



# Operational Facilities Strategy

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## Authorisations

Action	Name and title	Date
Prepared by	Sam Pascoe, Facilities Team Leader	31/07/2015
Reviewed by	Miriam Moreton, Commercial Services Leader	31/07/2015
Authorised by	TLT	25/09/2015
Review cycle	2 yearly	

## Responsibilities

This document is the responsibility of the Facilities Team, Tasmanian Networks Pty Ltd, ABN 24 167 357 299 (hereafter referred to as "TasNetworks").

Please contact the Facilities Team Leader with any queries or suggestions.

- Implementation                      All TasNetworks staff and contractors.
- Compliance                            All group managers.

## Minimum Requirements

The requirements set out in TasNetworks' documents are minimum requirements that must be complied with by all TasNetworks team members, contractors, and other consultants.

The end user is expected to implement any practices which may not be stated but which can be reasonably regarded as good practices relevant to the objective of this document.

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## Record of revisions

Section number	Details
	<i>New Document</i>

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# 1 General

The merger of the Distribution and Transmission businesses has allowed for a new strategy on property/facility matters to be developed which will also have input into the revenue determinations. Each business had previous policies and strategies on their properties and now TasNetworks needs to establish its own requirements. The following paper outlines the key objectives of the Facilities strategy, discusses the role of the Facilities team, as well as providing an overview of each main site with broad information, and then goes into specific facility details and commentary in appendix A. This paper is seeking endorsement of the Facilities direction and principles from the TasNetworks Leadership Team.

## 1.1 Purpose

This strategy seeks to provide sound Facilities Management direction and clear principles outlining how TasNetworks facilities will be managed for the next two to three year period.

# 2 Facilities Principles

The following principles are what the Facilities team will work within to achieve the best outcome for TasNetworks. They support the One Business driver and also assist our cultural aim of valuing our people by ensuring our facilities are the best they can be.

1. TasNetworks values safety and zero harm, all facilities will be safe and compliant and meet the minimum standards established in this document;
2. All TasNetworks facilities are to be Compliant with Australian standards – such standards are:
  - AS 3745:2010 Planning for emergencies in Facilities
  - AS1851:2012 Maintenance of Fire Protection systems
  - AS14520 General fire-extinguisher systems
  - AS1668 The use of ventilation and air-conditioning in buildings
  - AS1670 Automatic fire alarm installation code
  - AS1603 Automatic fire detection systems
  - Work Health and Safety Regulations 2014
  - National Construction Code (NCC)
3. Governance arrangements – The endorsement of this overall strategy and principles will be the responsibility of the TasNetworks Leadership Team (TLT) , with separate business cases for capital works being presented for approval by either the TLT or Board;
4. The Facilities team will have overall carriage of all facilities, depots and other sites to ensure best outcome for any competing business needs;
5. Accommodation will be fit for the purpose for which it is used;

6. TasNetwork owned accommodation options will be fully utilised before considering alternative accommodation options;
7. Assets will be managed to minimise whole of life costs with continual review of maintenance arrangements to reduce costs;
8. The Facilities team will ensure strong support for sustainability around the built environment, particularly when considering upgrading or changing existing Facilities or purchasing new properties;
9. Each site to be reviewed regularly for compliance, building suitability and fit for purpose.

## 3 Strategy

### 3.1 Minimum Standards

**Objective** - All Facilities will meet or exceed the established minimum standards.

In line with the guiding principles TasNetworks has established the following minimum standards, which all Facilities must meet;

- Fit for purpose – Facilities will be safe and fit for the purpose for which it is used;
- Australian Standards - All Facilities will comply with the applicable Australian standards at the time of construction, or more current standards where upgrades are carried out;
- Asbestos – A register of all known asbestos is to be developed and maintained with a plan to remove all asbestos from all Facilities by the end of 2020. Where asbestos is discovered and/or disturbed and poses a risk to the health and safety of personnel, immediate removal will occur;
- Security - All Facilities will have either a manual or an electronic access control system in place to control access to and maintain security of TasNetworks Facilities;
- Open plan – Office facilities will be open plan design where possible, with closed meeting spaces provided for confidentiality or open meeting spaces provided for collaboration;
- Offices - GM’s are allocated offices, or under special circumstances with the approval of the TLT for others;
- Parking - All TasNetworks sites have parking available on a first come first served basis with no reserved parking;
- Sustainability - Any upgrades or changes made to any Facility will consider sustainability principles;
- Additional Facilities - For all sites with over 100 employees, a parenting room will be available.

Regular reviews will occur at each site in conjunction with key stakeholder’s team to review the conditions of the Facility and to highlight any immediate or future upgrade or changes required, including building fabric and condition upgrades, based on TasNetworks needs and assessment against the Facilities minimum standards.

### 3.2 Centralised responsibility for TasNetworks Properties

**Objective** - Facilities Team to have overall carriage of all facilities, depots and other sites (as described further in this document) to deliver a ‘One Business’ approach.

The scope of this strategy includes all TasNetworks properties that are the responsibility of the Facilities team. These properties are defined as offices or depots that are used by TasNetworks staff for their usual work duties. This will also include store facilities, oil management facilities, [REDACTED] Some miscellaneous properties also fall under the facilities area as detailed. This is to ensure the “One

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Business' approach is employed across all TasNetworks sites and that all properties which accommodate personnel will be available for the best outcome of the business.

All parcels of land usually associated with substations or zone substation are the responsibility of the Works and Service Delivery team, however the Facilities team is responsible for the administration of payments of statutory charges for these sites i.e. Land tax, council and water rates.

See Appendix A for further detail, including land value of these facilities.

**Objective** - To maintain cost-effective and timely processes for administration, maintenance and management of Facilities.

The Facilities Team will manage all service requests, perform regular site inspections, manage all service agreements and maintenance and administration associated with all facilities. By centralising the administrative and physical management of Facilities, stronger focus on total cost of ownership will be established. Additionally it will ensure that all facilities are suitably cared for and are not left to deteriorate which then causes a larger cost to be expended to return to standard.

See Appendix B for further commentary regarding works at each site.

**Objective** – Undertake investigation of all parcels of land owned by TasNetworks.

Appendix C provides a list of all property with TasNetworks as the owner from the Lands Title Office.

This list is extensive and highlights the need for further research to be undertaken to formally identify each parcel of land and work with the relevant stakeholders to determine what the future plans are for these parcels of land.

### 3.3 Facilities are fit for purpose, compliant with Australian Standards, safe and secure

**Objective** – Establish systems to ensure that all Facilities are compliant with Australian Standards.

The Facilities team will ensure that all TasNetworks sites are maintained to meet specified compliance requirements. To demonstrate compliance, there is a requirement for an “Essential Health & Safety Features” audit to be completed for each Facility every 12 months and the signed form displayed in each building foyer.

Items which are included under this compliance check include air conditioning, electrical, plumbing, fire detection and egress.

Other Standards or Acts which apply to the facilities include;

- Building Code of Australia;
- Building Act 2000;
- Building Regulations 2004;
- Disability Discrimination Act 1992;
- Work Health and Safety Act and Regulations 2012;
- General Fire Regulations 2010;
- AS1851-2012 – Maintenance of fire protection systems and equipment;
- AS3745 – 2010 – Emergency planning in facilities; and
- AS 3666 – Air handling and water systems of buildings.

Where any changes or upgrades are being considered, the Facilities team will ensure that the proposed changes comply with the relevant Australian standards.

### 3.4 Security

Objective - [Redacted]

[Redacted]

[Redacted]

Objective - [Redacted]

[Redacted]

[Redacted]

Objective - [Redacted]

[Redacted]

### 3.5 Sustainability

**Objective – Work with Health Safety, Quality and Environment department to develop a sustainability strategy to future proof TasNetworks facilities in the most efficient manner.**

At TasNetworks, we aim to operate our business in an efficient and sustainable way to ensure current and future generations are able to enjoy the benefits of a healthy, natural environment. With a coordinated one business approach, TasNetworks is committed to go beyond our current efforts in environmental care by pursuing an integrated sustainability strategy. Sustainability will be considered when considering any upgrades to existing facilities or purchases of new facilities. The following areas will be considered when moving towards a more sustainable portfolio of sites:

- Indoor Environment Quality
- Energy
- Transport
- Water
- Materials and Waste
- Land Use & Ecology
- Emissions

### 3.6 Asbestos

**Objective** – Develop a program of works to remove Asbestos from all Facilities by 2020.

Asbestos may be found in the building materials and facilities some of TasNetworks workplaces that were built before 2003. A program of works is being developed to plan for the controlled removal of asbestos in all our depot/facility locations by the end of 2020.

Where asbestos is discovered and/or disturbed and poses a risk to the health and safety of personnel, immediate removal will occur

The asbestos register for all Facilities will be reviewed at least every 5 years.

### 3.7 Ensure Property mix aligns with business needs

**Objective** – Work closely with Key Stakeholders to ensure Facilities are located to meet operational need.

TasNetworks is required to have presence in locations which allow the Works and Services Delivery Team to service all Tasmanian customers within the legislatively prescribed timeframes. The Facilities Team will work closely with key stakeholders to understand their Facility requirements and to review the requirement and location of all depot locations to best support operational needs. This is particularly pertinent, given that in some instances TasNetworks owns [REDACTED] townships. A review of all Facilities will occur during the term of this strategy.

**Objective** – Ensure TasNetworks Facilities are optimised.

In addition to ensuring TasNetworks operate from Facilities which are located to best service the customer, it is also important that the utilisation of the Facilities is optimised. This will occur in two major forms. Firstly, ensuring that all facility fit out designs are flexible, functional and adaptable whilst taking costs into account. This ensures that Facilities being upgraded meet the requirements of the business whilst optimising space.

Additionally, focus should be on fully utilising TasNetworks resources, prior to seeking out alternative outside accommodation. This is particularly pertinent for short term projects or activities.



## Appendix A – Facility details

Table 1 Facilities

Facility	Description	Land Value
Cambridge Facility	█ staff, █ field staff, owned. good condition	█
Mornington Facility	█ staff, owned. Training rooms hired out, good condition	█
Maria St Admin 1	█ staff, owned, good condition	█
Maria St Admin 2	█ staff, owned, good condition	█
█	█	█
Kirksway Place - L2	█ Staff, █	█
Kirksway Place – L1	Aurora Retail to lease floor until 2020, █	█
Rocherlea Facility	█ staff onsite, █ field staff, owned. █	█
Trevallyn Facility	█ staff, █	█
Devonport Facility	█ staff, █ field staff, owned. Good condition recently had interior upgrade.	█
Burnie Facility	█ staff, █ field staff, owned. Fair condition	█

Table 2 Depots

Depot	Description	Land Value
Huonville	█ staff, weatherboard buildings, owned. Fair condition	█
New Norfolk	█ staff, co-located with inland fisheries building, leased, good condition	█
Campbell Town	█ staff, weatherboard buildings, utilised by broader business also, owned, fair condition	█
St Marys	█ staff, brick office with weatherboard store, owned, fair condition	█
Scottsdale	█ staff, weatherboard building, insufficient space, leased, fair condition	█
Deloraine	█ staff, weatherboard buildings, owned, fair condition	█
Smithton	█ staff, brick office with weatherboard store, owned, fair condition	█
Queenstown	█ staff, weatherboard buildings, owned, air condition	█

Table 3 Others

Depot	Description	Land Value
Maria St Archives	staff, ex-Transend onsite archive facility. Good condition	██████████
Maria St Secondary Store	Store and workshop space for IT, P&C, Telecoms, training room, ██████████ potential for project space. Good condition	██████████
Denison Lane Archives	██████████. Good condition	██████████
Cambridge warehouse	Distribution southern store facility also includes areas for testing, good condition	██████████
Cambridge Oil Mgt	Southern oil management building, fair condition	██████████
██████████	██████████	██████████
Bridgewater Primary Store	staff, Transmission store facility, Good condition	██████████
Rocherlea warehouse	Distribution northern store facility also includes areas for testing, fair condition	██████████
Rocherlea Oil Mgt	staff, northern oil management building, good condition	██████████
██████████	██████████	██████████
██████████	██████████	██████████
██████████	██████████	██████████
Wilmores Lane, Longford	Ex Hydro/Transend parcel of land with old sheds and high bay. Keeping because of potential distribution network requirements in future. Poor condition	██████████
10 Loones Lane, Spreyton	Vacant block of commercial land, purchased in 2009 for Transmission to potentially build NW asset on. Surplus to current requirements and can be sold.	██████████

\* Land value also includes Transmission substation sites for these properties

<sup>1</sup> Total cost of Cambridge parcel of land

<sup>2</sup> Total cost of Maria St parcel of land inc. Creek Rd Substation

<sup>3</sup> Total cost of Rocherlea Store and Admin

These facilities are currently managed by the Facilities Team.

## Cambridge Facility

The Cambridge site houses ■■■ staff at desk locations, along with being a base for ■■■ field staff. Within the Distribution warehouse building, other functional groups such as EHV operators, testing and compliance are housed. The warehouse itself is caged and partitioned off for these other groups. The site also houses a yard holding facility for distribution items. An oil management building exists on this site, for treatment of contaminated oil; this usage is currently under review.

The facility space caters for staff from the works and service delivery teams and has meeting room space that doubles as an Incident Control Centre (ICC) for when major incidents occur within the distribution network. There are currently 5 meeting spaces, toilets, kitchens and storage areas within the facility. The facility was constructed in 2007 and repainting of most areas has just been completed.

Items which need attention	Urgency
Retube lighting	High
TasNetworks carpet installation	Medium

## Mornington Facility

The Mornington site houses ■■■ staff at desk locations and has dedicated training rooms available for internal and external training. The site also has a training yard for transmission and distribution live line training. The facility had a major upgrade in 2012 to make it fit for purpose. The Health, Safety and Environment team are based at this site. The facility is still fit for purpose and requires little additional works at present. There is opportunity for the business to use these training rooms more and more.

Items which need attention	Urgency
Nil	

## Maria St Admin 1

Admin 1 building at Maria St campus houses ■■■ staff from various departments in an office type setup. The facility currently has 6 meeting rooms, kitchens, toilets and the main café for the site, where an external business operates from, providing food and drinks at a cost, to staff. This facility was constructed in 2004 and has been altered over the years to accommodate different needs.

Items which need attention	Urgency
Recarpet	Low

## Maria St Admin 2

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Admin 2 building at Maria St campus houses [REDACTED] staff from various departments in an office type setup. The facility currently has 8 meeting rooms, kitchens, toilets and a gym. This facility was constructed in 2010 with the ground floor fit out completed in 2014. No major works are required in the near future.

Items which need attention	Urgency
Nil	

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

## Trevallyn Facility

The Trevallyn facility currently the [REDACTED] team, with the Transmission related staff relocated to Rocherlea earlier this year. The [REDACTED] require workshop/store facilities to be available prior to their move into the Rocherlea facility. The facility was fitted out in 1998 and was originally all substation, this section still remains at one end of the building. The facility was [REDACTED]. Once all staff are relocated, the first floor office space will be available for TasNetworks general use. In order to lease this facility, disability code compliance matters would need to be addressed, so capital spent. Given the close proximity to an operating substation and the distance from the city, finding a tenant is likely to be difficult

Items which need attention	Urgency
Nil	

## Rocherlea Facility

The Rocherlea facility houses [REDACTED] staff and is also the base for [REDACTED] field staff. Currently TasNetworks Retail leases 258m<sup>2</sup> space within the facility under the Transitional Agreement. A new lease arrangement will be drawn up to cover the period from [REDACTED]

[REDACTED] Rocherlea is in need of an upgrade with this facility now 2 [REDACTED] 5 years old. Please refer separate business case for further information.

Items which need attention	Urgency
[REDACTED]	[REDACTED]
Air-conditioning lifecycle upgrade	High

## Devonport Facility

The Devonport site is used for some office based staff, many field crews and storage. This facility was built in 1990 and cosmetic changes (paint and carpet) have been completed earlier this year. This work also includes aligning the work teams for the TasNetworks structure.

Items which need attention	Urgency
Air conditioning lifecycle upgrade	High
Retube lighting	Medium
Improved Yard storage	Medium

## Burnie Facility

Burnie facility houses a small number of staff and field crews, and has a small store area. This facility was constructed in 1983 and will need to be TasNetworks branded during the next 12 months with fresh paint and carpet. At this stage a lighting audit will be conducted to ensure lux levels are still appropriate, it has also been suggested that more meeting space is provided. Utilisation of the building could be reviewed to ensure the most efficient layout and best use of space.

[REDACTED]

Items which need attention	Urgency
Retube all lights	High
TasNetworks branding – paint/carpet	Medium
Yard resurfacing	High

## Depots - Specific site commentary

These facilities are currently managed by the Facilities Team.

### Queenstown Depot

Queenstown is a local depot base for staff to respond to local issues within the network, there doesn't appear to be any co-location opportunities within the town. This depot is a weatherboard structure with 2 additional outbuildings attached to the main building. Being weatherboard and located on the wet West Coast, means regular maintenance and continual painting, before any rot starts to take hold and further repairs are necessary.

Items which need attention	Urgency
[REDACTED]	[REDACTED]
Removal of redundant leaking building	High
Covered area for drum storage	High
Weatherboard finishes	Medium

### Smithton Depot

This depot has a main brick building, along with a weatherboard store, regular upkeep is required, and washing and then painting each 5yrs. alternatively it should be considered to replace the weatherboards with a longer lasting and less required maintenance product such as colour bond. The main building is under-utilised with many rooms being used to store furniture or other items, perhaps the housekeeping could be improved which would have a flow on affect to maintenance being carried out on rooms that don't get used.

Items which need attention	Urgency
Lighting upgrade	High
Weatherboard finishes	High
Water pressure issues	Medium
Yard surface issues	High
[REDACTED]	[REDACTED]

### Deloraine Depot

The depot at Deloraine has a main weatherboard building, along with a weatherboard store, regular upkeep is required, and washing and then painting each 5yrs. Alternatively it should be considered to replace the weatherboards with a longer lasting and less required maintenance product such as colour bond. The main building is under-utilised with many rooms being used to store furniture or other items, perhaps the housekeeping could be improved which would have a flow on affect to maintenance being carried out on rooms that don't get used. [REDACTED]

Items which need attention	Urgency
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Weatherboard finishes	Medium
Yard surface issues	High

## Scottsdale Depot

Scottsdale depot is currently leased and the site is not fit for purpose with an outbuilding providing toilet and shower facilities and not all trucks (EWPs) being able to housed undercover. The bigger picture for this site is to review the options within the local area and determine if co-locating with the Transmission substation site or elsewhere are a possibility. [REDACTED] of the site along with additional storage should also be reviewed.

Items which need attention	Urgency
[REDACTED]	[REDACTED]
Yard surface issues	High
Truck storage inadequate	High

## St Mary's Depot

The depot at St Mary's has a main brick building, along with a weatherboard store, regular upkeep is required, washing and then painting each 5yrs. Alternatively it should be considered to replace the weatherboards with a longer lasting and less required maintenance product such as colour bond. The main building is under-utilised with many rooms being used to store furniture or other items, perhaps the housekeeping could be improved which would have a flow on affect to maintenance being carried out on rooms that don't get used. Co-location on the other St Mary's TasNetworks site is not appropriate in this instance as the Transmission site is too small to house any further buildings.

Items which need attention	Urgency
Yard surface issues	Medium

## Campbell Town

This depot is located centrally within the state and as such is used by teams for meetings and training, along with depot activities. Current works include reviewing for better use of meeting rooms internally to create a small office area, convert current office into private meeting room, removal of wall to create 1 large meeting room and level the floor. [REDACTED] travelling staff have easy access to the depot and meeting rooms.

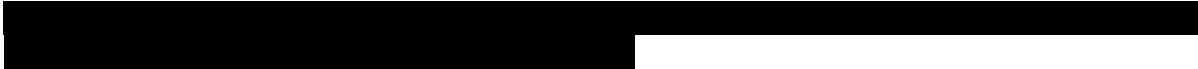
The bigger picture for this site is determining what else Campbell Town can offer to the broader business if there was better meeting space available, could it mean regional meetings or leader meetings could be held here instead of hiring a local venue.

Items which need attention	Urgency
Alterations to meeting room space to provide	Medium

larger room	
Weatherboard finishes	Medium

## New Norfolk Depot

This depot is leased from Inland Fisheries and is relatively new. A small depot for ■ staff, maintenance is carried out by the landlord.



Items which need attention	Urgency
Nil	

## Huonville Depot

This site houses ■ staff in a small office/meeting/lunchroom environment. There isn't any space for private discussions.



Items which need attention	Urgency
Creation of meeting/office space	Medium
Sealing remained of driveway	Medium

## Others - Specific site commentary

These facilities are currently managed by the Facilities Team.

### Maria St Archives

This building is located on the Maria St campus and is the ex Transend onsite archives building. With current document storage exceeding the limits of this building, a review is required to determine if records should be stored in house or outsourced.

Items which need attention	Urgency
Review of building usage (onsite or offsite records storage)	High



## Maria St Secondary Store

Currently houses the Communications lab/test area and storage for parts, the Protection & Control lab/test area and storage for parts, IT store and setup area, Wellington training room, project space (soon to be converted for TIBS accommodation) and leased space [REDACTED].

Items which need attention	Urgency
Alterations to accommodate TIBS project	High

## Denison Lane Archives

This building is located in Denison Lane off Macquarie St and houses records from [REDACTED]. Currently there is combined storage for [REDACTED] (who were allocated ex [REDACTED] in the merger) and some TasNetworks documents. As mentioned above, a review is required to determine if records should be stored in house or outsourced.

Items which need attention	Urgency
Review of building usage	High

[REDACTED]

[REDACTED]

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

## Bridgewater Primary Store

Purpose built in 2009 for Transmission storage, this facility is centrally located near the Brighton Transport Hub with both internal and external storage.

Items which need attention	Urgency
Nil	

## Loones Lane, Spreyton

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This vacant block of land was purchased for the potential new facility for Transmission, it was subsequently chosen to co-location with the distribution business. This land has been on the market and should be re-marketed in the near future to return some capital to the business.

Items which need attention	Urgency
Sale of land	High

## Wilmores Lane, Longford

This site is an ex Transmission site which has been kept for the future network needs. This site contains old run down garages and a high bay building which is no longer inhabitable. Currently a local property owner leased the high bay building for storage.

Items which need attention	Urgency
Nil	

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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