



## EXHIBIT C

### SCF Tudor and Elmore Development (TED) Project

#### Scope of Work (from solicited PDB RFP)

**Note:** The below information is from the original Request for Proposals, published by SCF in fall of 2024. SCF has signed a contract with Watterson Construction for Phase I services for this project. The current design is around 10% complete and is for a 3-story building (~76,800 SF) with an integrated parking structure (SF??). Programs to be included in this building are Crisis Stabilization, Crisis Residential, Detox, Medication Assisted Therapy, Outpatient Behavioral Health, and Pharmacy.

#### **Contract Period**

SCF intends to enter into an initial contract for Phase I only Pre-Construction Services for the Tudor and Elmore Development. Phase 2 services covers all services after execution of the GMP, including construction, project closeout, owner training, and commissioning.

#### **Phase I: Pre-Construction (December 2023 - October 2024)**

The project will be split into the following phases: Phase 1 is all services prior to and the negotiation of a GMP, including programming through 100% design and permitting.

#### **Phase II: Construction (October 2024-December 2025)**

Phase II services covers all services after execution of the GMP, including construction, project closeout, owner training, and commissioning.

The contract term for Phase I shall begin with the selection of a winning Proposer in December 2023. Once the Design-Builder is under contract and a scope is developed for the design, a project schedule will be developed. Design-Builder will be encouraged to begin development of early sitework packages to accelerate overall project schedule.

The Selected Design-Builder will provide all programming, design, cost estimating, constructability and value engineering reviews, construction phasing/scheduling, subcontractor solicitation/participation, and on-going budget review and assistance as part of its Pre-Construction Services during Phase I. The final deliverables of Pre-Construction will be the 100% design and GMP proposal. The GMP will be the maximum compensation for construction unless the GMP is amended by both parties, as provided for in the Contract Documents. SCF reserves the right to execute some of the work using another delivery method until such time as a revised GMP Amendment is accepted by SCF and made a part of the Contract Documents.

Phase II will be initiated upon acceptance and completion of Phase I. Should SCF determine it is in its best interest to continue working with the selected Phase I Contractor on Phase II, that Scope of Work MAY be added via addendum to the Contract Agreement. However, SCF also reserves the right re-solicit



for contractors at any time to complete Phase Two of this project. SCF reserves the right to execute all of the work using another delivery method, including public bid, if good faith efforts between the parties fail to produce an agreeable GMP Amendment. All design deliverables from Phase I shall become the property of SCF.

### **Purpose of the Request for Proposal (RFP)**

Southcentral Foundation is soliciting detailed proposals from qualified Design-Builders to provide professional programming, design, and construction services to develop a multi-story building on a 3.7-acre site located at the corner of Elmore Road and Tudor Road. The first two floors of the building are anticipated to include SCF Adult Crisis Stabilization Center, Adult Crisis Residential Unit (up to 7-day occupancy housing), and Detox Center programs. SCF intends to work with the selected Design-Builder to validate/modify this programming as required to define the needs of SCF and establish a project budget.

A development of up to 5-stories of construction is allowable at this location under certain conditions. The project may ultimately include building shell space for additional floors with tenant improvements to be developed in future phases. SCF intends to explore programming phase options for potential additional floors in collaboration with the Design-Builder as part of this scope of work. If SCF decides to move forward with additional floors, final programming validation and full design phase efforts for those floors will be added to the contract by amendment. For the purposes of this RFP response and fee development, proposers shall assume a 2-story building with a total of 60,000 SF of building area.

Currently, the developed portions of the property include 4330 Elmore Road improvements (Southcentral Foundation Detox Center) and 3767 East Tudor Road (car wash). It is anticipated that the Detox Center will remain operational until the new building is operational. Once the new building is constructed, the Contractor will demolish the existing building at 4330 Elmore Road. The current car wash building at 3767 East Tudor Road will be demolished in preparation for construction. SCF has a goal to break ground in 2024, so time is of the essence in determining, building use and size, orientation on the site, parking requirements, and costs associated with the development. See Section 3.1. Schedule, for more Information.

### **Scope of Services**

SCF is soliciting proposals from qualified Design-Builders for the pre-construction, programming, design, and construction of a 2-5 story building at the corner of Tudor Road and Elmore Road in Anchorage, AK. The first two floors of the building will house the SCF Adult Crisis Stabilization Center, Adult Crisis Residential Unit, and Detox Center.

If SCF decides to move forward with floors 3-5, the programming and design of these floors will be added to this contract and could include a combination of shell and tenant space.

Preliminary departmental programs identified-to-date include approximately 60,000 SF of space: Detox Center (first floor), Adult Crisis Stabilization Center (first floor), and Adult Crisis Residential (second floor), with the potential for up to three additional stories of programmed space (to be determined SF). The Innova Group developed an initial Program ([EXHIBIT E\) Detox, Crisis Stabilization and Residential Space](#)



[Program Floors 1-2, which be used as a starting point for design discussions with the selected Design-Builder.](#)

This RFP is for Phase I Services, to include all pre-construction and design development services, as outlined herein.

## **Project Goals**

SCF is embarking on this new development at the corner of Tudor Road and Elmore to build on the vision of realizing ***a Native Community that enjoys physical, mental, emotional, and spiritual wellness.***

The successful Design-Builder will have proven experience working with large stakeholder groups, including executives and clinical and facilities subject matter experts, to collaboratively develop this behavioral health, workplace, and general commercial construction.

SCF believes the Progressive Design-Build method of project delivery will advance a successful outcome through having all the “experts in the room” during the design and construction process. SCF is looking for a Design-Build partner to work closely with throughout every stage of the project. It is expected that the successful proposer will spend extensive time “on campus” for in-person, collaborative strategy and design meetings in order to meet SCF’s goal to break ground in 2024. Virtual meetings will be considered secondary to in-person collaboration on this project.

Critical Success Factors include the ability for the Progressive Design-Builder to deliver:

- SCF’s vision and mission, who we serve, and how we serve translated into a design and construction process
- Nuka system of Care: translation of this relational model of health care into the built environment
- Sustainability, cold climate, and resiliency design features: building and site
- Trauma-informed design: process and outcome
- Accessibility/Universal Design features
- Safety and Security features
- Biophilic Design features

## **Design Approach**

### **Sustainability, Commissioning, and Total Cost of Ownership**

SCF will follow an “as the budget allows” approach to sustainability features and commissioning requirements (enhanced) based generally on the 2022 IHS Architect/Engineer Design Guide. For the purposes of responding to this RFP, assume minimum general requirements as stated in the IHS Guide, Sections 4 and 5, unless provided otherwise by SCF in this RFP or by addendum. The Design-Builder is responsible to meet requirements and coordinate with SCF’s commissioning agent (CxA) per Section 4.0. Section 5.0 in the IHS Guide outlines sustainability requirements; LEED certification is NOT required, nor any other 3<sup>rd</sup> party certification. SCF intends to implement design elements of the federal government’s “Guiding Principles” regarding sustainability. Enhanced commissioning is required. A life cycle cost analysis (LCCA) is required. The purpose of the LCCA is to identify and compare life-cycle cost-effective (LCCE) building energy and water systems to provide SCF with choices in terms of performance, longevity, and total cost of ownership. SCF encourages innovative solutions that yield the most cost-effective, high performance, low-maintenance facility for SCF’s building portfolio to-date.



2022 Architect/Engineer Design Guide – Indian Health Service

[2022 Architect Engineer Design Guide \(ihs.gov\)](#)

Information on Guiding Principles:

<https://sftool.gov/learn/about/631/guiding-principles-sustainable-federal-buildings>

[https://www.sustainability.gov/pdfs/guiding\\_principles\\_for\\_sustainable\\_federal\\_buildings.pdf](https://www.sustainability.gov/pdfs/guiding_principles_for_sustainable_federal_buildings.pdf)

### **AIA Framework for Design Excellence**

The “AIA Framework for Design Excellence” ([Framework for Design Excellence - AIA](#)) expands beyond sustainability and building performance and represents the defining principles of good design in the 21st century. Comprised of 10 principles and accompanied by searching questions, the Framework seeks to inform progress toward a zero-carbon, equitable, resilient, and healthy built environment. SCF requires the use of the AIA Framework for Design Excellence as a guide for stakeholder engagement throughout the planning, programming, and design process.

### **Project Site**

The project site is located at Athenian Village Tract G5-1 (formerly Tracts 3-1, 4-1, 5 & 6) at the corner of Elmore Road and Tudor Rd. The recently re-platted site consists of approximately 3.7 acres (161,888 SF). EXHIBIT F includes Municipality of Anchorage Property Plat and EXHIBIT G includes the Site Map.

Contractors should note the following regarding the site:

- The existing detox facility on this property shall remain operational until the completion of the new building. Demolition of the existing Detox Center shall be provided by the Contractor.
- Utility easements and restrictions on the lot, per the Exhibit F Municipality of Anchorage Property Plat, should be considered during design. There is a natural gas line easement running through the east side of the lot.
- A shared driveway exists for access off Tudor Road. There is also an existing access off Tudor Road, which shall remain. SCF does not wish to access the property off 43<sup>rd</sup>.
- Adult Crisis Stabilization Center is preferred to be located on the West side of 1<sup>st</sup> floor and Detox Services on the east side, with a common entry in the center, facing Tudor Road.
- Adult Crisis Residential shall be on the 2<sup>nd</sup> floor on the building’s East side, with shared SCF Building support spaces in the center and shell space on the west side.

### **Phase 1 Pre-Construction Services and Design Scope of Work**

Design-Builder shall:

- Provide programming and design development services (10%, 35%, 65%, 95%, and 100% Drawings and outline, 65%, and 100% Specifications) for Phase I with the end goal of negotiating a firm contract price (GMP) for Phase II (Construction and Commissioning). Final GMP will be

negotiated at 100% design phase completion, however a GMP proposal may be requested prior to 100% design completion.

- Submit plans to Authority Having Jurisdiction (AHJ) for review, approval, and permit. SCF will pay for any plan review/ permit fees, etc.
- Note that timely, organized SCF stakeholder engagement is a requirement for scope development. SCF will assist the Design-Builder in determining a pertinent stakeholder list, an engagement work plan, and stakeholder engagement schedule.
- Organize and lead stakeholder workshops to collect and incorporate SCF feedback at the programming (10%), schematic (35%), and design development (65%) phases of the design. Organize and manage this process to obtain timely decisions needed to progress the project. Understanding the short and long-term cost implications for all new systems and equipment will aid in the decision-making process.
- Organize and lead weekly coordination and planning meetings (1-2 hours) with the Project Team, throughout Phase I. These meetings will be regularly held “in-person” with SCF stakeholders in an SCF Anchorage building on the Alaska Native Health Center campus. Virtual meetings can be scheduled as needed.
- Apply Lean Construction practices to actively seek and suggest innovative Value Engineering solutions that will provide value to the owner by means of reduced costs or schedule, increased energy efficiency, operability, or life cycle, and other considerations that will help to align the project costs within SCF’s budget.
- Investigate options for design packages that would allow for expedited procurement or phases of work to begin, that would benefit the overall project schedule and present to SCF for discussion and direction. Some early work packages may be removed from Phase II and added to Phase I, if beneficial to SCF.
- Provide recommendations on project phasing in order to deliver the Crisis Stabilization Center portion as soon as feasible—this portion of the project is the driver of the schedule.
- Analyze and provide for parking onsite, as required by the SCF and building design/size as it develops. Investigate options to maximize site parking, including under-ground/under-building parking.
- Autodesk Build (Owner-provided) shall be utilized as the Project Management Information System (PM/Design management software) for all collaboration, storage of documents, meeting minutes, etc. throughout the duration of the project (including Phase II, if awarded).
- Maintain proposed project team for the duration of the project unless otherwise approved by SCF within 21 days of written notice.

Activity ID	Activity Name	OD	AD	RD	% Complete	Total Float	Early Start	Early Finish	Late Start	Late Finish	RESP	2024												2025												2026														
												M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J										
<b>SCF Tudor and Elmore Development: Schedule Update 01 for Feb 2024</b>																																																		
<b>Contract Milestones</b>																																																		
<b>SCF, CONTRACT, &amp; CONSTRUCTION MILESTONES</b>																																																		
00ADM005	Phase 1: Preconstruction (Dec 2023-Nov 2024)	240	62	178	0%	11	04-Dec-23 A	08-Nov-24	01-Mar-24	25-Nov-24	PRIME	Phase 1: Preconstruction (Dec 2023-Nov 2024)																																						
00ADM610	Partial GMP/Contract Award for Demo, Fill & C	0	0	0	0%	37	28-May-24	19-Jul-24			OWNER	◆ Partial GMP/Contract Award for Demo, Fill & Grade																																						
00ADM020	Anticipated Groundbreaking (Aug 2024)	0	0	0	0%	37	07-Aug-24	30-Sep-24			PRIME	◆ Anticipated Groundbreaking (Aug 2024)																																						
00ADM700	Start Demo, Fill and Grade	0	0	0	0%	37	07-Aug-24	30-Sep-24			PRIME	◆ Start Demo, Fill and Grade																																						
00ADM620	Partial GMP/Contract Award for F&F and Steel	0	0	0	0%	10	23-Aug-24	06-Sep-24			OWNER	◆ Partial GMP/Contract Award for F&F and Steel Frame, Utilities, Pro																																						
00ADM710	Start Construction Footings, Foundations, & C	0	0	0	0%	2	26-Sep-24*	30-Sep-24			PRIME	◆ Start Construction Footings, Foundations, & Deep Utilities																																						
00ADM630	Partial GMP/Contract Award for Balance of B	0	0	0	0%	11	18-Nov-24	03-Dec-24			OWNER	◆ Partial GMP/Contract Award for Balance of Building																																						
00ADM720	Start Building Construction	0	0	0	0%	11	10-Feb-25	25-Feb-25			PRIME	◆ Start Building Construction																																						
00ADM730	Substantial Completion	0	0	0	0%	0		01-Dec-25*		01-Dec-25	PRIME	◆ Substantial Completion																																						
<b>Design Development &amp; Deliverables</b>																																																		
<b>SCF STAKEHOLDER WORKSHOPS &amp; DESIGN DEVELOPMENT</b>																																																		
01DSN005	Geotechnical Investigation	50	34	5	90%	41	15-Jan-24 A	07-Mar-24	29-Apr-24	03-May-24	DESIGN	Geotechnical Investigation																																						
01DSN120	Prepare 35% Design/Fill & Grade Permit Doc	44	4	43	1%	0	26-Feb-24 A	03-May-24	06-Mar-24	03-May-24	DESIGN	Prepare 35% Design/Fill & Grade Permit Documents																																						
00ADM110	Schematic (35%) Workshop	2	2	3	0%	0	28-Feb-24	05-Mar-24	01-Mar-24	05-Mar-24	DESIGN	Schematic (35%) Workshop																																						
01DSN125	SCF Review 35% Documents	5	0	5	0%	7	06-May-24	10-May-24	15-May-24	21-May-24	OWNER	SCF Review 35% Documents																																						
00ADM120	Design Development (65%) Workshop	2	0	2	0%	2	20-May-24	21-May-24	22-May-24	23-May-24	DESIGN	Design Development (65%) Workshop																																						
01DSN140	Prepare 65% Design/ F&F and Steel Frame F	45	0	45	0%	2	22-May-24	25-Jul-24	24-May-24	29-Jul-24	DESIGN	Prepare 65% Design/ F&F and Steel Frame Permit Documents																																						
01DSN145	SCF Review 65% Documents	5	0	5	0%	21	26-Jul-24	01-Aug-24	26-Aug-24	30-Aug-24	OWNER	SCF Review 65% Documents																																						
01DSN160	Prepare 95% Design/Permit Documents	35	0	35	0%	11	16-Aug-24	04-Oct-24	03-Sep-24	21-Oct-24	DESIGN	Prepare 95% Design/Permit Documents																																						
01DSN165	SCF Review 95% Documents	5	0	5	0%	21	07-Oct-24	11-Oct-24	05-Nov-24	11-Nov-24	OWNER	SCF Review 95% Documents																																						
01DSN180	Prepare 100% Design/ For Construction Doc	5	0	5	0%	11	28-Oct-24	01-Nov-24	12-Nov-24	18-Nov-24	DESIGN	Prepare 100% Design/For Construction Documents																																						
01DSN185	SCF Review 100% Documents	5	0	5	0%	76	04-Nov-24	08-Nov-24	18-Feb-25	24-Feb-25	OWNER	SCF Review 100% Documents																																						
<b>COST ESTIMATES</b>																																																		
00ADM230	Prepare & Submit 35% Cost Estimate	10	0	10	0%	2	06-May-24	17-May-24	08-May-24	21-May-24	PRIME	Prepare & Submit 35% Cost Estimate																																						
00ADM240	SCF Review of 35% Cost Estimate	5	0	5	0%	37	20-May-24	24-May-24	12-Jul-24	18-Jul-24	OWNER	SCF Review of 35% Cost Estimate																																						
00ADM250	Prepare & Submit 65% Cost Estimate	15	0	15	0%	2	26-Jul-24	15-Aug-24	30-Jul-24	19-Aug-24	PRIME	Prepare & Submit 65% Cost Estimate																																						
00ADM260	SCF Review of 65% Cost Estimate	5	0	5	0%	10	16-Aug-24	22-Aug-24	30-Aug-24	06-Sep-24	OWNER	SCF Review of 65% Cost Estimate																																						
00ADM270	Prepare & Submit 95% Cost Estimate with Inc	15	0	15	0%	11	07-Oct-24	25-Oct-24	22-Oct-24	11-Nov-24	PRIME	Prepare & Submit 95% Cost Estimate with Independent Est																																						
00ADM280	SCF Review of 95% Cost Estimate	5	0	5	0%	16	28-Oct-24	01-Nov-24	19-Nov-24	25-Nov-24	OWNER	SCF Review of 95% Cost Estimate																																						
00ADM290	Prepare & Submit 100% Cost Estimate	5	0	5	0%	11	04-Nov-24	08-Nov-24	19-Nov-24	25-Nov-24	PRIME	Prepare & Submit 100% Cost Estimate																																						
00ADM300	SCF Review 100% Cost Estimate and Set G	5	0	5	0%	11	11-Nov-24	15-Nov-24	26-Nov-24	02-Dec-24	OWNER	SCF Review 100% Cost Estimate and Set GMP																																						
<b>Permitting</b>																																																		
<b>PERMITTING</b>																																																		
00ADM340	Submit SWPPP Plan	1	0	1	0%	87	03-May-24	03-May-24	06-Sep-24	06-Sep-24	PRIME	Submit SWPPP Plan																																						
00ADM360	Submit & Review AWWU Permit	15	0	15	0%	87	06-May-24	24-May-24	09-Sep-24	27-Sep-24	PRIME	Submit & Review AWWU Permit																																						
00ADM430	Submit & DOT Approval of Stormwater	20	0	20	0%	82	06-May-24	03-Jun-24	30-Aug-24	27-Sep-24	PRIME	Submit & DOT Approval of Stormwater																																						
00ADM310	MOA Review Demo, Fill & Grade Permit	15	0	15	0%	77	20-May-24	10-Jun-24	09-Sep-24	27-Sep-24	MOA	MOA Review Demo, Fill & Grade Permit																																						
00ADM400	Submit & Review Chugach Permit	30	0	30	0%	10	26-Jul-24	06-Sep-24*	09-Aug-24	20-Sep-24	PRIME	Submit & Review Chugach Permit																																						
00ADM410	Submit & Review Enstar Application	30	0	30	0%	2	26-Jul-24	06-Sep-24*	30-Jul-24	10-Sep-24	PRIME	Submit & Review Enstar Application																																						
00ADM330	MOA Review Footing, Foundation & Steel Per	28	0	28	0%	2	16-Aug-24	25-Sep-24	20-Aug-24	27-Sep-24	MOA	MOA Review Footing, Foundation & Steel Permit																																						
00ADM380	MOA Review Final Building Permit	41	0	41	0%	45	28-Oct-24	23-Dec-24	30-Dec-24	24-Feb-25	MOA	MOA Review Final Building Permit																																						
<b>CONDITIONAL USE PERMIT</b>																																																		
00ADM510	Pre-Application Process Hammock	40	9	30	0%	16	19-Feb-24 A	11-Apr-24	25-Mar-24	03-May-24	DESIGN	Pre-Application Process Hammock																																						
00ADM512	Prepare Application Package	30	9	20	31%	16	19-Feb-24 A	28-Mar-24	25-Mar-24	19-Apr-24	DESIGN	Prepare Application Package																																						
00ADM520	Community Meeting Process Hammock	14	0	14	0%	0	15-Mar-24	03-Apr-24	15-Mar-24	03-Apr-24	DESIGN	Community Meeting Process Hammock																																						



Activity ID	Activity Name	OD	AD	RD	% Complete	Total Float	Early Start	Early Finish	Late Start	Late Finish	RESP	2024												2025												2026											
												M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J							
00ADM522	Develop Postcard	11	0	11	0%	0	15-Mar-24*	29-Mar-24	15-Mar-24	29-Mar-24	DESIGN	■ Develop Postcard																																			
00ADM514	Submit Pre-Application Meeting Package	1	0	1	0%	16	29-Mar-24	29-Mar-24	22-Apr-24	22-Apr-24	DESIGN	■ Submit Pre-Application Meeting Package																																			
00ADM524	Mail Postcards for Community Meeting	4	0	4	0%	2	01-Apr-24	04-Apr-24	03-Apr-24	08-Apr-24	DESIGN	■ Mail Postcards for Community Meeting																																			
00ADM526	Community Meeting - Introduce Project	1	0	1	0%	0	03-Apr-24*	03-Apr-24	03-Apr-24	03-Apr-24	DESIGN	■ Community Meeting - Introduce Project																																			
00ADM516	MOA Schedules Pre-Application Meeting	5	0	5	0%	16	05-Apr-24	11-Apr-24	29-Apr-24	03-May-24	DESIGN	■ MOA Schedules Pre-Application Meeting																																			
00ADM536	Community Meeting	1	0	1	0%	0	01-May-24*	01-May-24	01-May-24	01-May-24	DESIGN	■ Community Meeting																																			
00ADM540	Conditional Use Permit Application Hammock	79	0	79	0%	23	06-May-24	26-Aug-24	06-May-24	27-Sep-24	DESIGN	■ Conditional Use Permit Application Hammock																																			
00ADM542	Submit Conditional Use Permit Application NL	1	0	1	0%	0	06-May-24*	06-May-24	06-May-24	06-May-24	DESIGN	■ Submit Conditional Use Permit Application NL 06MAY2024																																			
00ADM544	Hearing Date	1	0	1	0%	0	15-Jul-24*	15-Jul-24	15-Jul-24	15-Jul-24	DESIGN	■ Hearing Date																																			
00ADM546	Resolution Date	1	0	1	0%	0	05-Aug-24*	05-Aug-24	05-Aug-24	05-Aug-24	DESIGN	■ Resolution Date																																			
00ADM548	Recieve Conditional Use Permit	1	0	1	0%	23	26-Aug-24	26-Aug-24	27-Sep-24	27-Sep-24	DESIGN	■ Recieve Conditional Use Permit																																			
<b>Procurement</b>												■ Procurement																																			
<b>LONG-LEAD PROCUREMENT</b>												■ LONG-LEAD PROCURE																																			
05PROC110	Steel Procurement, Fabrication, and Delivery	170	0	170	0%	16	23-Aug-24	08-Feb-25*	08-Sep-24	24-Feb-25	STEEL	■ Steel Procurement, Fabrication, and Delivery																																			
26PROC110	Electrical Gear Procurement, Fabrication, and	300	0	300	0%	41	23-Aug-24	17-Oct-25	22-Oct-24	15-Dec-25	ELEC	■ Electrical Gear Procurement																																			
28PROC110	Fire Alarm Equipment Procurement, Fabricat	140	0	140	0%	141	18-Nov-24	30-May-25	03-Jun-25	15-Dec-25	ELEC	■ Fire Alarm Equipment Procurement, Fa																																			
23PROC120	Access Control Equipment Procurement, Fab	115	0	115	0%	166	18-Nov-24	25-Apr-25	08-Jul-25	15-Dec-25	ELEC	■ Access Control Equipment Procurement, F																																			
<b>Physical Construction</b>												■ Physical Construction																																			
<b>SCF, CONTRACT, &amp; CONSTRUCTION MILESTONES</b>												■ SCF, CONTRACT, &																																			
00ADM030	Phase II: Construction (Nov 2024-Dec 2025)	271	0	271	0%	0	18-Nov-24	01-Dec-25	03-Dec-24	01-Dec-25	PRIME	■ Phase II: Construction																																			
<b>Final Testing &amp; Closeout</b>																																															