



AGENDA

WORKS AND SERVICES COMMITTEE

9 July 2014

6.00pm

City of Albany Council Chambers

**CITY OF ALBANY
COMMUNITY STRATEGIC PLAN (ALBANY 2023)**

VISION

Western Australia's most sought after and unique regional city to live, work and visit.

VALUES

All Councillors, Staff and Volunteers at the City of Albany will be...

Focused: on community outcomes

This means we will listen and pay attention to our community. We will consult widely and set clear direction for action. We will do what we say we will do to ensure that if it's good for Albany, we get it done.

United: by working and learning together

This means we will work as a team, sharing knowledge and skills. We will build strong relationships internally and externally through effective communication. We will support people to help them reach their full potential by encouraging loyalty, trust, innovation and high performance.

Accountable: for our actions

This means we will act professionally using resources responsibly; (people, skills and physical assets as well as money). We will be fair and consistent when allocating these resources and look for opportunities to work jointly with other directorates and with our partners. We will commit to a culture of continuous improvement.

Proud: of our people and our community

This means we will earn respect and build trust between ourselves, and the residents of Albany through the honesty of what we say and do and in what we achieve together. We will be transparent in our decision making and committed to serving the diverse needs of the community while recognising we can't be all things to all people.

TERMS OF REFERENCE

(1) Function:

The Works & Services Committee will be responsible for the delivery of the following Clean and Green Objectives contained in the City of Albany Strategic Plan:

- (a) To protect and enhance our pristine natural environment;
- (b) To promote environmental sustainability;
- (c) To promote our region as clean and green.

(2) It will achieve this by:

- (a) Developing policies and strategies;
- (b) Establishing ways to measure progress;
- (c) Receiving progress reports;
- (d) Considering officer advice;
- (e) Debating topical issues;
- (f) Providing advice on effective ways to engage and report progress to the Community ; and
- (g) Making recommendations to Council.

(3) Chairperson: Cr Alan Hortin JP

(4) Membership: Minimum of 4 and a maximum of 7 elected members.

(5) Meeting Schedule: Monthly

(6) Meeting Location: City of Albany Council Chambers

(7) Executive Officer: CEO or nominee

(8) Delegated Authority: None

WORKS AND SERVICES COMMITTEE
 AGENDA –09/07/2014
 ** REFER DISCLAIMER **

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1. DECLARATION OF OPENING

2. PRAYER AND ACKNOWLEDGEMENT OF TRADITIONAL LAND OWNERS

“Heavenly Father, we thank you for the peace and beauty of this area. Direct and prosper the deliberations of this Council for the advancement of the City and the welfare of its people. Amen.”

“We would like to acknowledge the Noongar people who are the Traditional Custodians of the Land.

We would also like to pay respect to Elders both past and present”.

3. RECORD OF APOLOGIES AND LEAVE OF ABSENCE

Mayor

Mayor D Wellington (Member)

Councillors:

Member

A Hortin JP (Chair)

Member

S Bowles (Deputy Chair)

Member

C Dowling

Member

G Gregson

Staff:

Executive Director Works and Service

M Thomson

Minutes

B Ohle

Apologies:

4. DISCLOSURES OF INTEREST

| Name | Committee/Report Item Number | Nature of Interest |
|-------------|---|---------------------------|
| | | |
| | | |
| | | |

5. REPORTS OF MEMBERS

6. RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE

7. PUBLIC QUESTION TIME

8. APPLICATIONS FOR LEAVE OF ABSENCE

9. PETITIONS AND DEPUTATIONS

10. CONFIRMATION OF MINUTES

DRAFT MOTION

VOTING REQUIREMENT: SIMPLE MAJORITY

THAT the minutes of the Works and Services Committee Meeting held on 11 June 2014, as previously distributed, be CONFIRMED as a true and accurate record of proceedings.

11. PRESENTATIONS

12. UNRESOLVED BUSINESS FROM PREVIOUS MEETINGS

WS045: C14015 PANEL OF SUPPLIERS – CONSTRUCTION PLANT AND EQUIPMENT

Proponent : City of Albany
Owner : City of Albany
Responsible Officer(s): : Executive Director Works and Services (M Thomson)

Responsible Officer's Signature:



STRATEGIC IMPLICATIONS

1. This item relates to the following elements of the [City of Albany Strategic Community Plan 2023](#) and [Corporate Business Plan 2013-2017](#):
 - a. **Key Theme:** 2. Clean, Green & Sustainable
 - b. **Strategic Objective:** 2.2. To maintain and renew city assets in a sustainable manner.
 - c. **Strategic Initiative:** 2.2.1. Asset Management

IN BRIEF:

- Tender to appoint preferred contractors to “wet” hire construction plant and equipment;
- For each item the highest weighted tenderer will be the default contractor with subsequent tenderers (in order) approached when default contractor not available.

RECOMMENDATION

WS045: RESPONSIBLE OFFICER RECOMMENDATION

THAT Council:

1. **ACCEPT** the tendered rates for Panel of Suppliers – Construction Plant & Equipment, Contract C14015 from the following Suppliers:
 - Tricoast Civil
 - Albany Industrial Services
 - Frank's Loader Service
 - Albany Bobcat Services
 - AD Contractors
 - NJ Healy Sons
 - Bill Gibbs Excavations
 - Palmer Earthmoving Pty Ltd
 - Great Southern Sands
 - Grocott Transport

BACKGROUND

1. The City of Albany is seeking to establish a “Panel of Suppliers” for the supply of construction plant and equipment to augment the City of Albany’s current machinery base during peak construction and maintenance periods.
2. This Panel of Suppliers shall consist of Contractors prepared to “wet” hire construction plant and equipment to the City of Albany. The term “wet” hire refers to the hire of equipment with an operator - all daily operational and maintenance costs are the contractor’s responsibility.
3. This Panel shall be Council’s preferred suppliers and requests for hire of equipment and operators shall be directed to members of this Panel before all others.

DISCUSSION

4. A total of 27 tender documents were issued.
5. Tenders were asked to provide hire rates for items of plant, with an operator supplied. These preferred suppliers will be used on an ‘as and when’ required basis with no guarantee of the amount of work required by the City of Albany
6. The tender documents included tender evaluation criteria using the weighted attribute method. This method scores the evaluation criteria and weights their importance to determine an overall point score for each tender. The criteria are tabled below:

| Criteria | % Weight |
|---------------------------------------|-----------------|
| Cost | 60 |
| Technical Compliance & Experience | 10 |
| Age of Equipment | 5 |
| Mechanical Condition of Equipment | 5 |
| Reliability of Contractor & Resources | 20 |
| Total | 100 |

7. Tenderers were required to submit rates per hour for normal working hours and rates per hour outside of normal working hours, as well as an hourly standby rate and mobilisation/demobilisation rates up to 10 kilometres one way distance and mobilisation/demobilisation rates per kilometre over and above the initial 10 kilometre distance.
8. Ten completed tender documents were submitted on or before the stipulated closing date and time. The following table summarises the tenderers and overall evaluation scores applicable to each category of plant. The hourly rates for the hire, stand by and mobilisation have not been included in the table as these are “commercial in confidence”, and will not be made publically available.

Small Excavator (CCF Class 2/3T)

| Tenderer | Equipment | Weighted Score |
|----------------------|--|-----------------------|
| Great Southern Sands | 2008 Komatsu PC 30-2 | 665.75 |
| Tricoast Civil | Komatsu PC30-7 Mini Excavator (1995) + 2 buckets | 599.69 |
| Bill Gibbs | Hyundai RC3.5z (2009) Tilt bucket & Grab | 578.31 |
| AD Contractors | Cat 3-1.8 Rubber Tracked | 531.52 |
| NJ Healy & Sons | Cat 03c (2009) 3T 20.2kw 27.1hp 3420kg | 251.39 |

Medium Excavator (CCF Class 15T)

| Tenderer | Equipment | Weighted Score |
|----------------------------|---|-----------------------|
| Great Southern Sands | Volvo ECR88 (2005) | 680.56 |
| Tricoast Civil | Komatsu PC 120-6 Excavator (1998) + 2 buckets | 535.56 |
| Palmer Earthmoving Pty Ltd | Komatsu PC 138US-8 (2014) + attachments including rock breaker & tree grab 96hp | 557.88 |
| NJ Healy & Sons | Komatsu PC60-7 (1996) 7T 40.5kw 54hp 6860kg | 306.00 |

Medium Excavator (CCF Class 20)

| Tenderer | Equipment | Weighted Score |
|----------------------------|---|-----------------------|
| Albany Industrial Services | Hitachi ZX230 135kw (2003) or Komatsu PC220 130kw (1995) | 767.22 |
| Great Southern Sands | Volvo EC 210C (2007) | 675.33 |
| AD Contractors | Cat 320 | 622.07 |
| Bills Gbbs | Kodelcosl 10 LC (2014) & tilt bucket | 568.82 |
| Palmer Earthmoving Pty Ltd | Komatsu PC210-8 148hp | 567.29 |
| Tricoast Civil | Cat 320DL Phase 2, hydraulic excavaotr (2007) + 2 buckets inc tilt) | 518.96 |
| AD Contractors | Cat 325 | 542.34 |
| NJ Healy & Sons | Cat 330CCL (2005) 184kw 247hp 35100kg | 126.31 |

Dozer (CCF Class 25)

| Tenderer | Equipment | Weighted Score |
|----------------------------|--------------------------|-----------------------|
| Albany Industrial Services | Komatsu D85 (2000) 180kw | 772.82 |
| Great Southern Sands | Volvo EC 240B (2006) | 692.58 |
| NJ Healy & Sons | Komatsu D65-6 175hp 23T | 262.98 |
| AD Contractors | Cat D6D | 394.96 |

Dozer (CCF Class 30)

| Tenderer | Equipment | Weighted Score |
|----------------------------|----------------------|-----------------------|
| Great Southern Sands | Cat D7R (2005) | 651.31 |
| AD Contractors | Cat D7H | 559.46 |
| Palmer Earthmoving Pty Ltd | Cat D8R (2005) 310hp | 520.89 |

Dozer (CCF Class 40)

| Tenderer | Equipment | Weighted Score |
|----------------------------|----------------------|-----------------------|
| AD Contractors | Cat D8N | 667.75 |
| Great Southern Sands | Komatsu 275 (2002) | 606.49 |
| Palmer Earthmoving Pty Ltd | Cat 9R (2005) 410hp | 532.67 |
| Palmer Earthmoving Pty Ltd | Cat D9T (2006) 410hp | 511.43 |

Wheel Loader (CCF Class 3.5 cubic metre bucket capacity)

| Tenderer | Equipment | Weighted Score |
|----------------------------|--|-----------------------|
| Albany Industrial Services | Komatsu WA (1999) 180 90kw | 809.65 |
| Great Southern Sands | Cat 930 H (2012) | 615.86 |
| Frank's Loader | Cat 920 | 626.43 |
| AD Contractors | Cat 924 | 614.92 |
| Frank's Loader | Luigong 835 160hp | 582.46 |
| Palmer Earthmoving Pty Ltd | Komatsu WA (2012) WA320-6PZ 170hp | 580.86 |
| Tricoast Civil | Cat 950G series II (2007) loader with 3.0GP bucket | 512.89 |
| Bill Gibbs | Hyundai 760-7 (2009) | 495.15 |
| Frank's Loader | Luigong 856 280hp | 490.12 |
| NJ Healy & Sons | Cat 950G11 (2005) 183hp | 189.99 |

Backhoe Loader (CCF Class 5 digging depth)

| Tenderer | Equipment | Weighted Score |
|----------------------------|---------------------|-----------------------|
| Albany Industrial Services | JCB 3CX (1997) 65kw | 746.99 |
| AD Contractors | Cat 432 | 534.86 |
| Tricoast | Cat 432E (2012) | 438.15 |

Grader (CCF Class 15T)

| Tenderer | Equipment | Weighted Score |
|----------------------------|---|-----------------------|
| Albany Industrial Services | Cat 12G (1990) 120kw or Cat 130G (1982) 120kw | 773.11 |
| Great Southern Sands | Cat 12H (1997) | 585.94 |
| AD Contractors | Cat 12H | 637.82 |
| Great Southern Sands | Cat 12M (2008) | |
| Tricoast Civil | John Deere 570B (1987) 10ft moldboard | 556.11 |
| NJ Healy & Sons | Cat 120H (1998) 93.2kw 125hp | 319.14 |
| Bill Gibbs | Cat 143H (2003) 230hp | 461.40 |
| Tricoast Civil | Cat 140H (2001) 14ft moldboard | 457.96 |
| Palmer Earthmoving Pty Ltd | Cat 12M (2008) 173hp | 468.56 |

Vibrating Roller (CCF Class 12.5T)

| Tenderer | Equipment | Weighted Score |
|----------------------------|--|-----------------------|
| Albany Industrial Services | Ingersoll Rand (1997) 98kw or Hamm HD 12 (2003) 98kw | 752.14 |
| Great Southern Sands | Bomag BW 211-4 (2006) | 672.33 |
| Bill Gibbs | Cat CS 563E (2006) 13T | 576.57 |
| AD Contractors | Cat 563C & 563D | 556.73 |
| Tricoast Civil | Bomag BW214DH4 (2005) 14T | 486.97 |
| Palmer Earthmoving Pty Ltd | Cat CS56 (2008) 158hp | 512.61 |
| NJ Healy & Sons | Bomag BW211D-4 (2007) 98kw 12T | 245.98 |

Multi Tyre Roller

| Tenderer | Equipment | Weighted Score |
|----------------------------|------------------------|-----------------------|
| Albany Industrial Services | Dynapac CP132 98kw | 681.35 |
| Great Southern Sands | Multipac VP200 (1989) | 629.51 |
| Tricoast Civil | Multipac VP2000 (1994) | 528.05 |
| Palmer Earthmoving Pty Ltd | Multipac VP2400 | 442.75 |

Padfoot Roller (CCF Class 12.5T)

| Tenderer | Equipment | Weighted Score |
|----------------------------|-------------------------------|-----------------------|
| Great Southern Sands | Cat 563 (2007) | 703.87 |
| Palmer Earthmoving Pty Ltd | Dynapac CA252 (2006) 125hp | 604.55 |
| AD Contractors | Cat 563E | 597.37 |
| Tricoast Civil | Bomag BW214DH4-14T (2012) | 529.53 |
| NJ Healy & Sons | STA Multi w (1997) 2000pd 20T | 229.69 |

Skid Steer (CCF Class 600/Operating Load)

| Tenderer | Equipment | Weighted Score |
|----------------------------|---|-----------------------|
| Albany Industrial Services | Cat 226B 50kw (2005) or Ingersoll Ran 50kw (2000) | 765.11 |
| Bill Gibbs | Pozi Track PT60 (2010) 60hp | 567.95 |
| Albany Bobcat | Toyota 45DK8 (2005) 41kw | 599.99 |
| Palmer Earthmoving Pty Ltd | Cat 257B3 (2012) 71hp | 593.48 |
| Frank's Loader | S130 Bobcat 50hp | 553.92 |
| AD Contractors | Cat 247B | 534.11 |
| Tricoast Civil | Terex PT-50 (2011) or Cat 226B(2005) or Clark S205 (2005) | 491.59 |
| NJ Healy & Sons | Cat 246B (2005) 81.8hp 61kw 3239kg | 300.52 |

Low Loader

| Tenderer | Equipment | Weighted Score |
|----------------------------|--|-----------------------|
| Albany Industrial Services | Trailer (1989) | 748.45 |
| AD Contractors | Nissan 6W 445 CW470 | 676.37 |
| Bill Gibbs | Iveco Power Star (2007) 550hp Tri Axle Float up to 31T | 511.54 |
| Tricoast Civil | Iveco MP4300 Primemover (2005) 430hp, tri-axle | 498.23 |
| Palmer Earthmoving Pty Ltd | Scania Prime Mover with drake 470hp (2010) | 506.02 |
| NJ Healy & Sons | Quad Float Spread Deck (2007) | 302.73 |

Truck – Semi Tipper

| Tenderer | Equipment | Weighted Score |
|----------------------------|--|-----------------------|
| Albany Industrial Services | 4 x Nissan UD | 752.20 |
| AD Contractors | Nissan CW445 | 639.86 |
| Grocott Transport | Volvo F416-1996 & Howard Porter End Tipper Trailer | 565.87 |
| Great Southern Sands | Nissan UD 445 (2006) | 585.85 |
| Palmer Earthmoving Pty Ltd | Volvo FM12 (2006) 420hp or Scania (2007) 470hp | 610.10 |
| Tricoast Civil | Iveco MP4300 Prime Mover (2005) 430hp bogie-axle | 498.81 |
| NJ Healy & Sons | Mercedes Benz 2650 (1996) x 2 120 rating 500hp | 286.06 |
| Bill Gibbs | Iveco Power Star (2007) & walking floor trailer side discharge | 379.58 |

Truck - Tandem

| Tenderer | Equipment | Weighted Score |
|----------------------------|---|-----------------------|
| Albany Industrial Services | 4 x Nissan UD | 762.03 |
| Frank's Loader | Mercedes 6 wheel 260hp | 615.39 |
| Great Southern Sands | Nissan UD 385 (2006) | 543.91 |
| Tricoast Civil | Isuzu FVZ1400 (1999) 275hp & Mack Metroliner (2001) 350hp | 512.11 |
| AD Contractors | 6 Wheeler Nissan CW385 | 544.68 |
| Palmer Earthmoving Pty Ltd | Nissan UD (2006) 385hp | 542.85 |
| NJ Healy & Sons | Mercedes Benz 2435 (1994) 350hp | 305.70 |

Water Truck

| Tenderer | Equipment | Weighted Score |
|----------------------------|---|-----------------------|
| Albany Industrial Services | International 300hp (1982) 12,000L | 747.92 |
| Great Southern Sands | Isuzu (2012) | 604.71 |
| Tricoast Civil | Mack Metroliner (2001) 350hp 11,000L sprays & dribble bar | 574.57 |
| AD Contractors | Nissan or Stirling | 602.75 |
| NJ Healy & Sons | Volvo F10 (1983) 5000L | 373.07 |
| Palmer Earthmoving Pty Ltd | Hino (2012) - 12,000L 270hp 3 sprayers, dribble bar and hose reel | 524.66 |
| Bill Gibbs | Iveco MP2300 & 26,000L tank | 375.64 |

Stone Crusher

| Tenderer | Equipment | Weighted Score |
|-----------------|--|-----------------------|
| Bill Gibbs | AHWI FM600 Stone crusher fitted to McCormick ZTX 260 FWA Tractor | 548.33 |

Mulcher

| Tenderer | Equipment | Weighted Score |
|-----------------|--|-----------------------|
| Bill Gibbs | Kobeko SK235 SR fitted with mulching head | 869.05 |
| Bill Gibbs | RT400 Tracked Mulcher (2000) RT400 & uzm 700 | 227.62 |

9. Should there be a requirement for other equipment not on the preferred supplier listing, then the normal procedure for quoting out for these services will apply.
10. In practice it is often the case that equipment ordered from a recommended successful supplier is often not available due to it being allocated to another contractor or is working on another site. It is then standard practice to approach another supplier who has the same or equivalent equipment to supply the equipment, even though this second supplier is not the highest weighted tenderer. It would therefore be recommended that more than one tenderer be approved per item of equipment in order to satisfy the operational requirements of the Works Department.
11. In these cases, the highest weighted tenderer would be the default contractor, with subsequent contractors being approached only if the required equipment is not available from the highest tenderer when required

GOVERNMENT & PUBLIC CONSULTATION

12. A request for tenders was published in the West Australian on 30th April 2014 and the Albany Weekender on 1st May 2014.

STATUTORY IMPLICATIONS

13. Regulation 11 of the Local Government (Functions and General) Regulations 1996 (Regulations) requires Council to publicly tender if the contract is, or is expected to be, more, or worth more, than \$100,000.00.
14. Regulation 18 of the Regulations outlines a number of requirements relating to choice of tender. Council is to decide which of the acceptable tenders is the most advantageous to Council. It may also decline to accept any tender.
15. Regulation 19 of the Regulations requires Council to advise each tenderer in writing the result of Council's decision.

POLICY IMPLICATIONS

16. The City of Albany Tender Policy and Regional Price Preference Policy are applicable to this item.

RISK IDENTIFICATION & MITIGATION

17. The risk identification and categorisation relies on the City's Enterprise Risk Management Framework.

| Risk | Likelihood | Consequence | Risk Analysis | Mitigation |
|--|------------|-------------|---------------|---|
| Non compliance with contract or business failure | Unlikely | Medium | Medium | General conditions of contract allow for contract termination on the basis of failure to supply goods and services. |

FINANCIAL IMPLICATIONS

18. The value of this tender is in excess of \$250,000.00 and therefore the approval is referred to Council for consideration.
19. Tenderers were required to provide a schedule of rates for their services, including a standby rate and mobilisation / demobilisation rates. The supply of hire of construction equipment is budgeted for in the capital works and maintenance budgets. The tendered prices are within those allocations.

LEGAL IMPLICATIONS

20. Nil

ENVIRONMENTAL CONSIDERATIONS

21. Nil

ALTERNATE OPTIONS

22. Council can accept or reject the tenders as submitted.

SUMMARY CONCLUSION

23. The City has undergone a competitive process in line with the relevant legislation and established policies. All the contractors that submitted tenders have provided construction plant and equipment to Council previously. To date, the quality of service has been acceptable to Council.

| | | |
|-----------------------------------|---|---|
| Consulted References | : | Local Government (Functions and General) Regulations 1995 Council Policy – Purchasing (Tenders & Quotes) Council Policy – Buy Local (Regional Price Preference) |
| File Number (Name of Ward) | : | C14015 |
| Previous Reference | : | Nil |

WS046: FINANCIAL EXPENDITURE AND WORKS PROGRESS REPORTING

Proponent : City of Albany
Attachments : Works and Services Capital Works Progress Report
(1 attachments)
Responsible Officer(s): : Executive Director Works & Services (M Thomson)

Responsible Officer's Signature:



STRATEGIC IMPLICATIONS

1. This item relates to the following elements of the [City of Albany Strategic Community Plan 2023](#) and [Corporate Business Plan 2013-2017](#):
 - a. **Key Theme:** 2. Clean, Green and Sustainable.
 - b. **Strategic Objective:** 2.2. To maintain and renew city assets in a sustainable manner.
 - c. **Strategic Initiative:** 2.2.2. Project Reporting.

In Brief:

- Improved Capital Works Project reporting is a strategic initiative committed to by the Works and Services directorate.
- The report as at June 30, 2014 is attached.

RECOMMENDATION

WS046: RESPONSIBLE OFFICER RECOMMENDATION

That the committee NOTE the Works and Services capital works progress report.

BACKGROUND

2. The attached report, combining the reporting of both actual expenditure and actual progress of work against planned in the same cost-time relationship chart is prepared monthly to update elected members.

DISCUSSION

3. The report draws information from the annual budget, the Works & Services Infrastructure works schedule and monthly financial reports utilising actual data.

GOVERNMENT & PUBLIC CONSULTATION

4. Not required – internal reporting requirement only.

STATUTORY IMPLICATIONS

5. Not applicable

POLICY IMPLICATIONS

6. Improved project reporting underpins good asset management practices.

RISK IDENTIFICATION & MITIGATION

7. The risk identification and categorisation relies on the City’s [Enterprise Risk Management Framework](#).

| Risk | Likelihood | Consequence | Risk Analysis | Mitigation |
|-----------------------|------------|-------------|---------------|--|
| Project cost overruns | Possible | Significant | Medium | Reporting will identify trends toward budget overruns allowing for intervention in advance. |
| Project time overruns | Possible | Significant | Medium | Reporting will identify overall schedule performance and trends allowing for early interventions and implementation corrective strategies. |

FINANCIAL IMPLICATIONS

8. The reporting will highlight budget variances early on resulting in issues being dealt with in a timely manner.

LEGAL IMPLICATIONS

9. Not applicable

ENVIRONMENTAL CONSIDERATIONS

10. Not applicable

ALTERNATE OPTIONS

11. Not applicable.

SUMMARY CONCLUSION

12. The attached Earned Value reporting documentation reflects the variances of cost and time most effectively and will ensure that Council is apprised of the progress of works at all times.

| | | |
|-----------------------------------|---|----------------|
| Consulted References | : | Not applicable |
| File Number (Name of Ward) | : | Not applicable |
| Previous Reference | : | Not applicable |

WORKS AND SERVICES COMMITTEE MEETING
AGENDA – 09/07/2014
REFER DISCLAIMER

14. **NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY DECISION OF COUNCIL**
15. **MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN**
16. **REPORTS OF CITY OFFICERS**
17. **MEETING CLOSED TO PUBLIC.**
18. **CLOSURE.**