

SCHEDULE THREE

TECHNICAL PROPOSAL SUBMISSION REQUIREMENTS

Each Technical Proposal (Volume A of Package 2 of the Proposal) should address each of the items and requests for information described in this Schedule. Any failure to do so may result in disqualification.

1. INTRODUCTION

1.1 Purpose

The purpose of the Technical Proposal is to provide the Province with information that describes and demonstrates the RFP Proponent's intended approach to management, scheduling, design, construction, environmental permitting and management operations and maintenance, and risk management of the Project in order to evaluate the various Proposals received.

2. GENERAL TECHNICAL

Technical Proposals must address all requirements put forward in the Technical Proposal Submission Requirements and the Functional Requirements.

The Technical Proposal shall materially conform to all Functional Requirements and identify and fully describe any proposed exceptions.

The Technical Proposal shall include a table cross-referencing each design/plan of the Technical Evaluation Criteria to the appropriate Proposal section.

Where requested, conceptual documentation should outline the RFP Proponent's system concept, without sizing or precisely locating the major individual components, based on the RFP Proponent's past experience of the size and location of components included in similar systems. Where requested, preliminary documentation should define, in greater detail than conceptual documentation, the system, including major individual components (with sizing and major dimensions) and the more significant minor components (without sizing or dimensioning) of a system.

3. PROJECT TEAM

3.1 Organization Chart(s)

The Technical Proposal shall include organization chart(s) identifying the RFP Proponent's corporate Team Members and relationships and Core Individuals, by name, for each phase of the Project. The chart(s) shall include the Project reporting relationships and a brief statement of the duties and responsibilities of each corporate Team Member and Core Individual.

Reporting relationships shall be included for each of the following listed functions:

- (a) project management;
- (b) quality management;

- (c) bridge/structural design;
- (d) hydrology/hydraulics design;
- (e) roadway design;
- (f) geotechnical design;
- (g) bridge/structural construction;
- (h) roadway construction;
- (i) Existing Bridge Decommissioning;
- (j) traffic management;
- (k) environmental management;
- (l) landscape development;
- (m) general management;
- (n) operations and maintenance management;
- (o) asset management;
- (p) risk management; and
- (q) safety management.

The organization chart(s) shall identify the individuals directly responsible for signing-off on each of the above functions. Operations and maintenance personnel other than the core personnel need not be named, but the number of personnel, their designation, expertise and geographical location shall be identified in the organization chart(s).

The RFP Proponent shall identify the work to be performed by each of the RFP Proponent's Team Members, and work that will be performed by major subcontractors and suppliers. In all cases, the major subcontracted organizations, including construction subcontractors and suppliers, shall be shown on the organization chart and their reporting relationships with the RFP Proponent described.

3.2 Project Team Changes from RFQ Stage

The Technical Proposal shall list any corporate Team Members and/or Core Individuals that were identified in the RFP Proponent's RFQ Technical Submission that are no longer part of the team or are part of the team in a different capacity from that described in the RFQ Technical Submission.

The Technical Proposal shall list any proposed new or replacement corporate Team Members and Core Individuals. For new or replacement corporate Teams Members, evidence of relevant

expertise, experience and demonstrated capability to perform the proposed scope of work shall be provided. For new or replacement Core Individuals, evidence of knowledge, qualifications and experience applicable and relevant to the proposed Project duties shall be provided.

4. SCHEDULE

The Technical Proposal shall include a Proponent Schedule in bar chart format (in Microsoft Project 2000). The Proponent Schedule shall depict the design and construction phase from Project commencement to site remediation and demobilization. It shall also identify the critical path for design and construction. The design and construction phase schedule shall indicate all important milestones and anticipated start and completion dates for all major tasks including, but not limited to, the following:

- (a) environmental permitting and approval process;
- (b) preliminary design;
- (c) major material and subcontract procurement;
- (d) final design;
- (e) construction mobilization and permitting processes;
- (f) construction of temporary or offsite facilities;
- (g) off site construction;
- (h) on site construction;
- (i) navigation channel restrictions including closures;
- (j) major construction activities;
- (k) opening of New Crossing to traffic;
- (l) Existing Bridge Decommissioning; and
- (m) site remediation and demobilization.

5. PROJECT DESIGN

The Technical Proposal shall clearly and completely describe the RFP Proponent's design. At a minimum, the Technical Proposal shall include all applicable information as described in the following sections.

5.1. Project Design Concept

The Technical Proposal shall include a general written description and preliminary general arrangement drawings of the proposed design. The description and drawings shall outline how the proposed design meets or exceeds the Functional Requirements.

5.2 Design Criteria

The Technical Proposal shall include Design Criteria to demonstrate the Project's compliance with the Functional Requirements. The Design Criteria shall list:

- (a) design codes and standards that will be used for the design and construction phase of the Project;
- (b) materials to be used in the Project and their CSA, ASTM or other material standard;
- (c) loads that will be considered in the design. Where the procedure for determining loads is different from the method outlined in the specified codes and standards, the load and method shall be described; and
- (d) loads not covered or fully prescribed by the specified codes and standards including, but not limited to, temperature, ice, wave, and vessel impact. The Design Criteria shall include a brief explanation of the load, analysis methods used, range in magnitude, and application arrangement.

The Design Criteria shall include load factors and load combination tables in the form of CSA S6-00 Table 3.5.1(a) modified, if necessary, to reflect the RFP Proponent's Design Criteria. If additional loads are included by the RFP Proponent to be considered in the design for fatigue, serviceability and ultimate limit states, the table shall include the analysis techniques used for determining load combination factors.

5.3 Structural Design

5.3.1 The Technical Proposal shall include a written description and preliminary drawings of the proposed structural system. The Technical Proposal shall include sufficient information to allow the Evaluation Committee to evaluate the design methodology and approach. The Technical Proposal shall include a table of maximum bending moments, maximum axial forces and maximum shear values at critical locations for all primary load carrying members and, if applicable, floating pontoon sections. The Technical Proposal shall include, but not be limited to, the following:

- (a) type of structure and justification for its choice based on evidence of safety, reliability, durability, life-cycle construction, operations and maintenance costs and the remaining life of the structures and facilities at the end of the Term;
- (b) summary of existing site conditions and design philosophy;
- (c) loadpaths;
- (d) materials and strengths;
- (e) discussion on structural fatigue;
- (f) proposed spans;

- (g) bearings and fixity;
- (h) horizontal and vertical geometry;
- (i) approach to redundancy;
- (j) discussion on aesthetics;
- (k) settlement and differential settlement considerations;
- (l) stability conditions for approach fills and embankments;
- (m) deck joint locations and proposed types; and
- (n) identification of aggregate sources that will not produce deleterious expansion due to alkali-aggregate reaction.

5.3.2 Preliminary drawings shall also indicate the major elements of each structure type and include, but not be limited to, details of the following:

- (a) overall general arrangement;
- (b) relationship and proximity to the Existing Bridge;
- (c) navigation channel: width, depth, vertical clearance;
- (d) roadway deck: slab thickness, haunch details, material properties, drainage concept;
- (e) deck framing: member locations, span(s), size(s), materials;
- (f) girders: member locations, span(s), size(s), materials;
- (g) trusses: spans, geometry, member sizes, materials;
- (h) lateral bracing: locations, sizes;
- (i) expansion joints: locations, basic concept, design horizontal and rotational displacements, materials;
- (j) bearings: locations, basic concept, design horizontal and rotational displacements, materials;
- (k) piers: locations, dimensions;
- (l) pilecaps: dimensions;
- (m) piled foundations: design loads, pile material, quantity, size and length; installation methods, pile infill; and

(n) bearing foundations: design bearing pressures, dimensions, depth.

5.3.3 If the Proposal includes a floating section, then the Technical Proposal shall include, but not be limited to, documentation and preliminary drawings indicating the details of:

- (a) pontoon vertical geometry, draft and freeboard;
- (b) pontoon dimensions and joint locations;
- (c) pontoon wall and beam layout;
- (d) compartmentalization scheme;
- (e) typical slab and wall thickness;
- (f) extent of prestressing;
- (g) hatch layout;
- (h) door layout;
- (i) walkways;
- (j) connections;
- (k) transverse restraint;
- (l) extent of new and reused anchors;
- (m) longitudinal restraint;
- (n) installation methodology and construction sequence;
- (o) internal water level monitoring systems for the floating section;
- (p) anchors, cables and attachments to the bridges during construction/operation of 1 or 2 bridges; and
- (q) system to manage wave overtopping.

5.4 Geotechnical Design

The Technical Proposal shall include the geotechnical information used as the basis for the RFP Proponent's design. As a minimum, this information shall include the topics outlined in the following sections.

5.4.1 Preload

The Province has scheduled the tendering and award of a contract to supply and install causeway fill and preload at the west approach. These works will be by others, are not within the scope of the Project, and will begin in mid September, 2004.

The extent, location, thickness details and monitoring program proposed for the Causeway Fill and Preload Contract are contained in the Data Room. RFP Proponents shall define, in sufficient detail to allow tendering of the Causeway Fill and Preload Contract, by July 15, 2004, any modifications required to ensure the Causeway Fill and Preload Contract is appropriate and suitable for the RFP Proponent's Technical Proposal.

5.4.2 Site Investigation

Geotechnical investigation has been done at the Existing Bridge site and is summarized in a two-volume report by MacLeod Geotechnical, which is available for reference in the Data Room.

The Technical Proposal shall identify any geotechnical concerns and outstanding issues including the RFP Proponent's approach to resolve these concerns and issues.

The Technical Proposal shall include the scope of any plans for additional geotechnical site investigation work to occur during the preliminary and detailed engineering phases of the Project.

5.5 Roadway Design

The Technical Proposal shall include a detailed roadway design report and preliminary general arrangement drawings to justify the design. Evaluation of roadway design will be based on evidence of safety, reliability, durability, life-cycle construction, operations and maintenance costs, and the remaining life of the roadway and facilities at the end of the Term.

The Technical Proposal shall include, but not be limited to, the following:

- (a) a design criteria for each segment of roadway indicating the specified and achieved design parameters;
- (b) traffic analysis as necessary to support the design;
- (c) details of how the design addresses the safe accommodation of pedestrians and cyclists;
- (d) preliminary drawings of the proposed roadway including, but not limited to, the following:
 - (i) a key plan;
 - (ii) roadway cross sections for each major roadway component that identify and provide dimensions for traffic lanes, shoulders, and sidewalk(s). The sections shall identify barriers, medians, bicycle fences and handrails;

- (iii) roadway plans indicating horizontal alignments with curve data, pavement edges, right of way lines and existing roadway;
- (iv) roadway vertical profiles indicating grades, vertical curves and design speeds;
- (v) laning and geometric drawings showing lanes, shoulders, sidewalks, medians, parapets, barriers, islands, and curbs; and
- (vi) pedestrian and cyclist accessibility plans, including but not limited to, underpasses, sidewalk layouts, tie-ins to existing streets and bike paths, and street crossings.

5.6 Electrical Design

The Technical Proposal shall include a written description and conceptual drawings of the proposed electrical design. Details must include, but are not limited to:

- (a) lighting arrangement;
- (b) lighting levels;
- (c) number, size, and placement of transformers;
- (d) lane control devices (if applicable);
- (e) closed circuit television (CCTV) systems;
- (f) signage; and
- (g) a system to measure, record, report and audit traffic volumes, time and lane closures.

5.7 Provision for Utilities

The Technical Proposal shall include utilities provision information including, but not limited to, the following:

- (a) identification of utilities in potential conflict with the structures;
- (b) utility relocation proposals and plans demonstrating how utility services remain uninterrupted;
- (c) temporary utility requirements and sources during construction; and
- (d) a plan to meet Functional Requirements for utility and communication ducts.

5.8 Aesthetics

The Technical Proposal for the New Crossing will be evaluated for general conformance with the aesthetics guidelines as described in the Province's Manual of Aesthetic Design Practice. The Technical Proposal shall include a written description of how the proposed design conforms to the Province's guidelines, as well as a discussion of how the proposed design is aesthetically pleasing and consistent with the local environment and community.

5.9 Design Safety Performance Analysis

The design safety performance of the Project to reduce motor vehicle accidents is paramount. The Functional Requirements establish minimums for the most significant design elements expected to affect the design safety performance of the Project. The RFP Proponent shall identify how their design maintains or improves on the design safety performance of the BCMoT Proposed Design.

5.10 Durability

The Technical Proposal shall include a durability report on the proposed facilities including a list of the anticipated service life for structural and roadway components and the associated maintenance requirements to provide this service life.

The durability report shall discuss the effect of the proposed selection of construction material grades on the cost of future maintenance and repairs, and the durability of the proposed steel grades, concrete mixes, concrete cover and types of coatings used. The durability report shall include any special construction or testing methods proposed that are expected to reduce future maintenance costs.

The Technical Proposal shall include the following input data (required by ACI Life 365 prediction model, Version 1.1) with the design submission:

- (a) type of rebar (uncoated, epoxy coated or other forms of corrosion-resistant rebar) for upper and lower layers of deck reinforcement;
- (b) design water to cementing materials ratio for deck concrete;
- (c) design supplementary cementing materials ratio. For purposes of service life prediction, the maximum fly ash content to be considered will be 25% of total cementing material; the maximum silica fume content to be considered will be 5% of total cementing material. This will not restrict the RFP Proponent from using higher proportions of supplementary cementing materials if desired for other reasons;
- (d) design cover thickness to top rebar. The rebar cover thickness for service life modelling purposes will be the design cover thickness less the allowable tolerance, per CAN/CSA-S6-00, Table 8.11.2.2;
- (e) type and dose of chemical corrosion inhibitor, if used;

- (f) type of deck membrane and overlay, if used; and
- (g) volumetric percentage of rebar, defined as the sum of the area percentage in each of the three principal directions ($\rho_x + \rho_y + \rho_z$, where ρ_x is the percentage area of rebar in the x-direction, etc.)

5.11 Wave Climate

The RFP Proponent shall address its design the affect on adjacent facilities of changes in wave climate generated by either wind or vessels, resulting from the construction of the New Crossing and the relocation of the navigation channel.

5.12 Right of Way

If the design requires land outside the Proposed Right of Way, including rights to land on the lake bed, the RFP Proponent shall provide evidence that it has the right to acquire that land on or before Financial Close.

6. CONSTRUCTION METHODOLOGY

6.1 General

The Technical Proposal shall include a basic written description of the major construction methods, including but not limited to: foundation preparation; the extent of prefabrication; major lifts; use of floating equipment; paving technology; coating systems; forming techniques; engineering field inspections; demolitions; use of explosives and piling. If the Proposal includes a floating section, the Technical Proposal shall include a basic written description of the major construction methods, including but not limited to, pontoon fabrication techniques, pontoon connection, installation and connection to anchors.

The Technical Proposal shall list major equipment required for construction work.

6.2 Construction Staging Areas

The Technical Proposal shall include a written description of the proposed sequence and staging of the work for the construction of structures, roadway components and all ancillary works.

The Technical Proposal shall provide a written description of construction staging areas and preliminary drawings indicating lay down areas, work areas, temporary construction facilities, trailers etc. and all proposed construction facilities not located within the Proposed Right of Way. If the Proposal includes a floating section, the Technical Proposal shall include the location and description of the pontoon construction site. If the Ministry's potential drydock site as described in the Functional Requirements is required, the extent and duration of its usage shall be indicated in the Technical Proposal.

6.3 Traffic Management

The Technical Proposal shall include a traffic management plan, details of which shall include: the effect of construction activities on traffic; estimated wait times due to expected traffic

volumes when one lane is closed; a written description of proposed detours and lane closures; and the hours that lane closures will be in effect.

6.4 Lift Span Closure Restrictions

The Technical Proposal shall demonstrate that the Proponent Schedule conforms to the lift span closure restrictions of the Canadian Coast Guard.

6.5 Kelowna City Park

The Technical Proposal shall include a written description and preliminary general arrangement drawings of the construction activities that affect Kelowna City Park including, but not limited to, restricted access to any part of the park, remediation plans for any part of the park that is altered due to construction, temporary impacts on pedestrian and cyclist access, and construction noise, levels and times.

6.6 Decommissioning of Existing Bridge

The Technical Proposal shall include a written description of the planned demolition and disposal of the Existing Bridge structure including, but not limited to, demolition methods, safety plan, disposal location and plan to address environmental issues and decommissioning of approaches.

6.7 Permits and Approvals

The Technical Proposal shall list the permit and approval requirements of Approving Agencies anticipated for the Project together with their linkage to the Project Schedule.

The Technical Proposal shall demonstrate how the proposed work will enable permits and approvals to be obtained in a timely manner to meet the Project Schedule requirements.

The Technical Proposal shall include a discussion demonstrating the RFP Proponent's understanding of the respective roles and responsibilities of the Approving Agencies.

7. ENVIRONMENTAL MANAGEMENT

The Technical Proposal shall include details of an environmental protection plan that will include the following items.

7.1 Compliance with Standards

The Technical Proposal shall include a statement of commitment indicating the RFP Proponent's intentions to comply with the environmental management requirements in the Functional Requirements.

7.2 Environmental Protection Issues

The Technical Proposal shall include an overview discussion demonstrating the RFP Proponent's understanding of the specific issues of known or potential importance to the protection of the environment on the Proposed Right of Way or any other land that is needed for the RFP

Proponent's design and at ancillary locations where Project related activities are proposed. The Technical Proposal shall include a written description of noise impacts during the construction, decommissioning, operation and maintenance phases of the Project.

7.3 Environmental Approvals

The Technical Proposal shall list the environmental approval requirements anticipated for the Project, together with their linkage to the Project Schedule.

The Technical Proposal shall demonstrate how the environmental approvals will be obtained in a timely manner to meet the Project Schedule.

The Technical Proposal shall include a discussion demonstrating the RFP Proponent's understanding of the respective roles and responsibilities of the Approving Agencies.

8. OPERATIONS AND MAINTENANCE

8.1 Operations and Maintenance Plan

The Technical Proposal shall include an operations and maintenance plan, demonstrating the RFP Proponent's compliance with the Functional Requirements and the approach to be undertaken to deliver the range of services for the duration of the Project.

The Technical Proposal shall include details of the RFP Proponent's plan for operations and maintenance (during and post construction) of the Existing Bridge, New Crossing and Westside Works considering:

- (a) understanding of the Operational Performance Measures and Key Performance Measures (as defined in the Revised Concession Agreement);
- (b) specific plans to address the following key issues:
 - (i) bridge maintenance
 - (ii) winter maintenance
 - (iii) emergency response
 - (iv) public relations / customer care; and
- (c) commitment to health, safety and environment;

The Technical Proposal shall include a written description of the resources to be used to complete the operations and maintenance services identified, including labour, plant, materials and facilities. If the resources have not yet been obtained, details of the proposed procurement source and timing should be provided.

The Technical Proposal shall indicate who is in control of the nominated resources including reference to the organizational chart(s) in Section 3.2 above.

8.2 Asset Management Plan

The Technical Proposal shall include an asset management plan, demonstrating the RFP Proponent's material compliance with the Functional Requirements and the approach to be undertaken to deliver the Services for the duration of the Project.

The Technical Proposal shall include details of the RFP Proponent's plan for asset management of the Existing Bridge, New Crossing and Westside Works considering:

- (a) understanding of the Key Performance Measures and Asset Preservation Performance Measures (as defined in the Revised Concession Agreement);
- (b) understanding of life cycle approach to asset maintenance and rehabilitation;
- (c) understanding of the approach for asset condition inspection, work identification, programming, prioritization and delivery of asset rehabilitation;
- (d) specific plans to address the following key issues:
 - (i) structures
 - (ii) highway running surfaces;
- (e) use of asset management systems and processes to achieve cost effectiveness, and identify and implement innovation to improve performance; and
- (f) commitment to minimizing risk to the Province.

The Technical Proposal shall include a written description of the resources to be used to complete the asset management services identified including labour, plant, materials and facilities. If the resources have not yet been obtained, details of the proposed procurement source and timing should be provided.

The Technical Proposal shall indicate who is in control of the nominated resources including reference to the organizational chart(s) in Section 3.2 above.

9. PROJECT TECHNICAL RISK PLAN

The Technical Proposal shall include a report describing the process for identifying and prioritizing the technical and physical risks to the Project as well as the RFP Proponent's plans to mitigate the impact of identified risks and contingency plans to deal with the risks if they occur. The report shall also describe the major Project risks, their priority, and mitigation and contingency plans.

10. PROJECT QUALITY MANAGEMENT PLAN

The Technical Proposal shall include a written description of how the RFP Proponent will develop a quality management plan describing the RFP Proponent's compliance with the Functional Requirements and approach to quality during the design, construction, operations and maintenance of the Project assets. The Technical Proposal shall include a commitment to:

- (a) compliance with ISO 9001: 2000 for the Design and Construction component of the Quality Management System (QMS);
- (b) an ISO 9001: 2000 certified Quality Management System for Operations and Maintenance component of the QMS;
- (c) manage and operate in conformance with the terms of that system;
- (d) provide written response to the Province audits of the performance of the Concessionaire in terms of its Quality Management System and the Functional Requirements; and
- (e) prioritize and act on quality issues in a timely manner.

The minimum requirements for Quality Management and Reporting are to provide an outline of the quality management plan for the Project demonstrating that the RFP Proponent has the ability to develop and implement a Quality Management System in accordance with the functional requirements of ISO 9001:2000 International Standard for Quality Management Systems. The QMS shall be consistent with the Concessionaire accepting total responsibility for all quality assurance and quality control activities necessary to manage their processes including design, construction, operations and maintenance, and those of their subcontractors and suppliers.

At a minimum, the quality management plan shall include:

- (a) an outline description of the Quality Process that the RFP Proponent will put in place to ensure the delivery of quality infrastructure. This includes practices, resources or particular sequences of activities it will use in its engineering, design, construction, operations, and maintenance activities;
- (b) a description of both the Quality Control and Quality Assurance procedures the RFP Proponent will implement;
- (c) a description of Quality Control and Quality Assurance procedures that will address all testing, inspection and monitoring required to ensure the end products and services will meet the Functional Requirements; and
- (d) the process that the RFP Proponent will follow for developing and implementing the QMS with deliverables defined at each stage for documentation, implementation and compliance audit and certification.

In addition to the above, the RFP Proponent shall submit specific examples of how the quality control and quality assurance requirements presently contained in the material, work methodology and end product sections of the Province's Standard Specifications for Highway Construction, 2004 Edition, are integrated into their own inspection and testing planning process. The purpose of these examples is to demonstrate that the RFP Proponent has a clear understanding of the transfer of responsibility for the quality assurance functions that were previously performed by the Province.

Capitalized words and phrases used in this section and not otherwise defined shall have the meanings set out in the Revised Concession Agreement.

11. PROJECT SAFETY PLAN

The Concessionaire shall be solely responsible for design, construction, demolition, operations and maintenance safety for the Project. The Concessionaire shall comply with the requirements of the *Workers' Compensation Act*, the WCB regulations and any other rules, regulations and practices required by applicable legislation. The Concessionaire shall be responsible for initiating maintaining and supervising of all safety precautions and programs in connection with the performance of the Project in accordance with the Functional Requirements. The Concessionaire's subcontractors and suppliers shall comply with the Concessionaire's safety plan and the Functional Requirements.

The Technical Proposal shall include a written description of how the RFP Proponent will develop an integrated safety plan describing the RFP Proponent's approach to safety during the design, construction, demolition, operations and maintenance of the Project assets. The Technical Proposal shall include a commitment to:

- (a) a safety policy signed by core staff;
- (b) manage and operate in conformance with the terms of the safety plan;
- (c) provide written response to the Province audits of the performance of the Concessionaire in terms of the safety plan and the Functional Requirements; and
- (d) prioritize and act on safety issues in a timely manner.

12. PROJECT DELIVERABLES PLAN

The project deliverables plan shall address how the RFP Proponent will meet the Functional Requirements and provide sufficient documentation and drawings during the design, construction, demolition, operations and maintenance of the Existing Bridge and New Crossing, to allow the Province to:

- (a) understand the status of the Project;
- (b) review the Concessionaire's adherence to the Functional Requirements; and
- (c) confirm that the Project will be, and is being, materially delivered as described by the Concessionaire's Proposal.

13. COMMUNICATIONS PLAN

The RFP Proponent shall submit a communications and community relations plan that outlines how it, jointly with the Province, will keep the community and all interested parties informed about the Project. The plan should outline the areas in which each party should lead with the other supporting. It should also explain how the concerns of interested parties will be addressed.

The Proposal should identify the communications approach, experience, and resources in managing effective community and interested party relations and communications

14. LABOUR RELATIONS PLAN

The RFP Proponent shall submit a labour relations plan to be implemented by the Concessionaire, providing a description of the approach the RFP Proponent would take with respect to labour matters during the Original Service Period and the Enhanced Service Period respectively. The objective of this plan should be to ensure that the Concessionaire will be compliant with all regulations, will have suitable access to qualified staff and to avoid or minimize any potential for disruption.