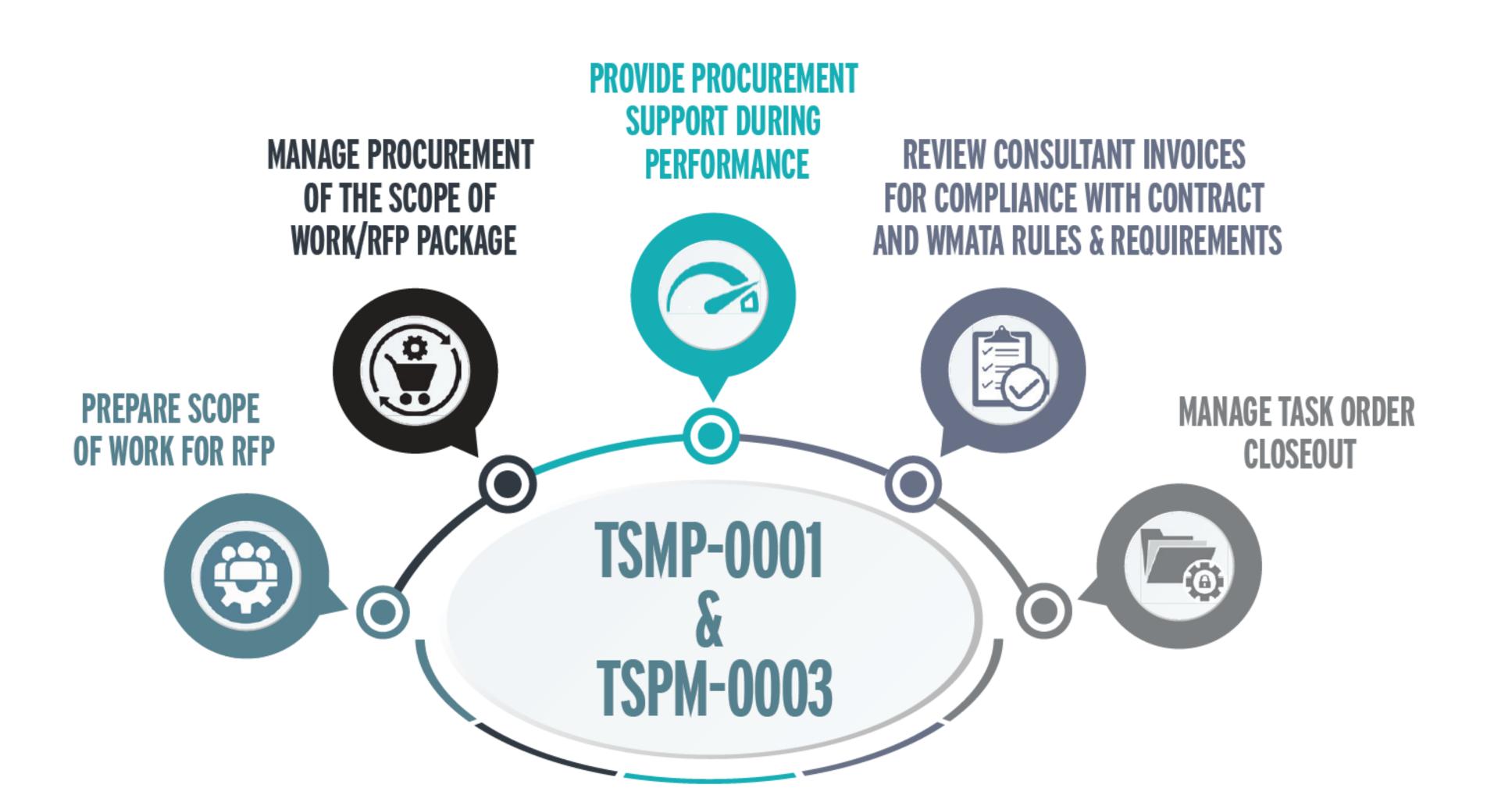
Indeed, it is the only thing that ever has."

--Margaret Mead

HNTB



# Our DBE Partnerships With WMATA











# Our DBE Partnerships With WMATA

# MCAP-0006: Client-Focused Value

- Prepare Procurement Packages
- Scope Support and Project
   Development
- Fill Gaps in Procurement Packages
- Award Procurement Packages



- Meet the client's needs
- Be flexible and adaptable
- Understand and fulfill the client's overarching objectives
- Focus on strategic value
- Prioritize staff with integrity, who are team players



# Our DBE Partnerships With WMATA

# TSPM-0001/003 & MCAP-0006 Roles

Contract Administrators\*

Cost Estimators\*

**Document Control Specialists\*** 

Engineers

Invoice Reviewers\*

QA/QC Manager

Program Managers

**Project Control Specialists\*** 

**Project Managers** 

Scheduler\*

Scope Writers

Subject Matter Experts

Task Leads\*

Technical Integrators





# Business Process and FTA Compliance

# Federal Transit Administration WMATA Procurement System Review

- WMATA chose HNTB to manage the PM/CM contracts, including the development of procurement processes that would withstand future audits
  - No findings during Follow-up Procurement System Review in December 2019
  - Over 120 Task Orders (\$500 million) have been awarded using the HNTB TOM Workflow Processes with zero (0) claims associated with any of the HNTB-led procurements
  - Identified busines process opportunities for improvement through lessons learned and SME review of current practices.

Our goal is to prepare Metro for Sustained Success through: Documenting Opportunities, Training Staff and Transferring Knowledge



# Business Process and FTA Compliance



# TASK ORDER MANAGEMENT

Together with WMATA and our DBE Partners, we have established a process to support the continued growth of the capital program





# **Business Process and FTA Compliance**

2018 - 2020 **Compliance** 

2021 - 2022 Accountability 2023 and Beyond Planning for the Future

Needs

FY18 Capital Spending = \$1.2B

FY21 Capital Spending = \$1.8B

FY23 Capital Spending = \$2.3B

- Address FTA audit findings
- Establish consistency
- Improve responsiveness

- Boost transparency & accountability
- Increase task order volume
- Reduce administrative load

- Drive effectiveness & efficiencies
- Accelerate delivery responsibly
- Champion continuous improvement

Response

- ✓ Established a process to support program growth
- ✓ Positive subsequent FTA audit yielded no significant findings
- ✓ Effective task order procurements with <u>no disputes</u> (200+ to date)
- ✓ Improved on-time performance of active procurements
- ✓ Successful delivery of the right projects & best outcomes
- ✓ Harmonized, singular team of WMATA & consultants

**Performance** 





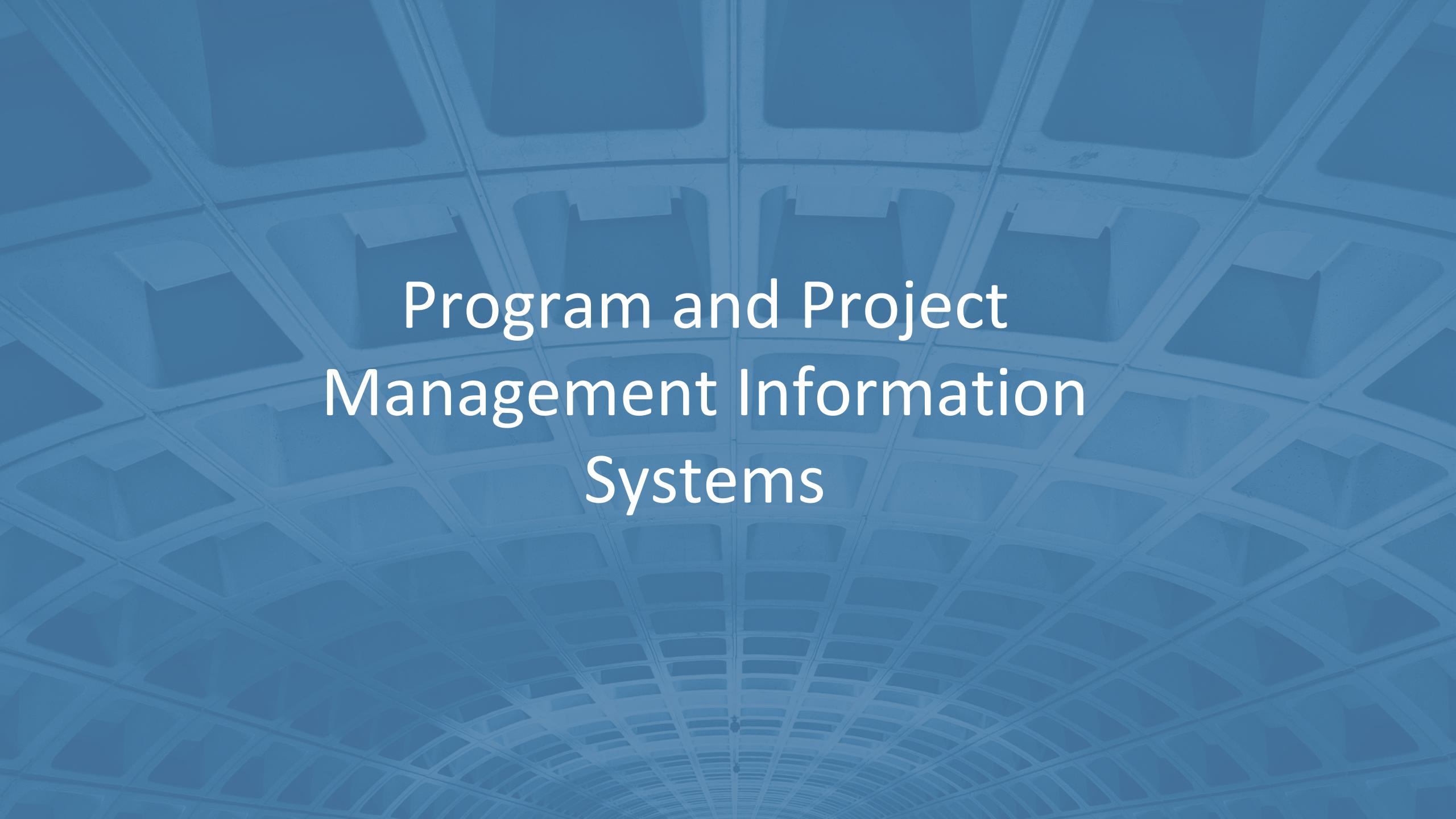
On-Time Delivery KPI





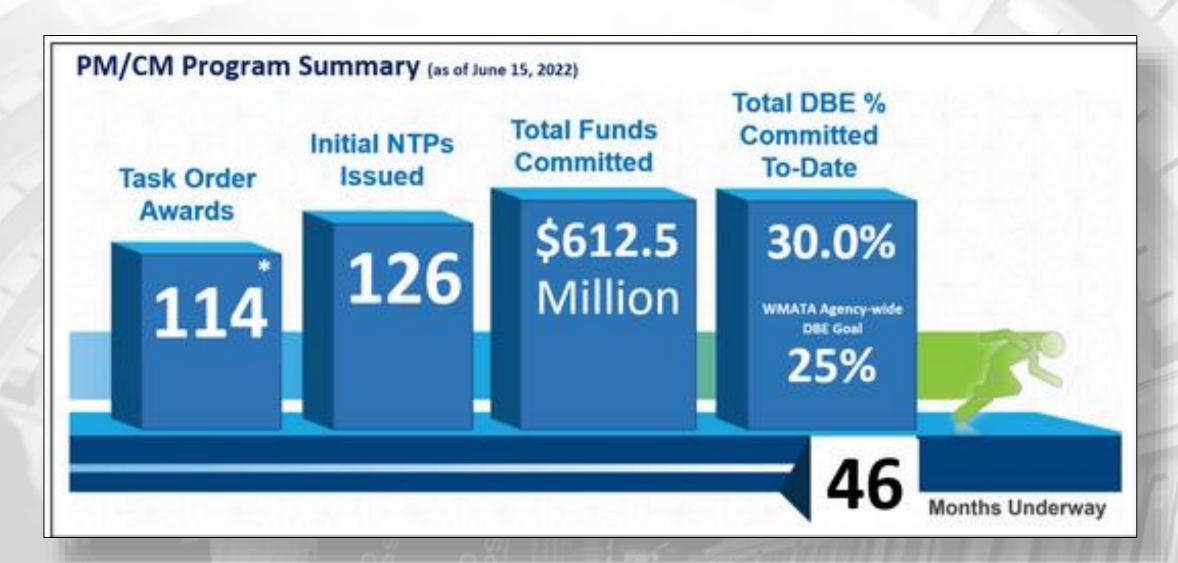
Decrease Procurement Duration



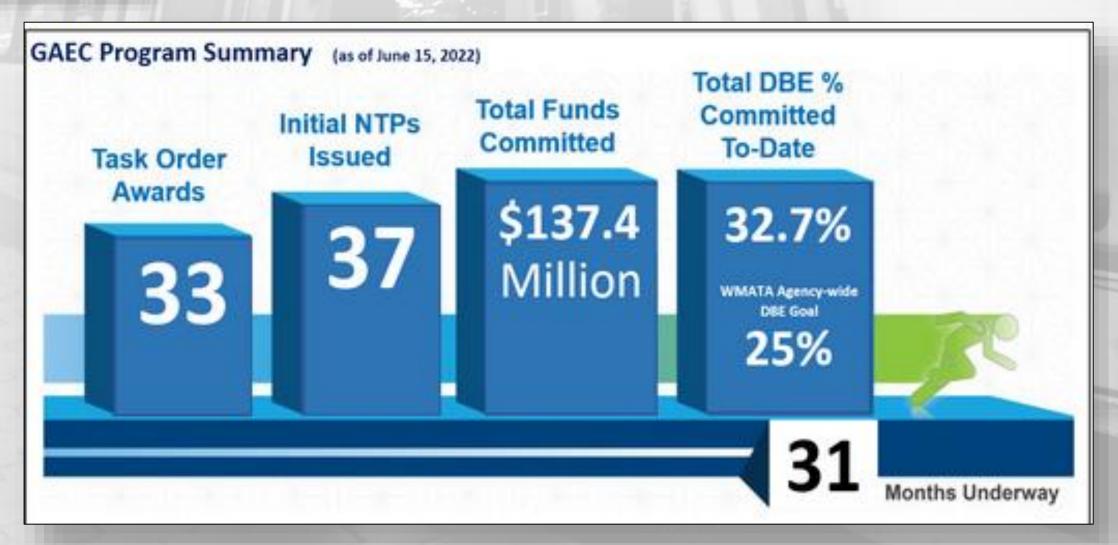


# HNTB

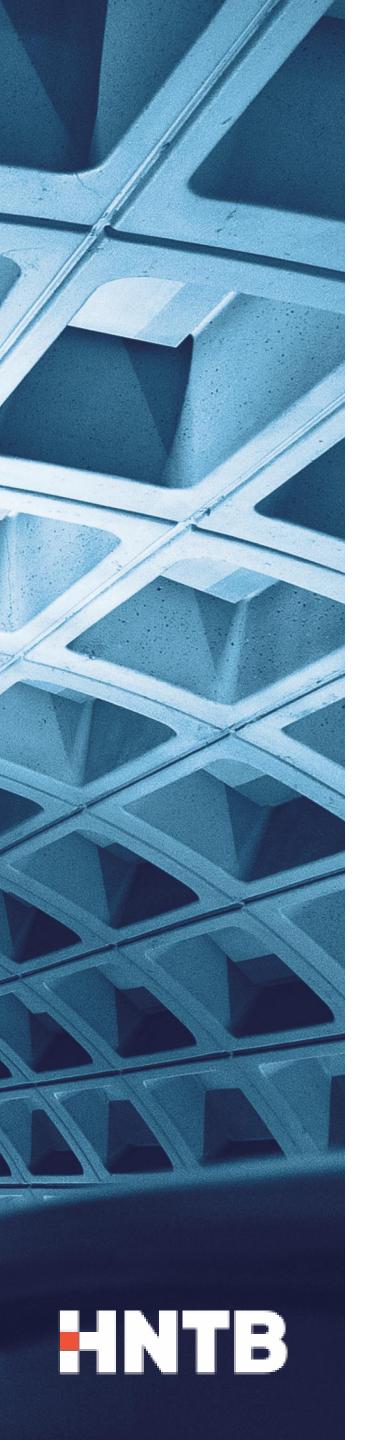
# Program Information & Overview



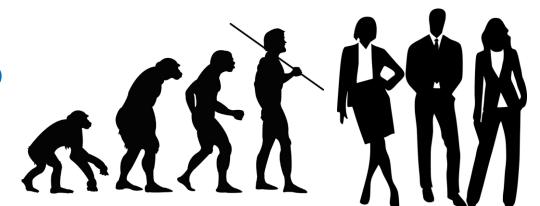
- 150+ Task Orders Awarded in about 3 Years
  - \$800 Million Committed
     Funds
  - 31% Average DBECommitment







# Integrated Systems



A sophisticated PMIS has allowed CIMO & Metro to expand

Increased capabilities allowing for analytics and data driven decisions

#### Requirements

- 1. KPI Baseline management
- 2. Forecasting
- 3. Dashboarding
- 4. Financial Reporting
- 5. Document Control
- 6. Point-in-time (Versioning)
- 7. Interoperability
- 8. Quality Control and Management
- 9. Process Management and Revisions
- **10. Role Based Access**
- 11. Data Warehousing
- 12. Training
- 13. Financial Reporting

#### **Reports**

- 1. KPI Adherence
- 2. Change Order Tracking
- 3. Invoicing Summary
- 4. Invoicing Aging
- 5. Invoicing Accruals
- 6. Project and Task Order Status
- 7. Departmental LookAhead
- 8. Quarterly Reporting
- 9. Cost and Resource Forecasting

#### Software



Power BI

P

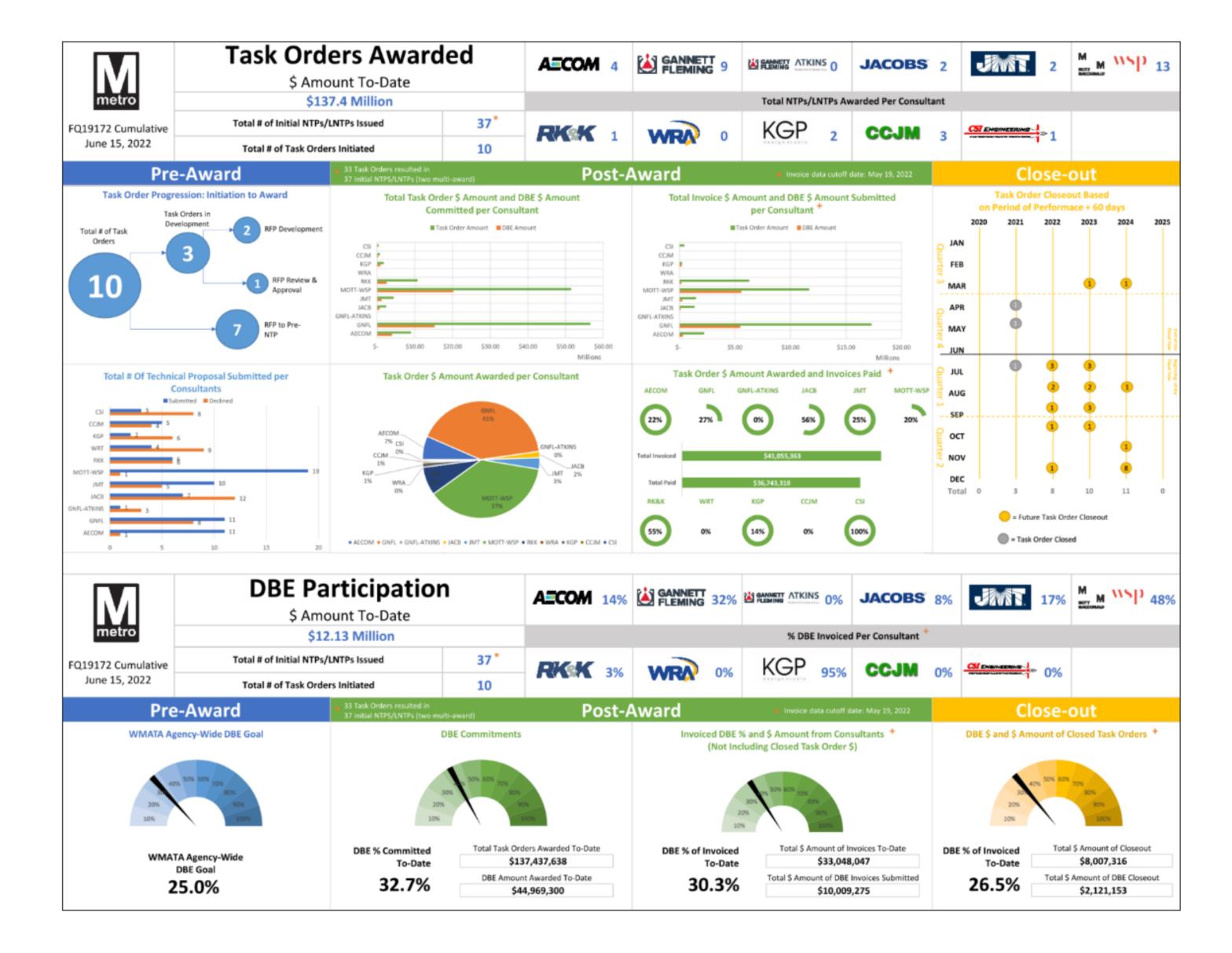
#### **Program Management Systems**

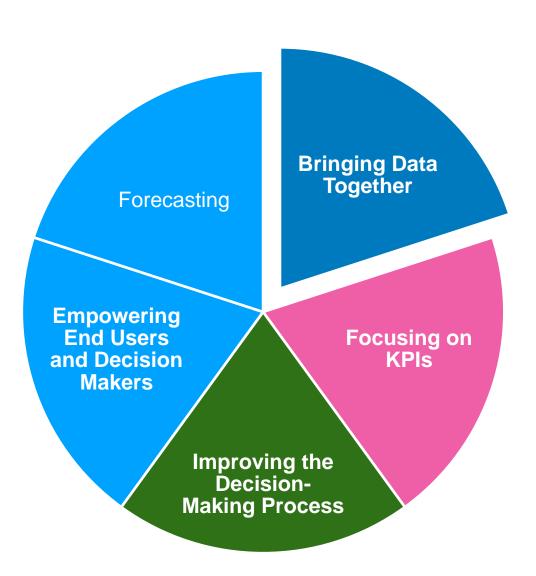
- WMATA
- JFK PANYNJ
- SANDAG
- MTA C&D Penn Station Access
- TBTA
- IndyGO
- CATS
- Charlotte Airport
- VDOT
- DDOT
- SEPTA



# HNTB

# Dashboards and Reporting











# WMATA Planning Contracts and Key Projects

Planning

(WMATA FQ15190, HNTB FQ68721)

3/29/2018

5 years (03/2023)

\$50M total

Fixed firm price + some cost reimbursable

Long Range Planning

(WMATA C20102, HNTB 73126)

10/1/2020

3 yr + 2 one-yr opt. (10/2023)

\$47M Total

Fixed firm price

- Rosslyn D&E Feasibility Assessment
- Twinbrook D&E Feasibility Assessment
- Smithsonian D&E Feasibility Assessment
- NEPA projects for Bladensburg and Northern Bus Garages
- Braddock Road Metrorail Station Pedestrian Tunnel/Bridge Feasibility Study
- Blue-Orange-Silver Capacity and Reliability Study



# Planning With A Purpose

# Range of Transit Planning Services

Rail & Bus Studies

Economic Analyses/Cost Estimating

Financial Planning

**Network and Corridor Operations & Capacity** 

Technology and Systems Readiness

Environmental/NEPA Evaluation

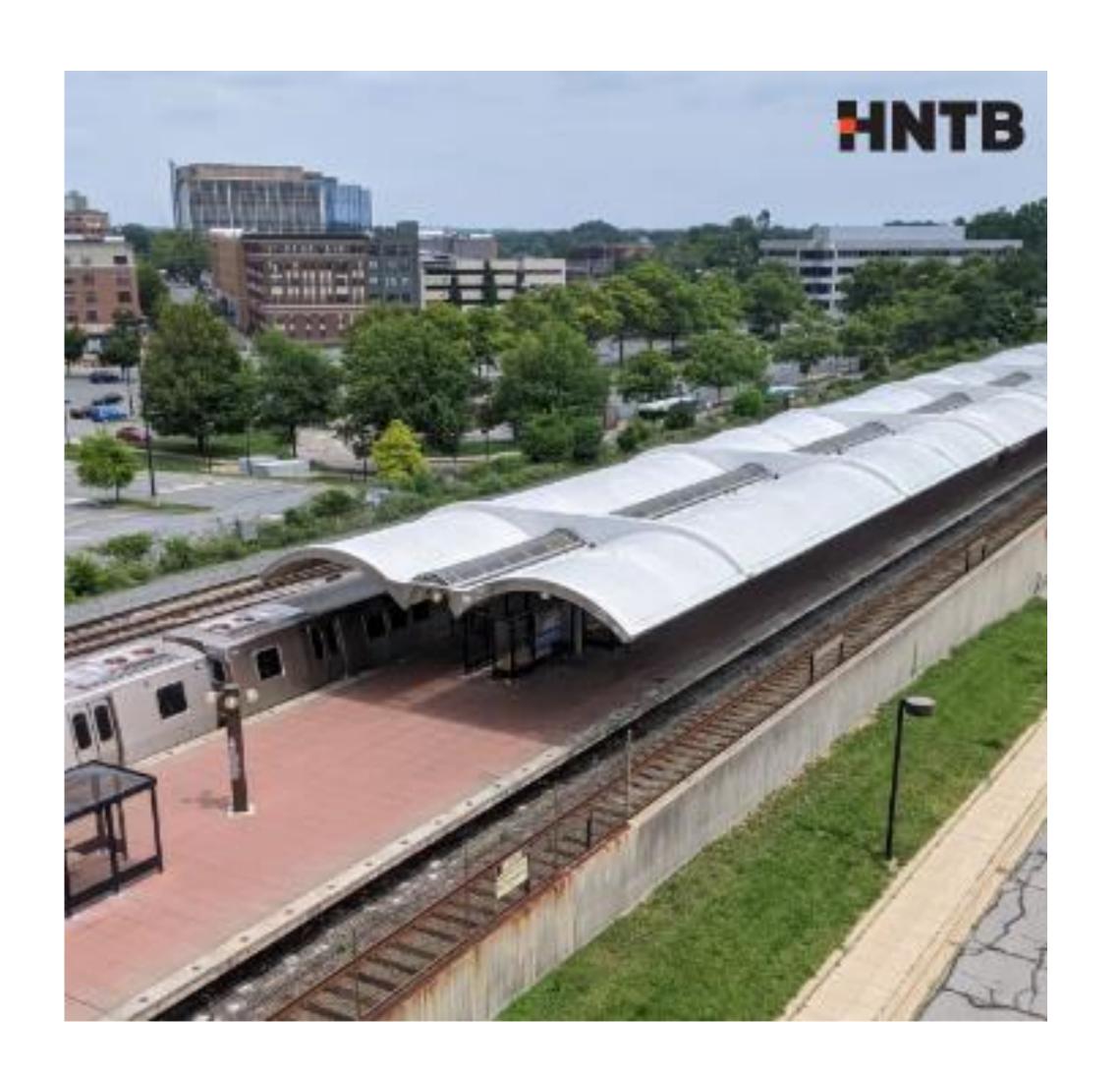
Conceptual Design/Engineering

Land Use Modeling, TDM, TOD

Title VI Analyses

**Public Participation** 

Graphics





# Planning With A Purpose

# Small Business Opportunities

Pedestrian Simulation Modeling
Sustainability
Travel Demand / Trace Modeling

Havel Delliand / Hace Modelling

Station Architecture

Fire/Life Safety

Egress/Evacuation Assessments

**Geotechnical Services** 







# Partnering with HNTB

#### Contact



Joseph Fazio
Vice President
JFazio@HNTB.com

Joseph Fazio Vice President



**Associate Vice President** 

John Daza
Associate Vice President
JDaza@HNTB.com



# Learn About Our Partners

HNTB's Partners Program helps WBEs, MBEs and SBEs secure contracting opportunities on large-scale projects with major transportation agencies. It's a structured, 12-month curriculum covering planning, project management, sales, marketing, operations and financial management, with mentoring and coaching from HNTB leaders along the way. The program provides opportunities to enhance operations and sustainability of local small, minority and disadvantaged businesses.











Responsive People | Creative Solutions





#### Vance Tsiamis, PE, CCM, PSP

- 20 Years with RK&K
- Director of CM Services in DC, MD, DE, PA, and WV
- Project Controls
- Construction Management and Inspection
  - Rail
  - Vertical
  - Transportation
  - Utilities / Water/ Wastewater



#### **About Us**

We offer responsive people and creative solutions to a variety of projects from more than 30 offices strategically located throughout the Mid-Atlantic, Southeast and South Central U.S.

# Metro's Small Business Program's Office: Meet the Primes

#### The Firm



Founded in 1923



1,300 Staff

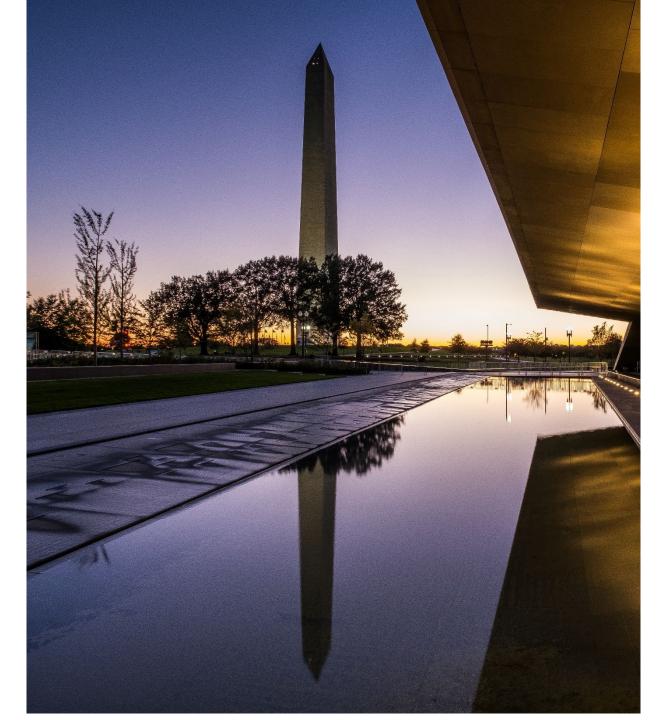


500 within 1 hour of DC

Local Office: 100 M Street, SE



40+ Years in DC



#### Services















Construction Management



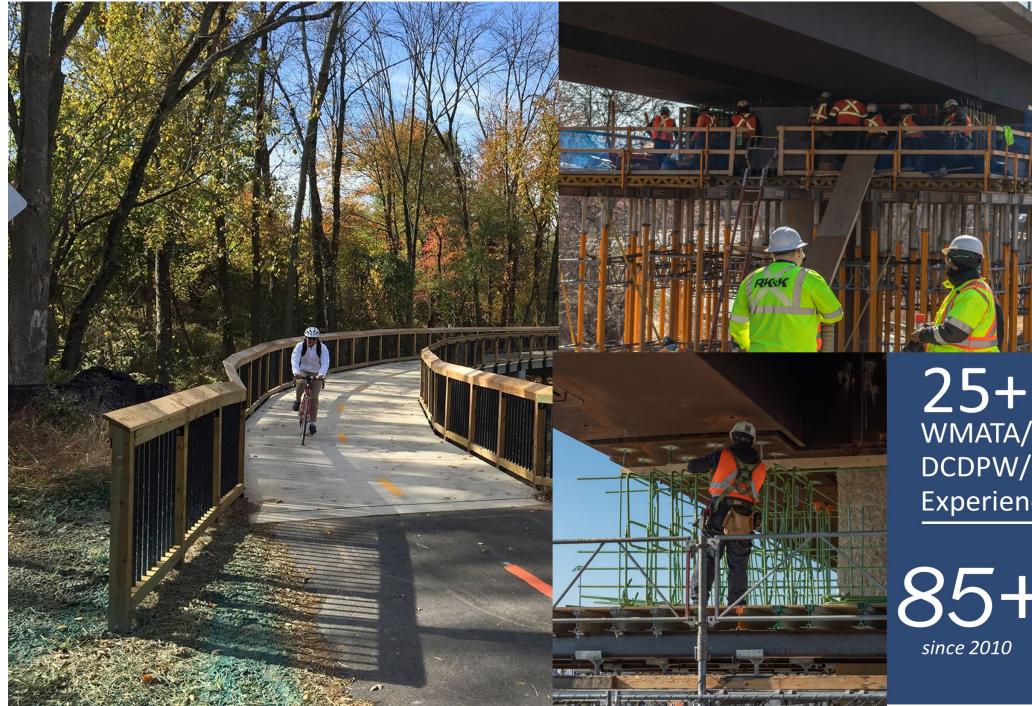
Energy & Corrosion



Land & Site Development



IT/Computer Systems Management



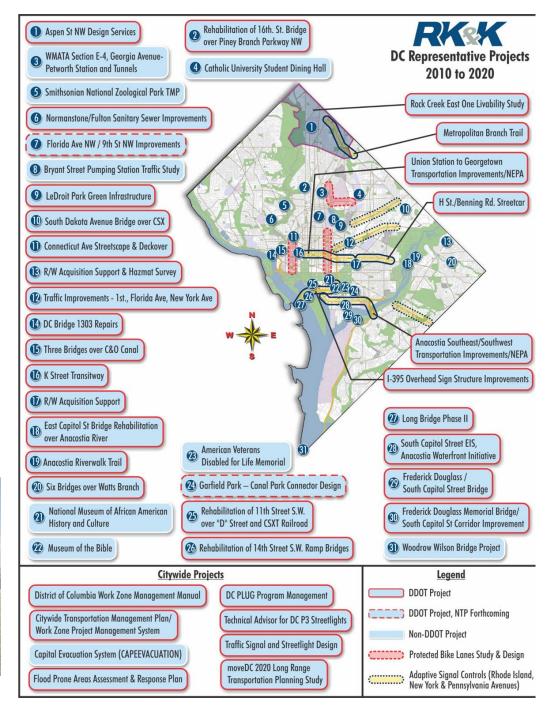
25+ Years WMATA/DCDGS/ DCDPW/DDOT Experience

85+ TASKS

# DC Representative Projects

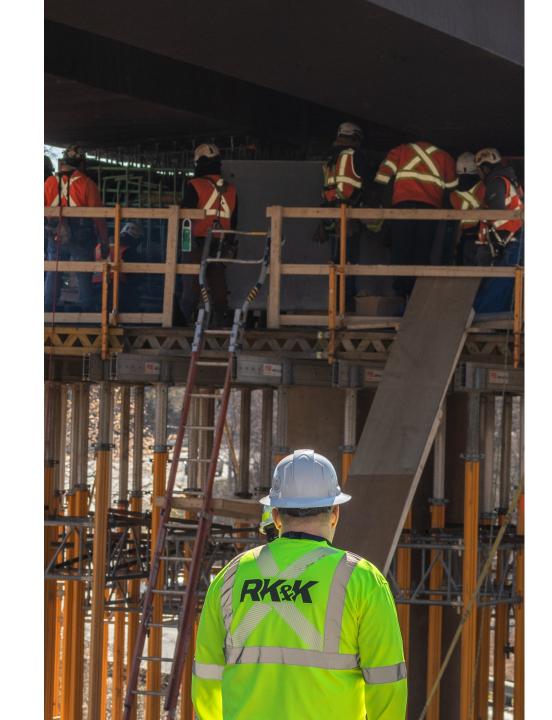






### Structural Priorities Program – A & B staff Augmentation

- Rehab of Aerial Structures
- Program Management
- Construction Management and Inspection
- Design Build and Design Bid-Build Expertise



### **Rail Car SMS Quality Inspections**

- Quality Inspections of Rail Cars
- Inspection of safety concerns on Rail Cars
- Inspection of Radio and Antenna Installations



### **Radio Program Staff Augmentation**

- Program Management
- Process Engineers
- Construction Engineers
- Inspectors
- Office Engineers
- Asset Management
- Schedulers
- Financial Analysts

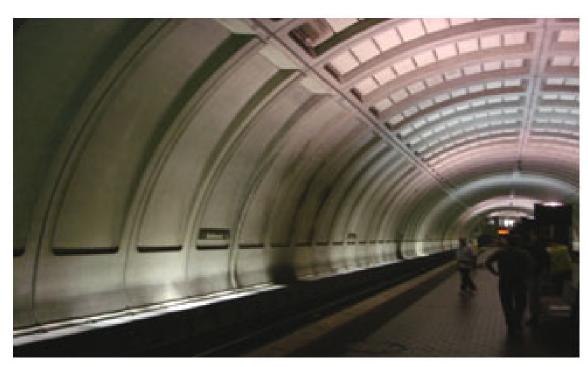


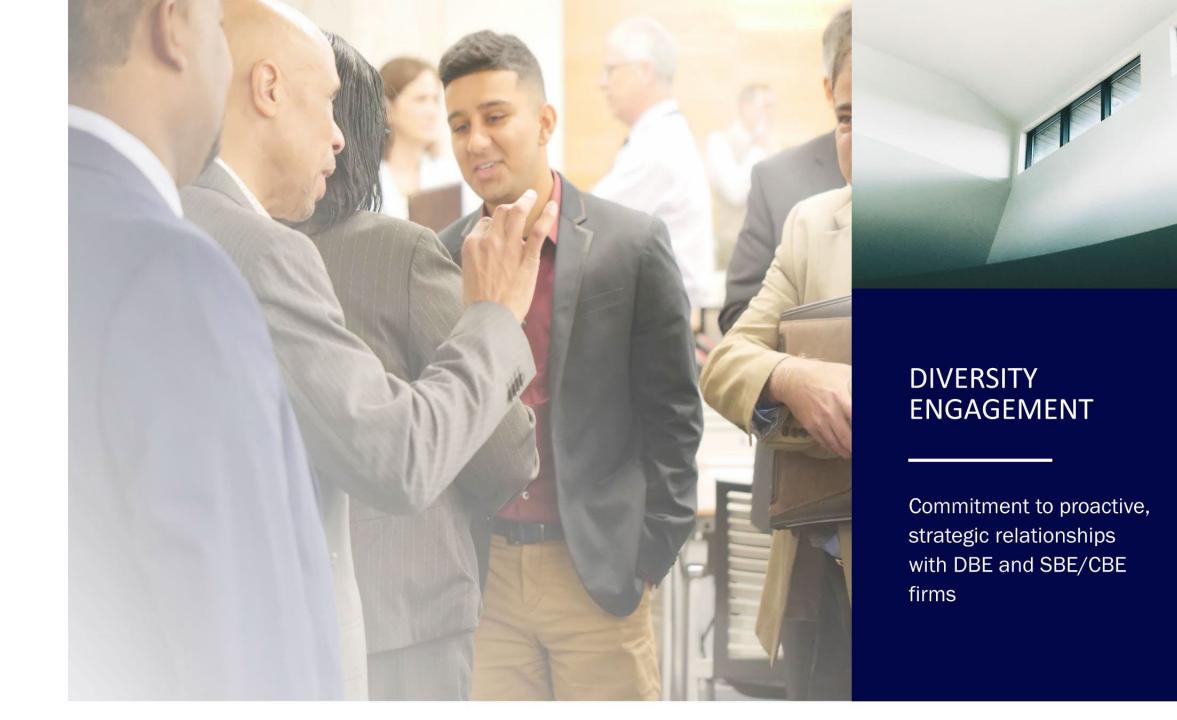
### **Radio Program Staff Augmentation**

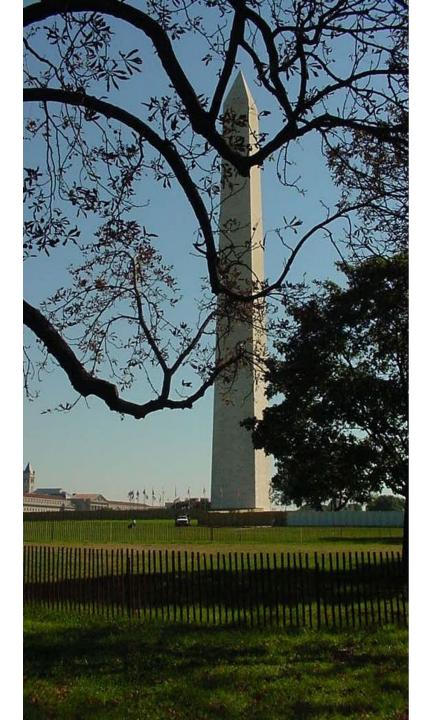
- Program Management
- Process Engineers
- Construction Engineers
- Inspectors
- Office Engineers
- Asset Management
- Schedulers
- Financial Analysts



- Scheduling Support
- Staff Augmentation for TAMO Projects
- Technical Writer for Quality Management Documentation
- AE Services for Wayside Planning Support
- Project Controls and Controls Process Support
  - Technical Writers
  - Schedulers
  - Construction Engineers
  - Financial Analysts







# Subcontracting Services Areas



PROGRAM MANAGEMENT/ CONSTRUCTION MANAGEMENT/ INSPECTION



DATA COLLECTION



LANDSCAPE ARCHITECTURE



**MATERIALS TESTING** 



**PUBLIC ENGAGEMENT** 



ENERGY/SUBSURFACE UTILITY ENGINEERING/DESIGNATION



SURVEYING



RAIL AND URBAN DESIGN / ARCHITECTURE

## Contact



Vance Tsiamis, PE, CCM, PSP Director



410.462.9267

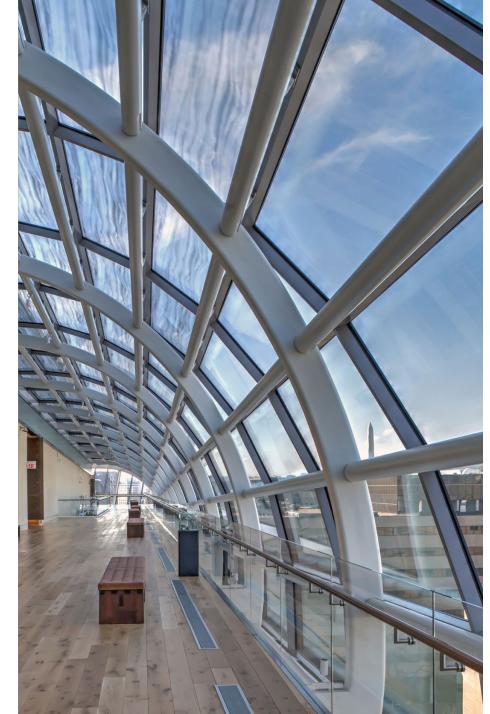


vtsiamis@rkk.com



www.rkk.com







## **Meet the Primes Event**

WMATA
Small Business Program Office
June 28, 2022

Sean Rousseau, PE Associate Vice President



## **Agenda**

- Introduction
- AECOM Overview
- Partnership with WMATA
- Small Business Program
- Upcoming Opportunities
- Q & A

Meet our team



Sean Rousseau, PE Associate Vice President, Transportation 703-340-3095

sean.rousseau@aecom.com



Shawn Ralston Small Business Program Manager 703-559-1338

shawn.ralston@aecom.com



Tom Kirby, PE
Vice President, MD Transit
410-637-1602
thomas.kirby@aecom.com







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## **Our markets**





## By the numbers

Nearly

50k

People

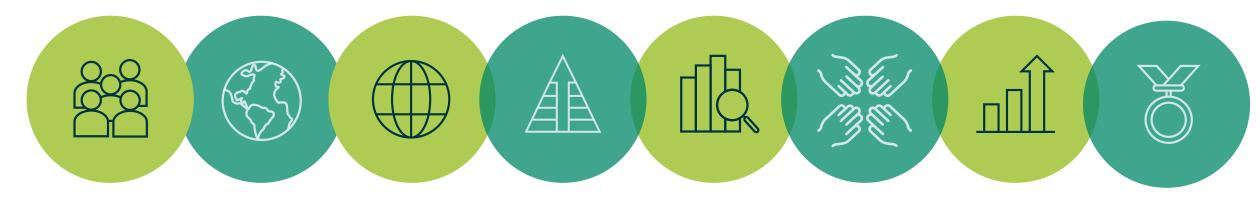
**7**Continents

us\$13.3B

FY 2021 revenue

#189

Fortune 500



Featured on
Fortune's "World's
Most Admired
Companies"
seven years in a row



#1 transportation design firm, facilities design firm, environmental science and global environmental consulting firm, and #2 water design firm as ranked by Engineering-News Record



Named one of 2021 World's Most Ethical Companies for its commitment to integrity and making a positive impact by Ethisphere



Received a perfect score four years in a row on the Human Rights Campaign Foundation's Corporate Equality Index





Our pledge to advance

**Equity, Diversity & Inclusion** 

# When we feel free to be ourselves, we thrive.

#### Our beliefs

We believe infrastructure creates opportunity for everyone and that when we feel free to be ourselves, we thrive.

We believe we are stronger, smarter and better when we bring together a multitude of voices, ensure that every voice is heard and cultivate equitable opportunities for all.

We believe equity, diversity and inclusion enable us to better anticipate our clients' needs, understand the challenges facing the communities we serve, drive innovation that propels our industry forward and realize our purpose of delivering a better world.

We believe that we must come together to take action, establish goals and demonstrate accountability to make a positive impact on our company, our industry and society.

#### **Our commitments**

We will build diverse teams to tackle the world's most complex challenges by attracting, hiring, and developing talented people of all backgrounds, and ensure inclusivity and fairness in our sourcing, interview and hiring processes.

We will expand understanding to help every employee feel valued by creating an inclusive workplace through community-building, training and family-friendly benefit policies.

We will think without limits to maximize the social value delivered through our work, factoring in equity, diversity and inclusion considerations into every project we pursue and innovative solutions we provide.

We will enrich communities and deepen engagement with our stakeholders through strategic nonprofit partnerships, pro-bono work, skills-based volunteering, philanthropy and a commitment to supplier diversity.

## Our environmental, social and governance commitments

#### 1. What is AECOM's Sustainable Legacies strategy?



Our Sustainable Legacies strategy encompasses how we are integrating ESG factors into everything we do. Click here to view our our strategy

#### 2. What is AECOM doing to decarbonize?



#### SCOPE X™

Incorporating an ESG action plan for reducing carbon impact by at least 50 percent on all major projects (our 'ScopeX™' service)



#### OPERATIONAL **NET ZERO** by **2021**



#### SCIENCE-BASED **NET-ZERO**

by 2030, which includes:



#### **BUSINESS TRAVEL EMISSIONS**

SUPPLY CHAIN

our supply chain

50 percent reduction in business travel emissions by 2030, compared with 2018

Developing carbon reduction

targets in partnership with



#### **VEHICLES AND ENERGY**

Decarbonizing all fleet vehicles and switching to renewable energy tariffs



#### **OFFSETTING**

Offsetting residual carbon, including through creating our own nature-based solution projects

#### 3. What is AECOM doing to increase social value and social impact?

#### PARTNERING WITH SME'S

Partnering with small and medium-sized enterprises to deliver social value through community investment, positively impacting clients, communities and society



#### **CAM TARGETS**

Embedding net-zero, resilience and social value targets into our client account management program and the work we bid for

#### MEASURING KEY IMPACTS

Measuring key impacts such as carbon emissions, climate resilience and social value on major projects

#### 4. What is AECOM doing to advance equity, diversity and inclusion?



#### SOCIAL EQUITY, DIVERSITY AND INCLUSION

Ensuring that our work with clients and communities promotes social equity, diversity and inclusion

#### DIVERSITY

Ensuring our project teams reflect the diversity of the clients and communities we serve



WOMEN IN SENIOR LEADERSHIP

We have set an industry-leading, near-term target of women comprising at least 20 percent of senior leadership roles and at least 35 percent of the overall workforce

#### 5. What are we doing to enhance our governance to deliver sustainable legacies?



#### ASSESSING RISK

Developing an enterprise framework to assess ESG risk in potential projects



#### ACCOUNTABILITY AND ADVOCACY

To drive leadership accountability and advocacy through specific ESG goals/metrics in annual goals

#### TRACKING AND REPORTING

Tracking and reporting on ESG performance targets in line with leading industry benchmarks (i.e., Sustainability Accounting Standards Board [SASB] and Task Force on Climaterelated Financial Disclosures [TCFD])





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## **Key areas we support WMATA**

- Engineering
- Program Management
- Construction Management
- Planning
- Environmental
- Architecture
- Staff Augmentation
- Economics/Grants
- Systems/Radio/Fiber/Comms
- CCTV/Security
- Electrification/Energy











## **Active On-call contracts with WMATA**

Contract No.	Contract Name
C20102	On-call Planning Services
FQ19172	General Architectural and Engineering Consultant (GEC) On-Call Design Services IDIQ
FQ18033*	General Architectural and Engineering Program Management/ Construction Management (PM/CM) and Engineering Support Services IDIQ Task Order
FQ15190	Architect-Engineering (A/E) General Planning Services MATOC

<sup>\*</sup>AECOM-STV JV



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## Strong partnership with DBE firms on WMATA tasks

- Subconsultants play an important and significant role on our tasks, for example:
  - Radio Program Engineering Support Services
    - 50.1% DBE
  - Communication and Outreach for Platform Reconstruction
    - 92.1% DBE
  - Support for Civil Projects
    - 77.6% DBE
  - Fire Alarm Systems and ESS Comms Engineering
    - 38.6% DBE
- AECOM is committed to achieving the established
   DBE participation goals. Current DBE utilization status:
  - C20102 = 25% utilization, 4 active subs
  - FQ19172 = 44% proposed utilization, 5 active subs
  - FQ18033 = 57% utilization to date, 15 active subs

"We include DBE firms not to "check a box" but because they do top-notch work and are among our most regular and trusted collaborators"

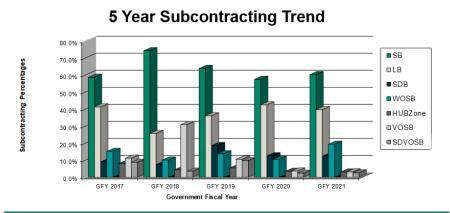






# Small Business Program

AECOM's award-winning Small Business Program is integral to our program management approach. It allows us to complement our technical expertise with qualified resources from the small business community. We are always looking to cultivate relationships with new small and diverse firms to explore opportunities that better serve our clients.



5-Year Averages				
Small Business (SB)	65.0%			
Small Disadvantaged Business (SDB)	11.4%			
Women-Owned Small Business (WOSB)	13.5%			
Historically Underutilized Business Zones Small Businesses (HUBZone)	4.4%			
Veteran-Owen Small Business (VOSB)	14.6%			
Service-Disabled Veteran-Owned Small Business (SDVOSB)	4.6%			







## What do we subcontract?

Typical services subcontracted by AECOM under our contracts include the following:

Archaeological	Architecture	Commissioning	CADD	Construction Management & Inspection	Cost Estimating
Cultural Resources	Engineering	Environmental	Equipment Rental	Geotechnical	HazMat Investigation
Historic	Interior	Landscape	Modeling/	Public	Program
Preservation	Design	Architecture	Forecasting	Outreach	Management
Scheduling	Soil Borings	Staff	Surveying/	Utility	Value
	& Testing	Augmentation	Scanning	Location	Engineering



## What does AECOM look for?



#### Niche capabilities

or strong experience providing given services



#### **Geographic proximity**

to place of performance (if required)



### **Past performance**

with prime, the ultimate client, or similar clients



## **Good reputation**

for quality work



### **Good safety record**

(e.g., better than industry average)



#### Socioeconomic status

to support goal attainment (multiple socioeconomic categories preferred)



## Necessary certifications

and financial systems



## **Financial stability**

as a firm



## Trusted relationships

with the prime and/or client



## Approaching a Large Business (LB)

1

## Study

the LB

- Visit their website.
   Do they list contract vehicles?
- Identify contracts held by LB by visiting FPDS-NG or other similar data sites How are they organized?
- Find out how they are organized and identify their SBLO or other SB staff.

2

## Research

the opportunity

- Which large businesses hold contracts that need your services?
- Attend Industry Days or SB events hosted by the client to gather intel.
- Speak with SB staff
   with federal agency
   to learn more about upcoming
   opportunities, SB goals, and prime
   contract holders.

3

## **Be Proactive**

In contacting the LB

- Ask about specific contracts or upcoming solicitations (completed homework).
- Speak with Business Development leads or Program Managers that would understand the value you bring to the table and your past performance.
- Focus on your strengths and areas where you could help the LB with their clients.



## Small Business/Supplier Diversity

# AECOM recognizes the important role small businesses play in our economy and communities

- Prequalify with AECOM through SubPort
  - https://prequal.aecom.com/
  - subportteam@aecom.com
- Small Business/Supplier Diversity Website
  - https://aecom.com/small-businesssupplier-diversity/
- Mentor-Protégé Participation
  - https://aecom.com/small-businesssupplierdiversity/mentor-protege-program/
- Outreach Calendar
  - https://aecom.com/wp-content/uploads/2022/05/2022-Outreach-Calendar.pdf

## **AECOM**

### Our Commitment to Supplier Diversity

AECOM is committed to supplier diversity. As a company, we recognize the critical role small businesses play in our economy and actively contribute to the communities where we work through new business partnerships and local engagement.

We recognize Small Business Concerns to ensure that Small, Women-owned, Minority-owned, HUBZone, Veteran-owned and Service-disabled Veteran-owned businesses have the maximum practicable opportunity to compete for the procurement of goods and services. We are also committed to an effective supplier diversity program that demonstrates measurable improvement from year-to-year, and is consistent with recognized industry objectives, applications, and contractual expectations of our clients.

This corporate commitment extends to the procurement of all goods and services, whether the purchases support (1) federal, state, or local governments, (2) commercial clients, or (3) in-house needs.

Troy Rudd

Chief Executive Officer



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## **Partnership Opportunities**

Client	Opportunity
WMATA	Joint Development and Construction Staff Augmentation Support
WMATA	Real Estate On-call Services
WMATA	PM/CM Recompete
WMATA	Communications Based Train Control (CBTC)
DDOT	A/E Schedule On-call
FHWA	Eastern Federal Lands Highway/Bridge IDIQ
FHWA	Transportation Planning
MDOT MTA	On-call Planning Services
MDOT SHA	On-call Services





# AECOM Delivering a better world

## North American Transit and Rail Briefing

**Capabilities and Projects** 







June 2022



## You Know Jacobs in Our Many Forms





# Jacobs' People, Places and Solutions Team Supports Public and Private Infrastructure Programs

















**JACOBS** 

## Our Transit and Rail Team Provides Key Capabilities to the Market

**#1** Mass Transit and Rail firm globally by volume of work

**#1** 2021 Engineering News-Record Top 500 Design Firms – This was accomplished through:

- ✓ Extensive experience with the top 30 transit agencies in NA
- Delivering global expertise through local resources





















## We Provide these Services to a Broad Range Clients





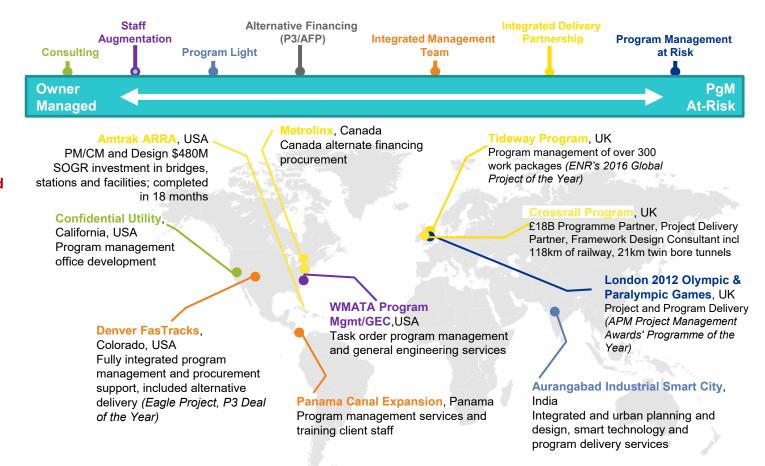


- S&L Transit Agencies
- USDOT (FTA, FRA, Volpe)
- Amtrak/VIA/Brightline
- State and Local DOTs
- Fleet Operators
- Concessionaires/JVs
- Lenders
- DB Contractors
- MPOs
- Freight Railroads
- Supply Industry (Intl.)



## We Support Clients with the full Spectrum of Delivery Models

- Full spectrum of clients, programs, and related solutions needed
- Experienced the entire program spectrum, creating solutions based on our client's vision and desired benefits



# North American Transit & Rail Projects







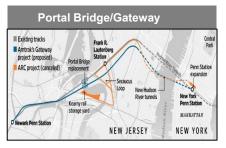












## **DMV Transit and Rail Projects**



#### WMATA

- Office Consolidation PM
- Heavy Rail Maintenance Facility PM
- Traction Power PM
- Bike/Ped Program PM
- Flood Mitigation Design
- Station PlatformReconstruction Design (Kiewit)
- ZEV Bus Specification
- Maximo Asset Management。
   Support

- MWAA Silver LineProgram Management
- DC DOT Streetcar
   Program Management
- Maryland TransitAdministration
  - Rolling Stock/Systems
  - Strategic & Service Planning
  - Structural Engineering
  - Safety and Security

**Amtrak** – ADA Program, Rolling Stock, Facilities



## Questions

