

ADIMINISTRATION & FINANCE PURCHASING DIVISION CITY OF WORCESTER, MA 455 MAIN STREET ROOM 201, CITY HALL WORCESTER, MA 01608 (508) 799-1220



Christopher J. Gagliastro, MCPPO Purchasing Agent RFP NO. CR-8060-W4 ISSUANCE DATE: 8/2/2023

BUYER: Christopher J. Gagliastro

AN EQUAL OPPORTUNITY/AFFIRMATIVE ACTION EMPLOYER REQUEST FOR PROPOSALS NOTICE TO PROPOSERS

RFP TITLE: Consultant - Worcester Regional Medical Reserve Corps / DPH

REFER TO PAGE 7 FOR PROPOSAL SUBMISSION INFORMATION

General Conditions

All proposals are subject to the terms, conditions and specifications herein set forth:

- Scope: Provide professional consulting services to coordinate the Worcester regional medical reserve corps. for the City of Worcester for a period from date of contract through June 30, 2024 as per the attached requirements and specifications of the City of Worcester Department of Public Health. This contract may be renewed for two additional one year periods, at the sole discretion of the City and at the current unit pricing.
- 2. A certified check or bid bond made payable to the "City Treasurer, City of Worcester" in the amount of <u>N/A</u> must accompany this proposal. This must be submitted under separate sealed cover marked "Proposal Security." In the case of default, the surety shall be forfeited to the City as liquidated damages.
- 3. All terms and conditions are applicable to this proposal except the following section(s) which are hereby deleted from this RFP: 22, 23, 27, 30, 34_____
- 4. A performance bond in the amount of N/A will be required. If this proposal is accepted by the City and the Proposer shall fail to contract as set forth in these requirements and to give a bond in the aforementioned amount, within ten (10) days, (not including Sundays, Saturdays, or a legal Holiday) from the date of the mailing of a notice from the City to the Proposer, according to the address given herewith, that the contract is ready for signature, the City may by option determine that the proposer has abandoned the contract and thereupon the proposal and acceptance shall be null and void and the proposal security accompanying this proposal shall become the property of the City as liquidated damages.

Any prospective proposer requesting a change in or interpretation of existing specifications or terms and conditions must do so within 5 days (Saturdays, Sundays, and Legal Holidays excluded) before scheduled proposal opening date. All requests are to be in writing to the Purchasing Division and are to be in duplicate. No changes will be considered or any interpretation issued unless request is in our hands within 5 days (Saturdays, Sundays, and Legal Holidays excluded) before scheduled proposal submission date.

Any inquiries related to technical or contractual matters must be submitted in writing to:

Christopher J. Gagliastro
Purchasing Director
City of Worcester, City Hall
455 Main Street, Room 201
Worcester, MA 01608
gagliastroc@worcesterma.gov

- 5. Nothing herein is intended to exclude any responsible Proposer or in any way restrain competition. All responsible Proposers are encouraged to submit proposals. The City encourages participation by Minority and Women Owned Business Enterprises (M/WBE).
- 6. The following meanings are attached to the defined words when used in this RFP.
 - a) The word "City" means The City of Worcester, Massachusetts.
 - b) The word "Proposer" means the person, firm or corporation submitting proposal on these specifications or any part thereof.
 - c) The word "Contractor" means the person, firm or corporation with whom the contract is made by carrying out the provisions of these specifications and the contract.
 - d) The words "Firm Price" shall mean a guarantee against price increase during the life of the contract.
- 7. All proposals and other documents relating to this RFP are subject to the public records provisions of M.G.L. c.30B, and shall remain confidential until the time specified in c.30B section 6 (d).
- 8. All material submitted by vendors becomes the property of the City. The City is under no obligations to return any of the material submitted by a vendor in response to this RFP.
- 9. Each vendor's proposal must remain in effect for at least 120 days from the deadline for its submission. The City will decide upon acceptance within 120 days of submission.
- It is understood and agreed that it shall be a material breach of any contract resulting from this RFP for the Contractor to engage in any practice which shall violate any provision of Massachusetts General Laws, Chapter 151B, relative to discrimination in hiring, discharge,

- compensation, or terms, conditions or privileges of employment because of race, color, religious creed, national origin, sex, age or ancestry.
- 11. The City reserves the right to accept or reject any or all of the proposals submitted and waive informalities and technicalities.
- 12. The City will review and analyze each proposal, and reserve the right to interview selected proposers. The City shall select the proposer, which in the City's opinion, has made the proposal best suited to the needs and goals of the City and its operations and deemed to be in compliance with the terms of this RFP.
- 13. The Contractor will be required to indemnify and save harmless the City of Worcester for all damages to life and property that may occur due to his or her negligence or that of his or her employees, subcontractors, etc. during the contract derived from this RFP.
- 14. The Contract Agreement will be drafted by the City's Law Department in compliance with the terms of the RFP, and may incorporate the terms of this RFP and of the proposal selected.
- 15. The Proposer must certify that no official or employee of the City of Worcester, Massachusetts, is pecuniarily interested in this proposal or in the contract which the proposer offers to execute or in expected profits to arise therefrom, unless there has been compliance with the provisions of G.L.C. 43 section 27, and that this proposal is made in good faith without fraud or collusion or connection with any other person submitting a proposal.
- 16. Any proposal withdrawn after time and date specified, the proposer shall forfeit deposit on proposal as liquidated damages.
- 17. A vendor conference will be held as follows: N/A
- 18. The Contractor shall not assign, transfer, sublet, convey or otherwise dispose of any contract which results from this RFP, or its right, title or interest therein or its power to execute the same to any other person, firm, partnership, company or corporation without the previous consent in writing of the City. Should the Contractor attempt any of the above without the written consent of the City, the City reserves the right to declare the Contractor in default and terminate the contract for cause.
- 19. The Contractor shall obtain and maintain in force at all times during the term of the contract derived from this RFP, insurance coverage pertaining to Public Liability, Property Damage and Worker's Compensation in the following types and amounts:
 - A) <u>PUBLIC LIABILITY INSURANCE</u> Contractor to supply the City of Worcester with certificates of insurance covering public liability in an amount not less than \$1,000,000.00 to any one person, and not less than \$1,000,000.00 on account of one accident.

- B) <u>PROPERTY DAMAGE INSURANCE</u> Contractor to supply the City with certificates of insurance covering property damage in an amount not less than \$1,000,000.00 for damages on account of any one accident, and not less than \$2,000,000.00 on account of all accidents.
- C) <u>COMPENSATION INSURANCE</u> The Contractor shall furnish the City with certificates showing that all its employees shall be connected with the management operations are protected under worker's compensation insurance policies.
- 20. The Contractor shall carry Public Liability Insurance with an insurance company satisfactory to the City so as to save the City harmless from any and all claims for damages arising out of bodily injury to or death of any person or persons, and for all claims for damages arising out of injury to or destruction of property caused by accident resulting from the use of implements, equipment or labor used in the performance of the contract or from any neglect, default or omission, or want of proper care, or misconduct on the part of the Contractor or for anyone in his or her employ during the execution of the contract derived from this RFP.
- 21. Prior to starting on the contract derived from this RFP, the Contractor shall deposit with the Purchasing Division, certificate from the insurer to the effect that the insurance policies required in the above paragraph have been issued to the Contractor. The certificates must be on a form satisfactory to the City.
- 22. All prices quoted must include inside delivery, and set-up in place F.O.B. destination to predesignated City of Worcester departments.
- 23. No special charges will be allowed for rigging, packing, crating, freight, express, or carriage unless specifically stated and included in the vendor's proposal.
- 24. The award to the successful proposer may be cancelled in the event of vendor nonperformance as may be determined by the City.
- 25. The successful proposer shall comply with all applicable federal, state and local laws, ordinances, and regulations. The awarded contract shall be governed under the laws of the Commonwealth of Massachusetts.
- 26. Purchases made by the City are exempt from Federal and Massachusetts state taxes and proposal prices must exclude any such taxes. Tax exemption certificates will be furnished upon request.
- 27. When the contract is executed, a performance bond, in the full amount of the contract, is required. See paragraph 4. The bond will be of a surety company qualified to do business under the laws of the Commonwealth of Massachusetts. The cost of this bond is the vendor's responsibility. Bonds shall remain in force and effect thru the performance of the contract.
- 28. Expenditures by the City and authorization to spend for particular purposes are made on fiscal year basis. The City's fiscal year is the twelve month period ending June 30 of each

- year. The obligations of the City under any agreement to be reached are subject to the appropriation or authorization of the necessary funds. The City agrees to make reasonable efforts to obtain funding and all necessary authorization.
- 29. No amendment to the contract shall be effective unless it is in writing and signed by authorized representatives of both parties and is accepted by the City of Worcester.
- 30. The vendor (and its insurers, if any) shall bear all risk of loss or damage to the equipment which occurs in transit to the user site. The risk of loss or damage to purchased equipment shall remain with the vendor until the purchase price has been paid and title has passed. The vendor shall also bear the risk of loss or damage to leased or rented equipment during the City of Worcester's possession and use thereof subject, however to such conditions and limitations as may be stated elsewhere in the contract.
- 31. The vendor shall not assign or in any way transfer any interest in the contract without the prior written consent of the City provided, however, that claims for money due or to become due to vendor from the City may be assigned to a bank, trust company, or other financial institution without such consent so long as notice of such assignment is furnished promptly to the City. Any such assignment shall be expressly made subject to all defenses, set-offs, or counter-claims which would have been available to the City against the vendor in the absence of such assignment.
- 32. None of the services to be provided by the vendor pursuant to the contract shall be subcontracted or delegated to any other organization, association, individual, corporation, partnership or other such entity without the prior written consent of the City. No subcontract or delegation shall relieve or discharge the vendor from any obligation or liability under the contract except as specifically set forth in the instrument of consent. Any subcontract to which the City has consented shall be attached to the original of the contract on file in the City of Worcester.
- 33. Neither party will be liable to the other or be deemed to be in breach of the contract for any failure or delay in rendering performance arising out of causes beyond its reasonable control and without its fault or negligence. Such causes may include but are not limited to, acts of God or the public enemy, fires, floods, epidemics, quarantine restrictions, strikes, freight, embargoes, and unusually severe weather. If the vendor's failure to perform is caused by the default of the subcontractor, and if such default arises out of causes beyond the reasonable control of both the vendor and the subcontractor, and without the fault or negligence of either of them, the vendor shall not be liable for any excess costs for failure to perform, unless the equipment or services to be furnished by the subcontractor were obtainable from other sources in sufficient time to permit the vendor to meet the required delivery schedule. Dates or times of performance will be extended to the extent of delays excused in this section, provided that the party whose performance is affected notifies the other promptly of the existence and nature of such delay.
- 34. The vendor shall provide to the City of Worcester a warranty and a commitment which clearly states that all equipment and services proposed and supplied by the Vendor, and/or its subcontractors, performs as expected and promised by the Vendor.

- 35. The vendor represents that no person other than bona fide employees working solely for the vendor, have been employed or retained to solicit or secure this agreement upon an arrangement or understanding for a commission, percentage, brokerage fee, gift or any other consideration contingent upon the award or making of this contract. For breach or violation of the representation, the City shall have the right to annul the contract without liability, or in its discretion to deduct from the contract price or consideration, or otherwise recover the full amount of such commission, percentage, brokerage fee or other consideration.
- 36. Any contract made by the City in which the Purchasing Agent or any employee of his/her department, the heads of using agencies or any other officer or employee of the City having a part in the placing of such contract is financially interested, directly or indirectly, shall be void.
- 37. The vendor shall not discriminate against any qualified employee or applicant for employment because of race, color, national origin, ancestry, age, sex, religion or medical handicap. The vendor agrees to comply with all applicable Federal and State Statutes, rules and regulations prohibiting discrimination in employment including: Title VII of the Civil Rights Acts of 1964; The Age Discrimination in Employment Act of 1967; Section 504 of the Rehabilitation Act of 1973; Massachusetts General Laws Chapter 151B, Section 4 (1) and all relevant administrative orders and executive orders.

If a complaint or claim alleging violation by the vendor of such statutes, rules or regulations is presented to the Massachusetts Commission Against Discrimination (MCAD), the vendor agrees to cooperate with MCAD in the investigation and disposition of such complaint or claim.

In the event of vendor noncompliance with the provisions of this section, the City shall impose such sanctions as it deems appropriate, including but limited to:

- 1) Withholding of payments due vendor under the contract until vendor complies.
- 2) Termination or suspension of the contract.

SUBMISSION OF PROPOSALS

38. Proposals must be submitted in two (2) packages according to the instructions below. The City intends to consider responses in the evaluation requirements before considering costs. Therefore, no reference to pricing may be made in the proposal of evaluation considerations.

A sealed package containing **the original**, **2 copies and 1 PDF copy on USB Drive** of the proposal **must** be labeled as follows:

Purchasing Agent, City of Worcester

<u>Consultant – Worc. Reg. Medical Reserve Corps. / DPH – Technical Proposal</u>

455 Main Street, Room 201 Worcester, MA 01608

Re: RFP No. CR-8060-W4

A sealed package containing **the original copy** of the proposal **must** be labeled as follows:

Purchasing Agent, City of Worcester

<u>Consultant – Worc. Reg. Medical Reserve Corps / DPH - Price Proposal</u>

455 Main Street, Room 201 Worcester, MA 01608

Re: RFP No. CR-8060-W4

Cost proposal pages are located at end of specifications

Proposals must be delivered no later than <u>Wednesday</u>, <u>August 23</u>, <u>2023 at 10:00</u> <u>AM_LOCAL TIME</u>. Late submissions will be rejected, regardless of circumstances. The City of Worcester is not responsible for submittals not properly marked.

The evaluation and cost proposals will remain confidential until a formal and finalized contract has been executed.

RFP EVALUATION

- 39. The City of Worcester Purchasing Agent will assign an evaluation team, hereafter referred to as the Selection Committee, to perform a full and complete evaluation of RFP submittals. The Purchasing Agent will ultimately forward a formal recommendation of award to the City Manager who has final award authority.
- 40. RFP evaluation responses will be evaluated by the Selection Committee based directly upon vendor's response to mandatory and comparative evaluation criteria. Vendors must meet or exceed the mandatory criteria requirements or be rejected as non-responsive.

Comparative criteria will be evaluated by the use of four rating categories as set forth by M.G.L. Chapter 30B:

- 1) HIGHLY ADVANTAGEOUS Vendor's submittal meets all the stated requirements and offers significant performance above the stated requirements.
- 2) ADVANTAGEOUS Vendor's submittal meets the stated requirements without risk or disadvantage.
- 3) NOT ADVANTAGEOUS Vendor's submittal contains some risk or disadvantage but is not unacceptable.
- 4) UNACCEPTABLE Vendor's submittal fails to meet the standards of the stated requirements.

After proposals have been assigned ratings on the basis of each evaluation criterion, a composite rating will be established by the Selection Committee. Submittals will then be ranked based upon finalized composite rating.

41. The Purchasing Agent will identify the most advantageous proposal based upon the rankings of the Selection Committee and an evaluation of the cost proposals received. The Purchasing Agent will forward a recommendation for award to the City Manager based upon the most advantageous proposal received considering evaluation rankings and cost proposals received.

GIVE FULL NAMES AND RESIDENCES OF ALL PERSONS INTERESTED IN THE FOREGOING PROPOSAL.

(NOTICE: Give first and last name in full; in case of corporations, give corporate name and names of President, Treasurer, and Manager; and in case of firms give names of the individual members)

Name	Address		Zip Code
KINDL	Y FURNISH THE FOLLOWING INFORMATION R	EGARDING BIDDER:	
(1)	Email	ne No.	_
(2)	If a Partnership, Full names and addre	sses of all partners	Zip Code
Busine	ess AddressTel. No	Zip Code	

(3) If a Corporation						
Full Legal Name:						
State of Incorporation:	Qualified in Massachuset	ts? Yes	No _			
Principal Place of Business	Street		P.O. Box			
			1.0. 201			
	City/Town	State	Zip			
Email:				_		
Telep	hone No.					
-						
Place of Business in Massachus						
	Street		P.O. I	Зох		
	City/Town		State	Zip		
Telep	hone No					
GIVE THE FOLLOWING INFORMATION	REGARDING SURETY COMPANY					
Full Legal Name of Surety Comp	any					
State of Incorporation	Admitted in Massachusetts	?	YesN	Io		
Principal Place of Business						
-	Street		P.O. Box			
	City/Town	State	Zip			
Place of Business in Massachus	etts					
	Street		P.O. I	Зох		
	City/Town		State	Zip		
	Telephone No.					

NOTE:					
The Office of the Attorney General, Washington, D.C. requires the following information on all bid proposals amounting to \$1,000.00 or more.					
E.I. Number of bidder					
This number is regularly used by companies when filing their "EMPLOYER'S FEDERAL TAX RETURN, U.S." Treasury Department Form 941.					
AUTHORIZED SIGNATURE OF BIDDER					
TITLE DATE					
UNDER MASSACHUSETTS GENERAL LAWS, CHAPTER 30B: SECTION 10, THE FOLLOWING CERTIFICATION MUST BE PROVIDED: Section 10. A person submitting a bid or a proposal for the procurement or disposal of supplies, or services to any governmental body shall certify in writing, on the bid or proposal, as follows: "The undersigned certifies under penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals."					
(Please Print) Name of Person Signing Bid					
Signature of Person Signing Bid					
Company					
No award will be made without vendor certification of the above.					

SCOPE OF SERVICES Consultant - Worcester Regional Medical Reserve Corps Department of Public Health

The Medical Reserve Corps (MRC) was founded after President Bush's 2002 State of the Union Address in which he asked all Americans to volunteer in support of their country. The program is federally recognized and operates under direct control of the Assistant Secretary of Preparedness and Emergency Response. In the Massachusetts Department of Public Health Emergency Preparedness **Region** 2 (74 cities and towns in central MA) there are 3 federally recognized MRC units. The Worcester Regional Medical Reserve Corps (WRMRC) is one such Unit and the Unit Coordinator will be expected to manage the daily operations of the WRMRC Program and ensure all WRMRC grant requirements are met. In addition, the unit coordinator will be expected to participate in regional health and medical emergency preparedness planning and support the region during an emergency response.

Terms: Contract ends June 30, 2024. Options to renew for two additional one year periods at sole discretion of the City at the same unit prices.

Scope of Work:

The contractor will recruit, train, and maintain volunteers for the Worcester Regional Medical Reserve Corps. They will organize and facilitate regular volunteer recruitment, orientation and training events as well as notify, deploy, and track volunteers during local, regional, and statewide emergencies and exercises.

The contractor is expected to attend emergency preparedness planning meetings throughout the Region and the Commonwealth as requested. They will be required to facilitate and lead quarterly meetings with all Medical Reserve Corps unit coordinators located within Region 2.

It is expected that the contractor attends and represents Region 2 MRCs at all **statewide** MRC steering committee meetings. The vendor should plan on approximately two such in-person and 6 conference call meetings throughout the grant year. The contractor will ensure all WRMRC fiscal and deliverable grant requirements are met.

The position may require the contractor to work evening and weekend hours for scheduled events and unexpected emergencies.

The contractor shall utilize all documents, including reporting forms, provided by WDPH staff and/or OPEM.

Deliverables:

In addition to those listed in the scope, the contractor shall complete the following deliverables:

- Lead the Regional MRC Advisory Group quarterly meetings.
- Engage MRC volunteers regularly to enhance public health preparedness and unit capacity by
 providing a minimum of four (4) regional or unit sponsored training opportunities throughout the
 year.
- Utilize MA Responds for all volunteer credentialling, registration, and communication.
- Participate in and/or facilitate quarterly drills.

 Participate in MDPH applicable projects and trainings, and share links/resources provided by OPEM as appropriate.

Additional considerations:

- As this will be funded through a grant, contractor must be approved by the Massachusetts Department of Public Health prior to contract execution.
- As per MDPH requirements, no subcontractor may charge more than 40 hours a week of their time to a contract(s) or between multiple MDPH OPEM vendors, such as Sponsoring Organizations. For the purpose of this bid, it is estimated that the contractor will average 30 hours a week.
- As per MDPH requirements, an evaluation process may be conducted for all subcontractors to
 ensure the contracted work is being accomplished. This process will include both a mid-point
 progress report and an end of contract final evaluation. This process may include feedback from
 the HMCC Sponsoring Organization staff and/or coalition members.
- The City shall retain ownership of all documents and materials created under this project.
- The selected contractor will work with the HMCC program staff and/or OPEM Regional Coordinator to receive guidance as it pertains to state and federal grant deliverables. The contractor must also be advised that some deliverables listed within this request may be subject to change based upon MA Department of Public Health, Office of Preparedness and Emergency Management (MDPH/OPEM) and Center for Disease Control and Prevention (CDC) grant guidelines.
- The contractor will be expected to attend monthly Region 2 contractor meetings, which are typically held at WDPH, but may be virtual.
- The contractor will submit a monthly narrative detailing work completed. The narrative will be in a format developed by HMCC program staff and provided at the start of the contract.
- The contractor must provide their own transportation to and from all meetings and events.
- The contractor must provide their own technology.

Minimum Evaluation Criteria:

Contractors must provide the following information with their proposal submission, which will be used as part of the selection criteria:

- A narrative describing your firm, including years in business and experience with multi-agency coordination.
- An initial project plan, or detailed narrative, describing how the contractor will meet the requirements of the Scope of Services and Deliverables.
- At least two professional references.
- Certificates showing successful completion of ICS 100, 200, and NIMS 700.
- Résumé
- Bachelor Degree

Comparative Evaluation Criteria:

Each proposal meeting the minimum evaluation criteria shall be further evaluated and rated according to the comparative evaluation criteria in order to determine the relative merits of each proposal. The review will cover the objectives listed below. Within each category, the degree to which the proposal satisfies the stated objective shall be reviewed and rated on a system of "highly advantageous", "advantageous", and "not advantageous".

Writing Sample: WDPH is looking for a contractor who is able to contribute, in writing, to complex plans, policies, and procedures, to take detailed notes, and effectively communicate between agencies. Prospective contractors shall submit an original writing sample detailing the benefits of volunteers supporting a public health response.

Highly Advantageous: The proposal includes a clear, concise 1-2 page original writing sample on the topic of the benefits of volunteers supporting a public health response. The writing sample is structured, grammatically correct, and factual.

Advantageous: The proposal includes a 1-2 page original writing sample on the benefits of volunteers supporting a public health response, but the sample is disjointed, contains multiple grammatical errors, or is not factual.

Not Advantageous: The proposal does not include an original writing sample.

Public Sector Experience: WDPH is looking for a contractor who has experience working on projects that require collaboration between multiple municipal departments, including Public Health and/or Emergency Management, in order to ensure an understanding of processes and constraints related to local government that they may encounter.

Highly Advantageous: The proposal details five (5) or more instances when the contractor facilitated initiatives that encompassed multiple municipal departments, including Public Health and/or Emergency Management.

Advantageous: The proposal details two to four (2 -4) instances when the contractor facilitated initiatives that encompassed multiple municipal departments, including Public Health and/or Emergency Management.

Not Advantageous: The proposal details one (1) or less instances when the contractor facilitated initiatives that encompassed multiple municipal departments, including Public Health and/or Emergency Management.

Meeting Facilitation Experience: WDPH is looking for a contractor who has experience taking the lead on meeting facilitation and coordination that requires establishing and/or supporting relationships between attendees in order to ensure meeting schedules are established, locations are secured, agendas are produced, followed, and executed.

Highly Advantageous: The proposal details five (5) or more instances when the contractor facilitated meetings or events where scheduling, planning, creating an agenda/meeting minutes, and meeting facilitation was successfully conducted.

Advantageous: The proposal details two to four (2-4) instances when the contractor facilitated meetings or events where scheduling, planning, creating an agenda/meeting minutes, and meeting facilitation was successfully conducted.

Not advantageous: The proposal details one (1) or less instances when the contractor facilitated meetings or events where scheduling, planning, creating an agenda/meeting minutes, and meeting facilitation was successfully conducted.

COST / PRICE PROPOSAL - RFP #:

Consulting fee must be submitted as a flat, hourly fee for any and all consultant / coordinator services required under the contract. The City estimates that 30 hours of service per week are needed annually.

Hourly consulting fee					
\$ per hour * x 1560 hours **=	\$				
	Total Annual Price				
(To be completed by proposer)					
Signature of person submitting proposal	Date:				
Printed Name	_				
Title					
Company	_				
Address	-				
					
Phone	_				
E-Mail					

^{*}Hourly rate shall be maintained for the entire contract term, including the subsequent annual renewal option years.

^{**} Estimated annual hours are for bidding purposes only and per MDPH guidelines. Hours may be adjusted based on budget availability and departmental needs.