CAPITAL DISTRICT REGIONAL
PLANNING COMMISSION

REQUEST FOR QUALIFICATIONS

Capital Region Timber Bridge Feasibility Initiative

RFQ Information	Details
NBRC Grant Agreement	GT-26SPT-00004
NBRC Application ID	AP-NBRC-508
Maximum Consultant Contract	Not to exceed $135,000
Issue Date	November 9, 2026
Proposal Due	December 11, 2026, 4:00 PM Eastern Time
Submission	Electronic PDF to [EMAIL / PROCUREMENT PORTAL]
Questions Due	November 27, 2026, 4:00 PM Eastern Time
Anticipated Contract Term	Contract execution through 18 months after CDRPC authorization, but no later than September 30, 2029

IMPORTANT: NBRC issued the Notice to Proceed on September 16, 2026. No consultant may begin work or incur reimbursable costs until the consultant contract is fully executed and CDRPC issues written authorization to proceed.

Issued November 9, 2026 by Capital District Regional Planning Commission, 1 Park Place, Suite 102, Albany, New York 12205

1. Notice and Procurement Summary

The Capital District Regional Planning Commission (CDRPC) invites qualifications-based proposals from qualified multidisciplinary consulting teams to complete the Capital Region Timber Bridge Feasibility Initiative. The assignment will inventory and screen locally owned short-span bridges in Saratoga, Rensselaer, and Schenectady Counties; prepare concept-level feasibility packages; advance two demonstration candidates to grant-ready concept packages; and produce a regional guidebook and workshop for municipal bridge owners.

This procurement is for architectural and engineering and closely related professional services. Selection will be based on demonstrated competence and qualifications. Price will not be used as a selection factor. After ranking, CDRPC will negotiate a fair and reasonable scope, fee, and contract with the highest-ranked firm. If agreement cannot be reached, CDRPC may end negotiations and proceed to the next-ranked firm.

CDRPC procurement policy provides: "All purchases expected to exceed established State guidelines in cost are purchased by bid. If possible, existing State (OGS) or Federal contracts are used." No suitable existing State or Federal contract has been identified in the materials reviewed for this procurement. Accordingly, CDRPC is publicly soliciting qualifications. Because the contemplated contract is for architectural and engineering professional services, the NBRC Grant Agreement requires the qualifications-based competitive procedure authorized by 2 CFR 200.320(b)(2)(iv), under which price is not used as a selection factor.

The selected team must be capable of completing all work within the federal period of performance and in compliance with the NBRC Grant Agreement, 2 CFR Part 200, CDRPC procurement requirements, and all other applicable federal, state, and local requirements.

Federal Funding Disclosure

This project has a total approved cost of $150,000. Sixty percent (60%), or $90,000, is financed with federal funds from the Northern Border Regional Commission. Forty percent (40%), or $60,000, is financed with New York State funds. Zero percent (0%), or $0, is financed from nongovernmental sources. The anticipated consultant contract is not to exceed $135,000 of the approved project budget.

2. Background and Project Purpose

CDRPC received a Timber for Transit Feasibility Award from the Northern Border Regional Commission for a tri-county initiative in NBRC-eligible portions of New York. The project is intended to expand practical use of domestically sourced wood products, including glued-laminated timber, cross-laminated or laminated deck panels, solid-sawn components, and appropriate hybrid systems, in rural transportation infrastructure.

The regional candidate inventory is expected to focus on locally owned bridges generally 50 feet or less in length and carrying 300 or fewer vehicles per day, while allowing the consultant to recommend technically justified refinements to the screening universe. The existing candidate map and bridge identifiers will be provided to the selected consultant as a starting point, not as a final eligibility determination.

- Primary service area: Saratoga, Rensselaer, and Schenectady Counties, New York.

- Primary beneficiaries: rural municipalities, highway departments, residents, emergency services, school transportation, agricultural and local business traffic, and the regional forest-products supply chain.
- Core objectives: reduce predevelopment barriers; develop replicable timber bridge concepts; strengthen climate and extreme-weather readiness; document domestic and regional sourcing considerations; and position municipalities for future NBRC Implementation and New York State BridgeNY funding.

3. Scope of Services

The following scope establishes required outcomes. Proposers may recommend refinements that improve technical rigor, efficiency, or implementation readiness without materially reducing required deliverables.

Task 1. Project Initiation, Management, and Quality Assurance

- Participate in a kickoff meeting with CDRPC and establish a detailed work plan, schedule, communication protocol, data-request list, risk register, and quality-management plan.
- Coordinate with CDRPC, NYSDOT Region 1, the Capital Region Transportation Council, participating counties and municipalities, and forest-products or fabrication stakeholders identified by CDRPC.
- Provide concise monthly progress updates, updated schedules, meeting notes, decision logs, invoice support by task, and documentation needed for federal grant reporting and reimbursement.
- Maintain responsible-charge review by appropriately licensed New York professional engineers for engineering work products.

Task 2. Regional Bridge Inventory, Screening, and Prioritization

- Compile, reconcile, and document available bridge data from regional, state, county, and municipal sources.
- Screen approximately 70 to 90 candidate bridges and develop a transparent, reproducible timber-feasibility scoring framework.
- Evaluate, at a minimum, ownership, public access, span and geometry, roadway function, traffic, loading, condition, hydraulic and scour context, environmental and historic-resource considerations, right-of-way constraints, constructability, detour implications, utility conflicts, likely permitting, maintenance context, and compatibility with timber or hybrid systems.
- Identify approximately 20 to 25 high-potential timber-feasible spans and recommend 16 to 19 structures for concept-level analysis.
- Prepare GIS-ready data, maps, a screening memorandum, scoring matrix, data dictionary, and prioritized shortlist. Clearly identify assumptions, data gaps, and field verification needs.

Task 3. Concept-Level Timber Bridge Feasibility Packages

- Prepare 16 to 19 concept-level feasibility packages for structures approved by CDRPC.

- Evaluate suitable alternatives such as glulam girders or beams, CLT or glulam deck panels, solid-sawn components, and hybrid timber-concrete systems when appropriate.
- For each structure, address preliminary geometry and layout, structural concept and design criteria, anticipated loading, constructability and staging, foundations and substructure interface, hydraulic/scour considerations, durability and protection, inspection and maintenance, anticipated permits and environmental constraints, order-of-magnitude schedule, and planning-level capital and lifecycle cost considerations.
- Estimate major timber quantities and identify likely domestic sourcing geography, supplier proximity, fabrication considerations, lead times, and market constraints. Document assumptions supporting expected material volumes and costs.
- Compare timber alternatives with a reasonable conventional baseline and explain circumstances in which timber is or is not recommended. Do not force a timber recommendation where site conditions do not support it.
- Provide concept drawings, photographs or mapping, concise owner-facing findings, and a clear readiness rating for future implementation funding.

Task 4. Two Grant-Ready Demonstration Concept Packages

- In consultation with CDRPC and project partners, select two high-priority demonstration candidates.
- Advance each to an enhanced concept package sufficient to support future funding applications and scope development, but not final design or construction documents.
- Include refined layouts, design basis, major material quantities, planning-level cost estimate and contingencies, preliminary schedule and delivery strategy, permitting and environmental pathway, right-of-way and utility considerations, anticipated New York State and federal coordination, risk register, operations and maintenance considerations, and recommended next steps.
- Identify information and approvals still required before final design, including survey, geotechnical, hydraulic, environmental, historic-resource, load-rating, and ownership actions as applicable.
- Frame each package for compatibility with future Timber for Transit Implementation and BridgeNY opportunities without representing that funding or eligibility is guaranteed.

Task 5. Capital Region Timber Bridge Guide

- Prepare an accessible, publication-ready guide for municipal officials, highway superintendents, engineers, and other bridge owners.
- Summarize suitable systems and span ranges; design and procurement considerations; domestic and regional sourcing; durability, inspection, maintenance, fire and moisture protection as applicable; climate and extreme-weather considerations; cost and schedule drivers; permitting; delivery methods; funding pathways; and lessons from the regional feasibility work.
- Provide editable source files, print-ready PDF, accessible PDF, graphics, tables, and templates that CDRPC may reuse with attribution.

Task 6. Outreach, Workshop, and Final Documentation

- Plan and deliver one regional workshop with CDRPC and project partners for municipal highway and public works officials.
- Prepare agenda, presentation, handouts, case examples, attendance documentation, evaluation form, and follow-up materials.
- Present findings to the project working group and incorporate one consolidated round of comments into final deliverables.
- Provide final electronic files, including native/editable files, geospatial data, spreadsheets, drawings, photographs with usage rights, and a complete source and assumptions log.

4. Required Deliverables and Acceptance

Deliverable	Minimum requirement	Acceptance basis
Project management package	Work plan, schedule, QA/QC plan, monthly updates, meeting and decision logs	Timely, complete, consistent with approved scope
Inventory and screening	70-90 screened bridges; scoring framework; maps; GIS dataset; 20-25 priority spans; 16-19 recommended concepts	Reproducible methodology, documented data sources and assumptions
Concept feasibility packages	16-19 owner-facing packages with layouts, alternatives, quantities, costs, permitting and constructability notes	Technically sound, internally consistent, reviewed under responsible charge
Grant-ready concepts	Two enhanced concept packages with cost, schedule, risks, pathways and next steps	Suitable for future funding and scope development; not represented as final design
Timber Bridge Guide	Editable source, accessible PDF, print-ready PDF, graphics and templates	Accurate, clear, usable by municipal owners
Workshop	One regional event with presentation, handouts, attendance and evaluation documentation	Delivered and documented to CDRPC satisfaction
Final data archive	Native files, GIS, spreadsheets, drawings, sources, photos and usage rights	Complete, organized, nonproprietary where practical

CDRPC will review each deliverable and provide consolidated comments. The consultant must correct errors and address comments within the negotiated schedule. Acceptance does not waive the consultant's responsibility for professional quality, accuracy, or compliance.

5. Project Schedule and Budget

The federal period of performance is July 1, 2026 through September 30, 2029. The consultant schedule will begin only after contract execution and written authorization from CDRPC following the applicable NBRC Notice to Proceed. The final contract must allow adequate time for CDRPC review, final revisions, grant reporting, and closeout before September 30, 2029.

Milestone	Target timing after CDRPC authorization
Kickoff and data assembly	Months 1-2
Regional screening and prioritization	Months 2-5
Concept-level feasibility packages	Months 5-12
Two grant-ready concept packages	Months 11-15
Guidebook and workshop	Months 14-17
Final revisions and closeout support	Month 18, but no later than the federal end date

The negotiated consultant contract may not exceed $135,000. Proposers must not submit fee, rates, cost, or price information with the qualifications proposal. CDRPC will request and negotiate this information only with the highest-ranked firm. Any scope or fee must conform to the approved grant budget and may be subject to NBRC approval.

6. Proposal Requirements

Submit one searchable PDF. Excluding covers, dividers, required forms, and resumes, the narrative should not exceed 25 pages. Do not include fee or price information.

1. Cover Letter. Identify the prime consultant, authorized negotiator, office location, contact information, and commitment to the required schedule. Acknowledge that no price information is included.
2. Firm and Team Qualifications. Describe relevant experience in bridge engineering, timber and mass-timber systems, hydraulics/scour, transportation planning, cost estimating, constructability, environmental/permitting review, GIS, public-sector funding readiness, publication, and municipal outreach.
3. Project Understanding and Technical Approach. Explain the proposed screening methodology, concept-development process, approach to domestic sourcing and supply-chain analysis, climate and extreme-weather readiness, coordination with bridge owners and state partners, QA/QC, risk management, and delivery of accessible public-facing products.
4. Key Personnel and Organization. Provide an organization chart, roles, availability, relevant licenses, resumes, responsible-charge assignments, and the percentage of each key person's time expected to be available during critical phases. Identify all subconsultants.
5. Relevant Projects and References. Provide up to five comparable projects, with client, dates, role, scope, outcomes, key staff, and reference contact information.
6. Schedule and Capacity. Provide a milestone schedule demonstrating completion within the required period and explaining current workload, staffing capacity, and contingency plans for key-person changes.
7. Federal Compliance and Conflict Disclosures. Complete and sign all certifications in this RFQ, disclose actual or potential organizational conflicts, identify any role in preparing this solicitation or its underlying specifications, and disclose proposed exclusions or exceptions.
8. Required Forms. Include the Proposal Checklist, Non-Collusion Certification, Debarment/Suspension Certification, Lobbying Certification, Conflict of Interest Disclosure, and BABAA acknowledgment/certification as applicable. CDRPC may request additional responsibility documentation before award.

7. Minimum Qualifications

- Prime consultant must be legally authorized to do business in New York before contract execution.
- Engineering work must be performed under the responsible charge of professional engineers licensed in New York.
- The team must demonstrate recent, relevant bridge planning or design experience and credible timber or advanced wood-material expertise.
- The team must have capacity to manage multidisciplinary work, stakeholder coordination, federal documentation, quality control, and the required schedule.
- Neither the firm nor its principals may be suspended, debarred, or otherwise excluded from federal contracting or assistance transactions.

- A proposer that developed this RFQ, its specifications, requirements, or statement of work, or has an unmitigable organizational conflict of interest, is ineligible.

8. Evaluation and Selection Process

CDRPC will use a qualifications-based selection process. An evaluation committee will review responsive proposals and may conduct interviews, request clarifications, and check references. Price will not be scored or considered in ranking. CDRPC may establish a shortlist before interviews.

Evaluation factor	Points
Understanding of the initiative, service area, federal objectives, and municipal owner needs	20
Technical approach and methodology, including screening, concept development, sourcing, resilience, cost analysis, and implementation readiness	30
Qualifications and relevant experience of the firm, key personnel, and subconsultants	25
Project management, QA/QC, schedule, availability, and demonstrated capacity	15
Relevant performance, references, and quality of comparable deliverables	10
Total	100

After ranking, CDRPC will negotiate scope, deliverables, schedule, labor categories, hours, rates, other direct costs, and a fair and reasonable total compensation with the highest-ranked firm. CDRPC may require certified cost or pricing support sufficient to establish reasonableness. If negotiations are unsuccessful, CDRPC may terminate them and negotiate with the next-ranked firm.

CDRPC may reject any or all proposals, waive immaterial irregularities, request clarifications, cancel or reissue the solicitation, reduce or modify the scope consistent with the grant, or make no award. Any material scope or budget change remains subject to applicable NBRC approval.

9. Solicitation Procedures

- Questions must be submitted in writing to Mark Castiglione cdrpc@cdrpc.org by the deadline on the cover. Answers and addenda will be issued to all known recipients and posted in the solicitation on the New York State Contract Reporter and here https://cdrpc.org/rfps. Oral interpretations are not binding.
- Proposals must be received by the stated deadline. Late submissions may be rejected. The proposer bears all submission risks and costs.
- A proposal may be withdrawn in writing before the deadline. After the deadline, proposals will remain valid for 120 days unless CDRPC agrees otherwise.

- Proposers must identify confidential or proprietary material specifically and narrowly. CDRPC cannot guarantee confidentiality where disclosure is required by law or by a federal or state oversight agency.
- CDRPC will document the procurement, evaluation, negotiation, responsibility determination, and award. Proposers must cooperate with requests needed to complete that record.
- Small, Minority, Women, Veteran-Owned and Labor Surplus Area Businesses. CDRPC will take affirmative steps to ensure that small businesses, minority businesses, women's business enterprises, veteran-owned businesses, and labor surplus area firms are considered for participation in this procurement in accordance with 2 CFR 200.321 and the NBRC Grant Administration and Compliance Manual. Such steps include, as appropriate, including these firms on solicitation lists; soliciting them when they are potential sources; dividing procurement transactions when practicable to permit maximum participation; establishing delivery schedules that encourage participation; and utilizing resources of the U.S. Small Business Administration and the Minority Business Development Agency. The selected consultant shall apply these affirmative steps to its subcontracting opportunities. No numerical DBE, MWBE, SDVOB, or other disadvantaged-business participation goal has been established for this procurement. Firms are nevertheless encouraged to identify participation by DBE, MWBE, SDVOB, small, veteran-owned, or other qualifying businesses within their proposed team.

10. Anticipated Contract Terms

- Contract type: negotiated fixed-price, cost-reimbursement with a not-to-exceed ceiling, or another sound and complete form determined appropriate by CDRPC following negotiations. Cost-plus-percentage-of-cost and percentage-of-construction-cost compensation are prohibited.
- No authorization to proceed: NBRC issued the Notice to Proceed on September 16, 2026; however, solicitation, evaluation, selection, and any conditional notice of intent do not authorize consultant work. No consultant or subcontractor may begin work, incur reimbursable costs, or rely on project funds until the contract is fully executed and CDRPC issues written authorization to proceed.
- Invoices: itemized by task, labor category, hours, rate, direct cost, subcontractor, and deliverable progress, with supporting documentation required by CDRPC. Payment is subject to acceptance and availability of grant funds, but the consultant remains entitled to payment according to the executed contract.
- Changes: only written amendments signed by authorized parties are valid. Changes affecting grant scope, objective, budget, or schedule may require prior NBRC written approval.
- Subcontracting: subject to prior CDRPC approval. The prime remains fully responsible and must flow down applicable federal clauses, records, domestic-preference requirements, and affirmative procurement steps.
- Key personnel: substitutions require prior written approval and personnel of equal or better qualifications.

- Insurance: professional liability, commercial general liability, automobile liability, workers' compensation, disability benefits, and other coverage in amounts established during negotiations and consistent with CDRPC policy and project risk.
- Ownership and license: CDRPC will own final project-specific deliverables upon payment. The consultant may retain rights in pre-existing tools, but must grant CDRPC a perpetual, irrevocable, royalty-free license sufficient to use, reproduce, modify, publish, and share all deliverables. Third-party materials must be properly licensed.
- Records: consultant records related to performance, costs, invoices, and compliance must be retained for at least three years after submission of the final federal financial and performance reports, and longer when required by audit, claim, litigation, or another applicable retention rule.
- Access and audit: CDRPC, NBRC, the Comptroller General, inspectors general, independent auditors, and authorized state or federal representatives must have timely access to pertinent records and personnel.
- Termination: the contract will include termination for cause and convenience, notice, cure where appropriate, settlement, and payment only for accepted allowable work through the effective termination date.
- Remedies: the contract will provide appropriate administrative, contractual, and legal remedies for breach, nonperformance, defective work, schedule failure, and noncompliance.
- Governing law and venue: New York law, except where federal law controls, with enforceability and venue provisions finalized in the contract.
- No assignment, lobbying with project funds, gratuities, conflicts of interest, or unauthorized publicity. Federal award identification must be used in required official project communications.

11. Federal and Grant Compliance Requirements

The selected consultant and all subcontractors must comply with the following requirements to the extent applicable. These requirements will be incorporated into the final contract in text or by reference, together with any more stringent CDRPC or New York requirements.

- 2 CFR Part 200, including procurement standards in sections 200.317 through 200.327, applicable cost principles, records and access requirements, and Appendix II contract provisions.
- NBRC Grant Agreement GT-26SPT-00004 and the current NBRC Grant Administration and Compliance Manual.
- Suspension and debarment requirements under 2 CFR Part 180 and verification of eligibility in SAM.gov before award and as appropriate during performance.
- Byrd Anti-Lobbying Amendment certification and disclosures for applicable contracts exceeding $100,000. Federal funds may not be used for lobbying.
- Clean Air Act and Federal Water Pollution Control Act requirements for applicable contracts exceeding $150,000.
- Rights to inventions under federal awards when the contract involves experimental, developmental, or research work and the clause is applicable.

- Recovered-material procurement requirements under Resource Conservation and Recovery Act section 6002 and 2 CFR 200.323 when applicable.
- Prohibition on covered telecommunications and video surveillance equipment or services under 2 CFR 200.216.
- Domestic preferences for procurements under 2 CFR 200.322 and applicable Made in America requirements.
- Equal employment opportunity, nondiscrimination, accessibility, and all applicable federal, state, and local civil-rights requirements.
- Prohibition on cost-plus-percentage-of-cost and percentage-of-construction-cost contracting.
- Reporting of suspected fraud, bribery, gratuity violations, conflicts of interest, and other mandatory disclosures to CDRPC for transmittal as required.

12. Build America, Buy America Act

This award concerns transportation infrastructure and advanced wood materials. The feasibility contract is primarily for professional services and does not authorize construction. Nevertheless, the consultant must support CDRPC's compliance analysis and must not specify or procure project-incorporated materials in a manner inconsistent with applicable Build America, Buy America Act requirements. If materials, samples, mockups, or other articles are purchased for incorporation into an infrastructure project under this contract, BABAA applies unless NBRC issues a written waiver or confirms an applicable waiver.

The consultant and each applicable subcontractor shall certify that federal financial assistance for infrastructure will not be used unless all iron, steel, manufactured products, and construction materials incorporated into the project are produced in the United States as required by Public Law 117-58, sections 70901-70952, 2 CFR Part 184, and NBRC guidance. The consultant must disclose any known noncompliance promptly to CDRPC. CDRPC will transmit required disclosures or waiver requests to NBRC. No proposer may assume a waiver applies without written confirmation from CDRPC.

13. Proposal Checklist

☐ Cover letter and authorized signature

☐ No price, fee, rates, or cost information included

☐ Firm and team qualifications

☐ Technical approach and project understanding

☐ Organization chart, key personnel, licenses, and resumes

☐ Comparable projects and references

☐ Milestone schedule and capacity statement

☐ Subconsultant identification

☐ Signed certifications and disclosures

☐ Exceptions clearly identified

Attachment A. Certification and Disclosure Forms

A-1. Non-Collusion and Independent Proposal Certification

The proposer certifies that its proposal was developed independently and without collusion, consultation, communication, or agreement with any competitor regarding prices, intent to submit, methods, factors, or other matters that would restrict competition; that no attempt was made to induce another person or firm not to submit; and that all statements in the proposal are true and complete.

Proposer legal name	
Authorized representative	
Title	
Signature	
Date	

A-2. Suspension and Debarment Certification

The proposer certifies, to the best of its knowledge and belief, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any federal department or agency. The proposer will notify CDRPC immediately if this certification changes and will apply applicable requirements to lower-tier covered transactions.

Proposer legal name	
UEI, if applicable	
Authorized representative	
Signature and date	

A-3. Conflict of Interest and Organizational Conflict Disclosure

Check one and provide an attachment if disclosure is required.

☐ The proposer has no actual or apparent conflict of interest and did not develop or draft this solicitation, its specifications, requirements, or statement of work.

☐ The proposer discloses the following actual, apparent, or potential conflict or prior role and proposes the attached mitigation plan: _____

Authorized representative	
Signature and date	

A-4. Lobbying Certification

The proposer certifies that no federal appropriated funds have been paid or will be paid, by or on behalf of the proposer, to influence or attempt to influence an officer or employee of an agency, a Member or employee of Congress, or an employee of a Member of Congress in connection with the making, extension, continuation, renewal, amendment, or modification of a federal grant or contract. If non-federal funds have been used for covered lobbying, the proposer will complete and submit Standard Form LLL as required.

Proposer legal name	
Authorized representative	
Signature and date	

Attachment B. BABAA Certification

Complete if requested by CDRPC during negotiation or if the proposed work includes purchasing or supplying articles, materials, or products for incorporation into infrastructure.

The undersigned certifies, to the best of their knowledge and belief, that iron, steel, manufactured products, and construction materials furnished for incorporation into the Capital Region Timber Bridge Feasibility Initiative under this contract will comply with the Build America, Buy America Act, Public Law 117-58, sections 70901-70952, 2 CFR Part 184, and applicable NBRC requirements, unless CDRPC provides written notice of an approved waiver.

9. All iron and steel are produced in the United States, meaning all manufacturing processes from initial melting through application of coatings occur in the United States.
10. All manufactured products are produced in the United States and meet the applicable domestic component-cost standard.
11. All construction materials are manufactured in the United States, meaning all applicable manufacturing processes occur in the United States.

The signer certifies the truthfulness and accuracy of this certification and understands that applicable administrative remedies for false claims and statements may apply. Any change or noncompliant item will be disclosed immediately to CDRPC.

Contractor or subcontractor	
Project/location	Capital Region Timber Bridge Feasibility Initiative; Saratoga, Rensselaer, and Schenectady Counties, NY
Authorized representative and title	
Signature	
Date	

Attachment C. Reference Documents

- NBRC Grant Agreement GT-26SPT-00004.
- Capital Region Timber Bridge Feasibility Initiative application, AP-NBRC-508.
- Revised SF-424CBW detailed budget dated June 23, 2026.
- NBRC Grant Administration and Compliance Manual, February 2026, updated March 18, 2026.
- 2026 NBRC Grant Programs User Manual and Timber for Transit Program materials.
- Prospective Timber Bridge Replacement Candidates map and associated bridge data, to be provided in usable format to the selected consultant.