STAFF SUMMARY

TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: October 23, 2024
SUBJECT: Metropolitan Water Tunnel Program
Final Design Engineering Services
Contract 7556
WSP USA Inc.

COMMITTEE: Water Policy and Oversight

_____INFORMATION
__X__VOTE

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This item was postponed at the September 11, 2024 Board meeting so that staff could provide answers to questions raised by the Board about the information provided to the proposers, the basis for minimum MBE/WBE targets, and whether diversity of personnel was evaluated as part of the proposal evaluation. This staff summary provides further information regarding these Board questions in italics below. Staff are returning to the Board this month to provide a short presentation that responds to the questions raised and seeks approval of this contract award.

RECOMMENDATION:

To approve the recommendation of the Consultant Selection Committee to award Contract 7556, Metropolitan Water Tunnel Program Final Design Engineering Services, to WSP USA Inc. and to authorize the Executive Director, on behalf of the Authority, to execute said contract in an amount not to exceed $93,605,158 for a contract term of 180 months from the Notice to Proceed.

DISCUSSION

In February 2017, the Board approved the preferred alternative that is construction of northern and southern deep rock water supply tunnels from the Hultman Aqueduct and MetroWest Water Supply Tunnel to the Weston Aqueduct Supply Main No. 3 (WASM 3) and to the Southern Spine water mains. These two tunnels and the related work of the Metropolitan Water Tunnel Program (Tunnel Program) will provide the needed redundancy for the existing Metropolitan Tunnel System (which consists of the City Tunnel, the City Tunnel Extension, and the Dorchester Tunnel). The Board also directed staff to proceed with preliminary design, geotechnical investigations, and Massachusetts Environmental Policy Act (MEPA) review of the project.

On May 27, 2020, the Board approved the award of the Tunnel Program Preliminary Design, Geotechnical Investigation and Environmental Impact Report contract (the Preliminary Design Contract). The Preliminary Design Contract, completed in January 2024, included an initial phase

of geotechnical explorations, the Environmental Impact Report process and the preliminary design. The Final Environmental Impact Report for the Tunnel Program was submitted to MEPA and the Secretary's Certificate was received on April 1, 2024.

Staff provided the Board with a comprehensive update on the Tunnel Program in March 2024, including identification of several critical path activities. An update on the progress made on these activities is presented in Attachment A.

Final Design Engineering Services Contract

On March 13, 2024, the Board authorized that proposals for Contract 7556 be received (including labor rates, maximum overhead, fee and level of effort) for Final Design Engineering Services (FDES), including development of the Basis of Design reports, performance of geotechnical investigations, final design development of two tunnel construction packages and three enabling works construction projects, along with project controls, risk management, quality management, cost estimating, and construction scheduling. The expected duration of these initial final design phase services is five years.

In addition, the Board approved the contract structure for Contract 7556, FDES for the Tunnel Program, where the cost for Engineering Services During Construction (ESDC) for the tunnel construction packages will be added by amendment(s) to the FDES Contract 7556. Given the complexity and scope of the Tunnel Program, the performance of the design services may be critical to determine the duration of each tunnel construction package, and the schedule and level of effort required for ESDC. The detailed scope of ESDC for the tunnel construction work will be developed by staff after the completion of the final design for each tunnel construction package. Staff will thereafter negotiate the cost for tunnel construction ESDC and seek authorization for such services from the Board of Directors, which, if approved, will be implemented through contract amendment(s) of the FDES Contract 7556. Key financial parameters (i.e., maximum overhead rate and percent fee) utilized for ESDC will be those that are submitted by the successful proposer and evaluated as part of this initial contract award. The expected duration of ESDC services is approximately ten years.

The selected FDES firm requires a multi-discipline design team with expertise in deep pressurized water tunnel design and construction, rock engineering, geotechnical engineering, water systems and hydraulics, mechanical systems design, site-civil works, permitting, risk management, construction, cost estimating and scheduling. The team must be efficiently managed to ensure time critical design submittals are aligned with the targeted Tunnel Program construction schedule. The FDES engineer will serve as the Engineer of Record for all Tunnel Program designs. This team will also support the Authority in outreach, land acquisitions, and memoranda of understanding with stakeholders.

Procurement Process

A two-step procurement process for FDES was utilized for this project. A Request for Qualifications (RFQ) was publicly advertised followed by a Request for Proposals (RFP) issued to those firms that were shortlisted after the RFQ phase.

A Selection Committee consisting of five voting members with support from eight non-voting members was formed to evaluate, score, and rank the proposals. Recognizing the importance of this project, the appointed members of the Selection Committee consisted of numerous senior

MWRA staff who understand the operational and critical needs of the water transmission system, the complexity of the design process and future construction, need for robust community outreach, importance of risk management, and overall fiscal responsibility.

The RFQ, which was issued on November 15, 2023, required firms to submit information on Qualifications/Key Personnel (35 points), Relevant Experience/Past Performance (35 points), and Capacity/ Organization and Management Approach (30 points). On December 15, 2023, four firms submitted statements of qualifications (SOQs) in response to the RFQ. The Selection Committee reviewed the SOQs, and shortlisted the following three firms: Jacobs Associates d/b/a Delve Underground (Delve); Mott MacDonald, LLC (Mott); and WSP USA, Inc. (WSP). Each of these firms presented a multi-discipline design team with the expertise and experience to undertake a project of this size and complexity.

The RFP, including a detailed scope of work, was issued to Delve, Mott, and WSP on April 26, 2024 and included the following criteria: Cost (20 points), Qualifications/Key Personnel (20 points), Technical Approach (20 points), Capacity/Organization and Management Approach (20 points), Relevant Experience/Past Performance (15 points), and Minority and Women-Owned Business Enterprise Participation (5 points) for a total maximum score of 100 points. A pre-proposal meeting was held on April 29, 2024 with multiple representatives from each of the three shortlisted teams participating.

In response to questions from the Board regarding information and materials provided to proposers, along with the detailed scope of work, the RFP included a significant amount of reference documents. Over 60 individual reference documents totaling nearly 20,000 pages of information was provided to all three shortlisted firms. This large amount of information was needed to allow the proposers to fully understand the current status of the Tunnel Program and requirements related to executing the scope of work. The proposers had nine weeks to review the information and develop their proposals. As is typical in procuring professional design service contracts, the selected firm will eventually receive additional information for use in executing the scope of work including electronic files, record drawings, and early phase Tunnel Program documents, none of which are required during the RFP stage.

Given the size and complexity of the Tunnel Program, a large, highly skilled, and well managed team is needed. In order to assess each team's qualifications and capacity to support the Authority, a large number of key personnel, along with minimum and preferred qualifications, were identified in the RFQ and RFP, including:

- Project Director
- Project Manager
- Deputy Project Manager (optional role)
- Design Manager (optional role)
- Contract Package Manager (optional role)
- Rock Tunnel & Shaft Engineer
- Geotechnical Engineer
- Project Geologist
- Tunnel Liner Designer
- Water System Engineer
- Permit Specialist
- Environmental Engineer

- QA/QC Manager
- Risk Management Lead
- Cost Estimator/Scheduler

*Ten additional Key Personnel, not listed above, were also required in the RFP.

On June 28, 2024, the three shortlisted firms submitted proposals. The following is a summary of the costs and level of effort for each proposer, as well as the staff's estimate:

Proposer	**Proposed Cost (Loaded Labor and Direct Costs)**	**Proposed Level of Effort (Total Hours)**
WSP	$93,605,158	307,348
Mott	$88,606,894[1]	311,148
Delve	$80,342,423	259,579
Staff Estimate	*$77,800,000*	*222,051*

The Selection Committee met to review the proposals and to determine which proposers would be selected for an interview.

Based on preliminary scoring and discussion, and upon receipt of further clarifications from all proposers, all three teams were selected for interviews.

The Selection Committee sent interview presentation topics and questions seeking additional information to each of the three teams to focus the interview discussion. Interviews were held on August 5, August 8, and August 13, 2024. After completion of the interviews, the Selection Committee reconvened to discuss and rank the proposals based on the interviews and additional information received, including references for key personnel. All of the scores from the Selection Committee members were totaled to determine the first-ranked team. The following is a summary of scores and rankings for each team:

Proposer	**Total Final Score**	**Ranking**
WSP	431.85	1
Mott	383.00	2
Delve	341.55	3

The Selection Committee unanimously voted to recommend award of the contract to the first ranked firm, WSP.

The WSP team includes significant participation from its primary subconsultant Black & Veatch as well as Haley & Aldrich, Brierley Associates and 19 other subconsultants and subcontractors. The Selection Committee members agreed that WSP's team provides well-qualified personnel with extensive relevant experience in pressure water tunnel design, water systems engineering, geotechnical investigations, and tunnel design and construction. The Selection Committee members noted the following:

[1] Two required cost items were not included in the original proposal response that would increase the Proposed Cost by approximately $2 million.

- Overall, the WSP team demonstrated a deep knowledge of the current Tunnel Program status and developed a thorough and comprehensive approach for the completion of critical items needed to advance the designs to construction;
- WSP, as the prime, demonstrated a clear approach to oversee and be accountable for all work of its team including that of its subconsultants;
- Both WSP and Black & Veatch are multi-disciplined firms with experience leading the final design of large complex tunnel programs. WSP's experience in relevant water, transit, and transportation tunnels along with Black & Veatch's specialization in water tunnel projects, brings a deep bench and understanding of the tasks needed to successfully deliver this project;
- The team is well integrated, with a cohesive set of skills and services. Each team member firm was carefully selected and assigned a role where they have the capacity and are able to provide value to the project;
- Highly qualified, full time Project Manager, full time Deputy Project Manager, and three local Contract Package Managers provide the appropriate level of leadership and management for this large, complex project;
- Highest level of participation from experienced technical experts who will be essential for accurate and timely design decisions;
- Project Manager, Deputy Project Manager, Field Manager, and Contract Package Mangers will embed with the MWRA staff in Needham;
- Black & Veatch best demonstrated its strong understanding of the MWRA water system and the team's approach to integrate MWRA Operation's requirements into the water systems engineering elements and the tunnel design;
- Best overall geotechnical team that is versed in the complex Boston geology, well organized, adequately resourced, and includes the best use of qualified drilling subcontractors; and
- Only team that provides a Chief Engineer who will be involved throughout the full design phase to manage risks and ensure technical consistency and uniformity in the final design and construction documents.

The Mott team includes significant participation from its primary subconsultant Stantec as well as Haley & Aldrich, Brierley Associates, Green International Associates, and 12 subconsultants and subcontractors. The Selection Committee members agreed that Mott's team provides very well-qualified personnel, extensive relevant experience in pressure tunnel design, water systems engineering, geotechnical investigations, and tunnel design and construction. The Selection Committee members noted the following:

- Both Mott and Stantec are multi-disciplined firms with experience leading large complex tunnel programs and ability to provide required staff resources within the team;
- Highly qualified, full time and local Project Manager, full time Deputy Project Manager/Design Manger, and two Contract Package Managers are proposed, who would provide the appropriate level of leadership, controls, and management for the project;
- Stantec, the largest subconsultant on the team, has a long history with the MWRA water system;
- The geotechnical team was not perceived to be as well-resourced or experienced as the first ranked proposer and there was a concern that this could manifest at a critical stage of the project;
- There appeared to be duplication of effort provided by Mott and Stantec to address some scope items where one firm could address more efficiently; and

- The information in the proposal and presented in the interview conveyed the team did not have as clear an understanding of the project as compared to WSP.

The Delve team included GEI, Inc., TetraTech, Hazen & Sawyer, and Nitsch Engineering, and 12 additional subconsultants and subcontractors. The Delve team provided a set of qualified staff that demonstrated good experience with design of cast in place concrete lined pressure water tunnels. Several Delve team members are currently providing services for the Tunnel Program under the Geotechnical Support Services (GSS) Contract and are more familiar with the Tunnel Program. However, the team's Project Manager was only 50% committed to the project, no Deputy Project Manager was identified for support, the Design Manger was only 65% committed (primarily located on the west coast), and only one Contract Package Manager was provided at a 20% commitment. The level of participation of each of these key roles compared to the other proposers is not adequate for the work expected. In addition, the team confirmed the Project Geologist would be retiring in about two years, ahead of the completion of tunnel designs, and the proposed replacement is located on the west coast with no experience in complex Boston geology.

The WSP team provides the best value to the MWRA in that it provides overall the most competitive commercial terms for both the design phase and future ESDC phase services. Specifically, the WSP team provides:

- Lowest design phase indirect cost rate (ICR);
- Highest use of and lowest field ICR (for staff ~100% committed to the project for extended periods); and
- Lowest proposed ESDC phase ICRs

The WSP team proposed the highest percentage fee (11%), however, when combined with the low proposed ICR's, the resulting loaded labor rates are quite competitive. Additionally, WSP provided significantly fewer assumptions tied to its cost proposal providing the Authority with a higher level of cost certainty.

The Mott team provided competitive commercial terms including the use of field ICR for several staff; however, the design phase ICR and ESDC phase ICR were higher than those proposed by WSP. In addition, two required cost items were missing in the original proposal response that were included in the WSP and Delve proposals, and valued at approximately $2 million.

The Delve team provided the highest design phase and ESDC phase ICR's and no field ICR resulting in the least competitive commercial terms.

The average cost proposal of the three teams is $87,518,158. The Staff Estimate was 11.5% below the average. This difference is attributed to staff having more detailed knowledge of the work completed to develop the preliminary design and having included opportunities for efficiency that the three proposers did not account for in their cost proposal. In addition, WSP's cost proposal *reflected their experience, proposed team, technical approach and* included added effort for project management, land acquisition support, geotechnical investigation management and construction cost estimating as compared to the Staff Estimate, which the Selection Committee considered an asset given the complexity of the project and identified critical path activities.

In response to questions from the Board, compensation for professional services for this contract will be on a cost plus basis with a not to exceed amount. There is no initial lump sum or guaranteed minimum compensation. The selected team will only be paid for the actual level of effort necessary

to perform the work required. Once the selected team is on board, staff will be working closely with them to ensure only work that is required will be performed and that available efficiencies are realized. In addition, there are guardrails on budget expenditures associated with this contract including required approvals by staff before the consultant can begin work on various subtasks. This provides a strong level of budget control.

Staff met with representatives of WSP to confirm that they fully understood the scope of work, confirmed proposed Key Personnel availability, and that they can complete the services for the proposed cost and schedule. Based on those discussions and for the reasons stated above, staff recommends that Contract 7556 be awarded to WSP USA Inc.

BUDGET/FISCAL IMPACT:

The FY25 CIP includes $117,841,612 for Contract 7556, which includes ESDC. The recommended contract award amount is $93,605,158, which does not include ESDC as discussed above. ESDC may be added by amendment in the future.

MBE/WBE PARTICIPATION:

The MBE and WBE participation requirements for this contract were established at 7.18% and 5.44%, respectively. WSP has committed to 9% MBE and 7.2% WBE participation during the initial five year design phase services.

In response to questions from the Board regarding how the precise MBE/WBE percentages are calculated, an availability analysis was performed in 2002 by a consultant to calculate goals for Authority contracts. Components used in the analysis included, among others, the availability of MBE and WBE companies to do business with MWRA in our market area, historical disbursements and capacity. Staff are preparing to update the availability analysis by undertaking a disparity study to ensure goals are appropriate and timely. In response to questions from the Board regarding whether the diversity of key personnel is considered in the proposal evaluation process, the selection committee does not currently consider the diversity of key personnel in the evaluation of firms for professional services contracts. However, minority and female workforce utilization goals are established and tracked for certain construction contracts.

ATTACHMENT:

Attachment A - Update on the Metropolitan Water Tunnel Program

Attachment A - Update on the Metropolitan Water Tunnel Program

Since March 13, 2024, at which time a comprehensive update on the Tunnel Program was provided to the Board of Directors, several critical path activities have been advanced.

Geotechnical Investigations: Completion of deep rock test borings throughout the tunnel alignments remains on the critical path. However, leveraging the Geotechnical Support Services (GSS) contract to prioritize geotechnical data collection in areas that could have a material impact on the tunnel alignment, construction methods, construction duration, or costs has continued. Forty deep rock test borings were originally planned. Currently, 43 deep rock test borings have been completed with three more expected in early 2025, for a total of 46, all completed within the current GSS contract. The six additional borings were located in areas of data gaps and/or regions of complex geology, providing valuable information for early final design efforts. In addition, staff have advanced site access and permitting coordination for over 20 additional deep rock test boring locations to be drilled during the final design phase. With this initial coordination now essentially done, these locations can be drilled sooner than if the final designer were starting site access/permitting from scratch, which should help mitigate this portion of the critical path and potential weather related delays associated with this type of work.

Land Acquisition: Much of the land on which the Tunnel Program will be constructed is not currently owned by MWRA. Land associated with three launching shaft sites, three receiving shaft sites, one large connection shaft site, and three of the six connection shaft sites must be acquired. All three launching shaft sites, one receiving shaft site, and the large connection shaft site are under the care and control of Massachusetts Department of Transportation (MassDOT) with the right-of-way for the Hultman Aqueduct under the care and control of MWRA. In August 2024, staff completed and submitted MassDOT Access Permit applications for both the north and south tunnels. These permit applications follow numerous meetings and canvassing submittals so that MassDOT's Office of Real Estate and Asset Development (OREAD) could verify that there are no conflicting interests for the land considered based on input from other MassDOT departments and offices. The canvassing review was completed in 2022 when OREAD notified MWRA that further land canvass/disposition steps were not required, and that the next step would be for MWRA to submit Access Permit applications, including a request for exception to applicable elements of the MassDOT Utility Accommodation Policy (UAP). OREAD recommended the inclusion of an exception request due to the unusual nature and critical importance of completing the Tunnel Program.

The Access Permit applications formally request permission for MWRA to construct and maintain surface and underground utility facility installations within the MassDOT highway right-of-way. Each application includes the locations, description of work, anticipated schedule, site access, and future operations of the Tunnel Program within MassDOT right-of-way. Each application also presents preliminary design drawings showing the planned work, provides for future permit submissions to MassDOT as the final design for the Tunnel Program advances, and confirms that work will meet MassDOT design guidelines where required. The submittal of these Access Permit applications is an important and critical step in coordinating the land acquisition processes of the MWRA and MassDOT.

Community/Stakeholder Agreements: Memoranda of Understanding (MOUs) will be needed with each of the seven communities in which the tunnel alignment crosses. As indicated in March, staff are coordinating with local fire and emergency management entities from multiple communities to support the Tunnel Program with emergency response to the Tunnel Program sites.

This coordination will advance later this month with an in-person meeting between staff and several community fire and emergency response personnel to begin the detailed process of identifying what specialized training, necessary equipment, and coordination efforts by the various communities will be required to support the Tunnel Program.

In addition, staff have met with representatives from several communities to coordinate details associated with future connection pipeline construction and easements, which will be located in a limited number of community roadways. These pipelines include the drain line from the South Tunnel launching shaft sites to the Charles River in Needham, which is planned for construction as part of an early enabling contract.

Once the final design consultant is engaged, discussions on permitting and local regulations, water supply contingency, work hours, hauling hours and routes, traffic management, dust and noise control, blasting and vibration control, connections to community water systems, mitigations, and final site conditions (fencing, lighting, landscaping, etc.) will ramp up.

Tunnel Boring Machine Power Supply: High voltage power for the Tunnel Boring Machines (TBMs) is not readily available at the three launching shaft sites. Power supply is often a long lead work activity for tunnel projects and staff have been working with Eversource since 2021 to develop a plan to have high voltage power brought to each launching shaft site prior to the start of construction (targeted for 2028 and 2029). Eversource has completed a power supply assessment, routing study, and design of the new duct banks to the three launching shaft sites for both the north and south tunnel. This work will involve installation of approximately 1.7 miles of new and existing duct bank through Needham for the two South Tunnel launching shaft sites at Highland Avenue in Needham. Approximately 3.2 miles of new duct bank through Waltham, Newton, and Weston will be required for the North Tunnel launching shaft site at the Tandem Trailer site in Weston. It is anticipated that, subject to Board approval, MWRA and Eversource will enter into an agreement which will address the required schedule and compensation for this work.

Since March, staff have continued meeting with Eversource regularly to coordinate this work. Eversource has also been coordinating with MassDOT staff to install a portion of duct bank along Route 30 in Newton that is within the limits of an ongoing MassDOT project. Eversource has advanced the engineering, survey, and permitting work needed for the power supply for the South Tunnel to the Needham launching shaft sites. Eversource has also provided the cost estimate for them to design and construct this work. Eversource has indicated that they will be presenting the Needham Select Board a request for grant of location where new duct banks will be constructed in Needham roadways in September. The cost estimate from Eversource to supply power to the South Tunnel at the Needham launching shafts is approximately $8M. Eversource provided a prorated estimate for providing power supply to the North Tunnel at the launching shaft in Weston (MassDOT Tandem Trailer lot area) of approximately $12M. The current total estimate of approximately $20M is approximately 45% lower than the $36M estimated established during the preliminary design phase. The reduction in cost (as compared to the preliminary design estimate) is attributed, in part, to Eversource‘s ability to reuse some existing duct bank for Tunnel Program use, which reduces the amount of duct bank to be installed from the nearest substation. In addition, where duct bank is needed, Eversource plans to construct sufficient duct bank to accommodate the cable needed for the Tunnel Program as well as some additional cabling that could be used to improve the local power grid. Accordingly, the cost estimates provided to MWRA for TBM power supply take into account that some of the design and construction costs for this work are prorated between MWRA and Eversource and not fully attributed to the MWRA. Staff are currently working with Eversource to draft an agreement for this work for Board review and authorization.

VA1
10/23/2024

Presentation to

MWRA Board of Directors

Metropolitan Water Tunnel Program
Final Design Engineering Services
Contract 7556

October 23, 2024

Final Design Engineering Services (7556) Scope of Work

- Contract is to be awarded for a term of 15 years

- Design Phase Services (first 5 years)
  - Basis of Design reports
  - Final phase of subsurface investigations and other field work
  - Complete design of two tunnel construction packages (North and South)
  - Complete design of three early enabling works construction packages
  - Cost estimating and construction scheduling
  - Risk management and quality management
  - Assistance with land acquisition, MOU's, outreach, and pre-procurement
  - Assistance during bidding
  - Engineer-of-Record for all designs for the Tunnel Program
  - ESDC for three early enabling works construction packages

- ESDC for Tunnel Construction (~10 years) by amendment, which will required additional Board approval

Two Step Procurement Process

- RFQ - Shortlisted three teams
  - Delve Underground
  - Mott MacDonald
  - WSP

- RFP - Proposal were evaluated based on multiple evaluation criteria
  - Cost (20 points)
  - Qualifications/Key Personnel (20 points)
  - Technical Approach (20 points)
  - Capacity/Organization/Management (20 points)
  - Relevant Experience/Past Performance (15 points)
  - MBE/WBE Participation (5 points)

Scope Of Work & Request For Proposal

- Provided a detailed SOW to all proposers
  - Set clear expectations, enable transparency and long term management
- Provided significant existing Tunnel Program documents for proposers to review
- Set contract milestones for:
  - Execution of enabling packages prior to tunnel construction bidding
  - Start South Tunnel construction in 2028
- Required each proposer submit the following as part of their proposal:
  - 25 Key Personnel to ensure a complete team
  - Full explanation of their management structure/approach
  - Detailed technical approach
  - Identification of subconsultants and subcontractors including MBE/WBE participation
  - Detailed cost estimate for design phase
  - Key financial parameters for ESDC phase (overhead rate and %fee)

Selection Committee Proposal Evaluation

- Reviewed all 3 proposals in detail
- Asked for clarifications from all 3 proposers
- Interviewed each team
- Use established evaluation criteria to score and rank the proposals

Proposer	Total Final Score	Ranking
WSP	431.85	1
Mott	383.00	2
Delve	341.55	3

Cost Proposal Summary

Proposer	Proposed Cost (Loaded Labor & Direct Costs)	Proposed Level of Effort (Hours)
WSP	$93,605,158	307,348
Mott	$88,606,894 [1]	311,148
Delve	$80,342,423	259,579
Staff Estimate	$77,800,000	222,051

1 Two required cost items were not included in the original proposal response that would increase the Proposed Cost by approximately $2 million.

- Professional services contract with a not to exceed amount
- Cost plus percentage fee compensation
- No initial lump sum or guaranteed minimum contract amount
- Compensation will be for actual work performed in accordance with contract terms

First Ranked, WSP Team

- Best overall plan to complete the SOW and meet the milestone schedule
- Demonstrated best approach to integrate MWRA Operations requirements
- Highest participation of much needed technical experts
- Lowest overall overhead rate/indirect cost rate (ICR) for the design phase
- Lowest proposed overhead rate/ICR for ESDC phase
- Best value

- Selection Committee recommends award of Contract 7556 to WSP USA, Inc.