

**Request for Proposals**  
**By**  
**Top of Alabama Regional Council of Governments (TARCOG)**

Offeror: \_\_\_\_\_

Address: \_\_\_\_\_

Contact person: \_\_\_\_\_

Telephone: \_\_\_\_\_

Days of operation: \_\_\_\_\_

Hours of operation: \_\_\_\_\_

Does the offeror have malpractice insurance?  Yes  No

A copy of the offeror's current certificate of insurance is included in this proposal:  
 Yes  No (*Minimum amount of \$1 million coverage*)

All attorneys who would be working on the proposed project are licensed to practice law in the state of Alabama:  
 Yes  No

The offeror agrees to adhere to and comply with all the terms, rules, conditions, laws and policies applicable to this proposal and has submitted the required attachments. Proposals will be evaluated based on capacity, stated methodology, and proposed budget of the offeror.

Offeror: \_\_\_\_\_

By: \_\_\_\_\_

Proposals are to be submitted to:

Human Resource Manager  
TARCOG  
5075 Research Drive  
Huntsville, AL 35805

***No proposals accepted after June 30, 2017 (5:00 pm CDT)***

## **BACKGROUND**

Legal problems facing Alabama's elderly population are often more critical than those problems facing any other segment of our population. The elderly in poverty are less likely to seek the assistance of an attorney. Often, it is either because they do not have cash resources to pay for services or they do not realize that they have a "legal problem."

The overall educational level of many seniors is low, especially in the older age groups, making it difficult for them to understand letters regarding benefits termination or changes and outlining their due process rights to appeal. The Older Americans Act of 1965 (hereafter, OAA) as amended, which primarily funds the Legal Assistance Program, requires that states have the capacity to improve the quality and quantity of legal programs for older individuals. The Alabama Legal Assistance Program is a provider of Title IIIB OAA legal assistance across Alabama.

The Alabama legal assistance program is not a legal program for all older persons at all times for all issues, rather it is a targeted approach to ensure that those seniors who are the most vulnerable and who are at risk of losing their autonomy, dignity or independence have access to critical legal assistance.

The broad purposes of the legal assistance program in Alabama are:

- To protect the autonomy, dignity and independence of vulnerable older persons.
- To focus outreach and services particularly directed toward the most socially or economically needy older persons—those least able to advocate on their own behalf—to assist them to:
  - understand their rights;
  - exercise choice;
  - benefit from services, opportunities and entitlements;
  - meet essential needs of income, shelter, health care and nutrition; and
  - maintain rights promised and protected by law.
- To assist Area Agencies on Aging in developing and maximizing resources including new or additional resources to meet the legal needs of vulnerable older persons.
- To foster cost-effective, high quality services, having maximum impact on the neediest older persons and their most critical legal needs, and which are integrated in the Aging Services Network.
- To assist vulnerable older persons in preventing legal problems through education and outreach.
- To be accessible in each county throughout each planning and service area.

Recognizing that the resources of the OAA are inadequate to meet the legal needs of all elders, legal assistance services must be targeted to particularly needy populations of elders. The OAA specifies particularly needy elders, with particular emphasis on older persons who are low-income, low-income minorities, persons with limited English proficiency, and persons residing in rural areas.

The Area Agencies and legal assistance providers, in consultation with the Legal Services Developer, jointly develop plans to target legal assistance services to the particularly needy older persons. Due to limited resources, the AAAs, providers and developer also establish priority issue areas in which Title IIIB services are to be provided in order to help assure that the most critical needs of the target populations are met with those limited resources. It is important to note, that while the OAA calls for targeting of legal assistance services, means testing for service eligibility is prohibited.

Older persons who are to be specially targeted to receive priority for legal assistance services include:

- Institutionalized (such as the developmentally disabled, mentally ill, and those in long-term care facilities)
- De-institutionalized mentally ill or developmentally disabled
- At risk of institutionalization
- Low education
- Frail
- Isolated
- Homebound
- Illiterate/Low Literacy
- Disabled
- Minority
- Poverty or Low Income
- Limited English proficient

Please note that pursuant to the OAA regulations (45 CFR 1321.71(g)), a fee-generating case may not be accepted by a Legal Assistance provider under the program unless there is an emergency requiring immediate action. A fee-generating case means any case which reasonably may be expected to result in a fee for legal services from an award to a client from public funds or the opposing party with several limited exceptions.

**RFP STATEMENT OF PURPOSE:**

In an effort to further the goals of the Older Americans Act of 1965, as amended, with respect to provision of legal assistance to older persons, the Area Agency on Aging wishes to contract for a project that will provide legal advice, counseling and representation for older individuals (age 60+) in social or economic need and that will provide broad community education and outreach to inform the targeted groups of older persons of their legal rights. These services will be provided in the counties of DeKalb, Jackson, Limestone, Madison and Marshall.

Under the Older Americans Act Regulations (45 CFR 1321.71) **and TARCOG Policies**, the area agency shall award funds to the legal assistance provider(s) that, in the Area Agency on Aging's determination, most fully meet the following five standards:

(1) Have a licensed attorney with expertise in specific areas of law affecting older persons in economic or social need, for example, public benefits, institutionalization and alternatives to institutionalization;

(2) Demonstrate the capacity to provide effective administrative and judicial representation by a licensed attorney in the areas of law affecting older persons with economic or social need;

(3) Demonstrate the capacity to provide support to other advocacy efforts by a licensed attorney, for example, the long-term care ombudsman program; Medicaid Waiver program; adult abuse, neglect and exploitation issues; TARCOG program legal issues to include Title VI Liaison Officer duties under our Title VI plan for FTA;

(4) Demonstrate the capacity to provide legal services by a licensed attorney to institutionalized, isolated, and homebound older individuals effectively by providing home and facility visits in all five counties for outreach and counseling in the communities; to conduct education and outreach in all five counties to include potential evening and weekend activities; and to support TARCOG events and programs; and

(5) Demonstrate the capacity to provide legal assistance in the principal language spoken by clients in areas where a significant number of clients do not speak English as their principal language.

The primary purpose of the TARCOG Legal Assistance Program is to provide individual representation by a licensed attorney in administrative and court proceedings of clients 60 years of age and older who are in the greatest need of assistance. Representation of individual clients will be the major focus of funding legal services. These services include, but are not limited to: income issues; long term care; nutrition, representation of older persons in involuntary guardianship proceedings; housing problems; problems of the institutionalized; abuse, neglect and exploitation; and age discrimination. This does not include representation in areas where other resources exist to meet the needs of older persons or areas that are unlikely to target those in the greatest economic and social need.

Within the full time (40 hours) services provided by a licensed attorney, the legal assistance provider awarded funds under this procurement will also be expected to provide: (1) creative outreach efforts to serve older persons who have limited access to legal assistance and to reach those in greatest social and economic need, particularly low income minority individuals; persons with limited English proficiency; and persons in rural areas; (2) community education at sites commonly used by and easily accessible to the target groups of older persons; and (3) legal assistance for targeted populations at least on a routine, monthly basis in each county of the five-county service area.

The Area Agency on Aging may, at its discretion, make this Request for Proposal more stringent than the basic Request for Proposal established by the Alabama Department of Senior Services. It is incumbent upon the potential offeror to follow the specific Area Agency on Aging's Request for Proposal.

## **PROGRAM LEGISLATION, REGULATIONS AND PROGRAM GUIDELINES**

- Administration on Aging web page for Older Americans Act, 42 USCA Section 3058(j); 45 CFR Section 1321.51(c) and Section 1321.71
- Alabama Department of Senior Services (ADSS) Legal Assistance Program Guidelines (also known as Alabama Legal Assistance Program Guidelines), and other rules, regulations, standards and transmittals promulgated by the State of Alabama and the Area Agency on Aging program directives.
- Rules of Professional Conduct of the Alabama State Bar.

## **CAPACITY OF OFFEROR**

### **1. Background:**

A. Briefly describe what qualifies this offeror to be the entity best able to provide legal assistance by a licensed attorney to the seniors in this planning and service area. Your response should be more specific than the history of your office, practice or organization. Include in your response a brief narrative description of the legal assistance program (e.g., a legal service corporation grantee, non-profit agency or private lawyer). Discuss who will provide the services and whether these persons will be full-time or part-time.

As noted above, in order to be considered as a provider of Title III Legal Assistance, the offeror must demonstrate its ability to meet the standards enumerated in 45 CFR 1321.71 (c)(1)-(5). These include:

- Expertise in specific areas of law affecting older persons in economic or social need (for example: income issues; long term care; nutrition, representation of older persons in involuntary guardianship proceedings; housing problems; problems of the institutionalized; abuse, neglect and exploitation; and age discrimination).
- Effective administrative and judicial representation in the areas of law affecting older persons.
- Support to other advocacy efforts (for example, long-term care ombudsman program); Medicaid Waiver program; adult abuse, neglect and exploitation issues; TARCOG program legal issues, and other TARCOG Aging programs.
- Assistance to institutionalized, isolated and homebound older persons.
- Capacity to provide legal assistance in the principal language spoken by clients in areas where a significant number of clients do not speak English as their principal language.

The offeror should further demonstrate that the person providing the services is:

- A licensed attorney in “good standing” admitted to the Alabama State Bar;
- An attorney authorized to represent clients before the Veteran’s Administration;
- An attorney admitted to practice before the United States District Court for the Northern District of Alabama.

B. Describe how the offeror will interface with the Area Agency on Aging and/or ADSS to complete all ADSS and TARCOG reporting requirements and to resolve issues effectively related to service delivery and clients.

C. Discuss the offeror's qualifications and capability to provide effective services by a licensed attorney that will meet the ADSS and TARCOG Legal Assistance Program Guidelines as stated in this RFP.

D. State when (days and hours of operation) to meet the 40-hour per week licensed attorney coverage requirement and where services will be provided, and if alternate delivery sites are used, identify each site and days and hours of operation.

E. Describe the capacity of the offeror to provide services to Limited English Proficiency/Non-English Speaking/Sensory Impaired clients.

F. Describe the capacity of the offeror both in conducting intake and providing services by a licensed attorney in each county of the planning and service area.

G. Describe any factors, which may limit the ability of the offeror to fully serve clients in every county, such as geographic location, subject matter of the case, conflicts of interest etc.

## **2. Relationships and Mechanisms for Referral**

Describe the capacity of the offeror to interface with the Area Agency on Aging, specifically the information and referral program. Describe the mechanism by which the offeror will make and receive referrals from the information and referral program or other (preferred) intake mechanism the offeror has in place or will have in place for potential clients seeking legal assistance. Indicate offeror's website, phone numbers (including toll free), focal points for intake, satellite offices, etc.

## **3. Outreach**

Outreach, particularly to target groups and community education on the legal rights of older persons are also offered as part of the Legal Assistance Program in Alabama and the TARCOG region. Describe the capacity of the offeror in providing outreach by a licensed attorney to targeted groups of older persons in the community including minorities, homebound, economically disadvantaged or otherwise isolated individuals, such as those in Long Term Care facilities.

## **4. Client Confidentiality and Conflicts of Interest**

Describe policy or procedures concerning client confidentiality and conflicts of interest.

## **5. Training of Staff, Social Service Providers in Legal Rights, Legal Resources and Recognizing Legal Issues**

Describe the capacity of the offeror to provide education by a licensed attorney to Area Agency staff or other social service providers as requested by the Area Agency in legal rights, legal resources and recognizing legal issues of older persons.

## **6. Coordination with the Long-term Care Ombudsman Program**

Providers of legal assistance provide limited legal advice and representation to clients of the Long-Term Care Ombudsman Program who are 60 years of age or older and coordinate with the Long-Term Care Ombudsman while maintaining client confidentiality with both programs. Describe the capacity for providing legal assistance to older clients of the Long-Term Care Ombudsman in the planning and service area of the Area Agency.

## **7. Technology and Ability to Meet Reporting Requirements**

Describe offeror's capacity for and use of technology, both in agency administration and delivering services. Describe offeror's capacity or plan to interface or incorporate the ADSS Legal Assistance Program Reporting in AIMS (Aging Information Management System) for reporting.

# **LEGAL ASSISTANCE PROGRAM NARRATIVE/METHODOLOGY**

## **A. DESCRIPTION OF SERVICE DELIVERY MODEL**

1. **CLIENT INTAKE METHODS** - Briefly describe the client intake process at the legal service office and at the outreach sites. Address whether standardized intake forms will be used and if the intake process is done on a "face-to-face" basis. Please describe how and who conducts the intake interview. Include in the description, the hours of intake and how potential clients are made aware of the specialized hours. How will potential clients be notified of the availability of legal assistance? This description should include all target populations. What is the specific plan for reaching the potentially eligible homebound?
2. **COORDINATION & COUNTY COVERAGE** - Describe how you will coordinate your efforts with other legal service programs in your area should you operate this Legal Assistance Program. Discuss your coordination and referral procedures with other legal service programs/providers/attorneys if your client should have a legal problem outside of your planning and service area or outside the scope of Title III legal assistance. Describe any factors, which limit the ability of this offeror to fully serve clients in every county, such as geographic location, subject matter of the case or lack of access to an attorney.
3. **METHOD OF CASE ACCEPTANCE** - Describe the method by which the offeror's Legal Assistance Program decides which cases to accept and which to reject. If a case acceptance meeting method is used, describe how often the meetings are held, with whom, and who makes the ultimate decision as to whether a case should be handled. Discuss how the case acceptance for Title IIIB cases is or would be different or similar to case acceptance for non-Title IIIB cases normally addressed by your office, organization or practice.

4. **METHOD OF ATTORNEY SUPERVISION** - Describe whether the offeror's supervising attorneys for staff attorneys, legal assistants and paralegals are available on a regular or as-needed basis. Discuss whether contact between the supervising attorney and supervisees is made in person or by phone; whether and how often the supervising attorney is present during the client intake process; and, whether the supervising attorney reviews all legal assistance given to a client or just the advice about which the offeror thinks supervising attorney review is necessary. Discuss the situations that are normally subject to supervisory review and any specific time parameters. Please provide the name and business address of the attorney who is responsible for supervision.
5. **ATTORNEY SERVICE DELIVERY** –Discuss the timeframes for the client actually having access to the attorney(s) and the extent to which information, legal advice and assistance would be provided.
6. **METHOD OF CASE REFERRAL** - Discuss how offeror's clients are referred to pro bono or reduced fee assistance programs, or the Elder Law Helpline, if appropriate, and whether Legal Assistance Program staff perform follow-up. Detail the follow-up process utilized.
7. **METHOD FOR IDENTIFYING AND RESOLVING CONFLICTS OF INTEREST**  
Describe systems in place or under development to identify and resolve conflicts of interest (e.g., adverse party files, review of outside employment by Legal Assistance Program staff, possibility of opposing counsel in the same office, etc.). Describe systems in place to maintain client confidentiality.
8. **DESCRIPTION OF QUALITY ASSURANCE SYSTEMS** - Describe any office or organizational quality control systems in place or under development. This discussion should include details of case reviews, case limitations, internal monitoring, programmatic and/or fiscal audits or other systems in place to ensure quality services are being provided. Describe how offeror will determine the clients' satisfaction with services. Describe the method and frequency with which this information will be relayed to the Area Agency on Aging.

**B. TARGET POPULATIONS AND CASE PRIORITIES**

1. **OUTREACH** - Describe the method for effective outreach and assistance to target populations by a licensed attorney, e.g. institutionalized, isolated and homebound individuals. Describe any special materials or techniques the offeror has developed, or will develop, to reach special populations. Describe specific populations the offeror will target. (For Incumbent Providers Only) Discuss previously used methods of outreach and provide an assessment of their utility, benefit and an indication of whether any of the methods used are recommended for replication by other providers in other planning and service areas. Discuss any



coalitions, Task Forces, community groups or other entities with whom the provider has partnered and relate any beneficial experience realized. Discuss in detail any method of outreach that the provider would like to utilize but is unable to for some reason.

2. **METHOD OF SERVING CLIENTS IN THE TARGET POPULATIONS: GREATEST SOCIAL OR ECONOMIC NEED, RURAL AND LOW INCOME MINORITIES** - Describe systems for reaching and meeting needs of clients in the target population(s) to include home/site visits in all counties to meet the needs of isolated, home-bound seniors and provide legal assistance for targeted populations on a routine monthly basis in each county of the five-county service area. Include in the discussion, how your office, practice or organization would factor in a client's lack of social and/or economical need as consideration to provide services to them.
3. **RANKING OF CASE PRIORITIES** - Describe any particular system of ranking that you may have prescribed or plan to prescribe to the mandated priorities in the ADSS Legal Assistance Program Guidelines. If you have no such system, indicate whether or not you have elected to handle all cases on a first come, first served basis without regard to any particular level of ranking of their priority status. Discuss any system of preferences utilized that would have a direct relationship to the type of cases or potential clients or other factors.
4. **PROCEDURE FOR TREATMENT OF POTENTIAL CLIENTS WHOSE CASES FALL OUTSIDE OF THE ADSS LEGAL ASSISTANCE PROGRAM GUIDELINES' CASE PRIORITIES LISTING** - Describe how potential clients are to be handled if their case falls outside of priority guidelines or cannot be handled under the Title IIIB program. Include in this discussion, how individuals are or will be informed of this determination and what, if any, advice or assistance is or will be provided.
5. **PROCEDURES FOR CLIENTS WITH CASE PRIORITIES WHICH OFFEROR IS UNABLE TO HANDLE** - Discuss any inability of your office, program, organizations or practice to handle certain case priorities and/or to handle certain case priorities in the manner prescribed by the ADSS Legal Assistance Program Guidelines. Indicate upon what your inability is based (i.e. inexperience, lack of staff, disagreement that the case type should be handled by the Legal Assistance Program, conflict with other funding sources, etc.). Discuss what provisions you will implement or have in place that will assure potential clients still have access to legal assistance.

**C. DESCRIPTION OF TRAINING OF THE LEGAL ASSISTANCE OFFEROR STAFF**

1. (For all offerors) Are any of the offeror's attorneys members of the Elder Law

Section of the Alabama State Bar? What trainings, meetings and conferences of the Elder Law Section have the offeror's attorneys attended? Be specific as to the subject matter of the training, date and name of attorney(s) who attended. List any additional training/ conferences attended by the proposed licensed attorney within the past two years. List any special certifications that will enhance the offerors ability to provide services required under this RFP.

2. TRAINING - Briefly describe any anticipated legal training needs of the offeror's staff for the coming year. Discuss why training in this particular area is needed or desired and how it will enable the offeror to serve Title IIIB clients better.

**D. TRAINING OF STAFF, SOCIAL SERVICE PROVIDERS IN LEGAL RIGHTS, LEGAL RESOURCES AND RECOGNIZING LEGAL ISSUES**

Describe the method of the offeror to provide education by a licensed attorney to Area Agency staff or other social service providers as requested by the Area Agency in legal rights, legal resources and recognizing legal issues of older persons. Describe any special materials or techniques the offeror has developed, or will develop, to assist these populations.

**E. DESCRIPTION OF COORDINATION WITH OTHER ELDER RIGHTS SYSTEM PROGRAMS**

LTCO - Briefly describe the method for providing legal support to clients of the Long-Term Care Ombudsman program in your planning and service area.

**F. DESCRIPTION OF ASSISTANCE TO LIMITED ENGLISH PROFICIENCY/SENSORY IMPAIRED/NON-ENGLISH SPEAKING SENIORS**

Describe the method for providing legal assistance for clients in your service area who are Limited English Proficient, Sensory Impaired or Non-English Speaking. Include in this description the manner in which the public is made aware of this assistance.

**G. VOLUNTARY CONTRIBUTIONS**

Describe methods that will be used by the offeror to meet requirements of the Older Americans Act regarding Voluntary Contributions. The OAA requirements call for Area Agencies to ensure that each of their legal service providers --

- Provide each client an opportunity to voluntarily contribute to the cost of the service;

- Clearly inform each client that there is no obligation to contribute (methods of soliciting contributions must be non-coercive);
- Protect the privacy and confidentiality of each client with respect to contributions;
- Establish appropriate procedures to safeguard and account for all contributions; and
- Use all collected contributions to expand the service for which they were given and to supplement (not supplant) OAA funds received by the providers (OAA Sec. 315(b)(4)).

**H. FEE GENERATING CASE**

REFERRAL - Describe how the offeror would make referrals for fee generating cases. List types and numbers of referral attorneys provided to clients. On what basis are the referrals selected to provide to persons presenting fee-generating cases? Are those persons to whom referrals are given invited or instructed to return to the offeror if their case is rejected by all of the referrals? Are referrals directed to other areas of offeror's program, organization or practice?

**I. COMPLIANCE WITH ADSS LEGAL ASSISTANCE PROGRAM GUIDELINES**

1. Discuss any inability of the offeror to comply with the ADSS Legal Assistance Program Guidelines. Cite the section and paragraph or specific requirement that cannot or will not be met. Discuss how this has been brought to the attention of the State Legal Services Developer and/or the Area Agency on Aging.
2. Discuss any inability of the offeror to meet or comply with the reporting requirements of the Alabama Legal Assistance Program. Identify who is responsible for completing the Quarterly Report, inputting data in AIMS and ensuring the accuracy of the data reported.
3. Discuss any subcontractor agreements the offeror has, or expects to put, in place for another entity to provide services to any counties or areas within the planning and service area that you are applying to serve. If you believe that you would only be able to serve a planning and service area with the assistance of another entity, detail that need.

**J. STAFFING PATTERN**

Include a staffing pattern for the proposed Legal Assistance Program. Complete a table that includes names, titles, and percentages of time devoted to the program.

Detail the roles and responsibilities of each staff member. This should include assignments to certain counties, case types or subject matter.

**K. CLIENT SATISFACTION/GRIEVANCE PROCEDURE**

What method is used or do you plan to use to measure client satisfaction and what elements of legal services do you expect to measure? What method is used or do you plan to use to inform clients of the procedure for filing complaints or grievances about the operation of the legal assistance program?

**L. UNMET NEED**

To what extent is the offeror unable or will the offeror be unable to meet the needs of all of those seeking assistance from the Legal Assistance Program?

Exhibit 1: *The contractor selected under this RFP will be asked to complete the following plan as part of the contracting process.*

**Performance Goals, Objectives, and Performance Measures**

(Chart with generic definitions and examples for service goals and objectives)

Fiscal Year	Enter the specific State Fiscal Year(s) that goal will be applicable. <i>(Example: FY 20xx for the Title IIIB Legal Assistance Program)</i>
Priority:	Identify the AoA, ADSS or AAA Priority this will address under the Program Guidelines <i>(Example: Outreach to specific targeted populations.)</i>
Goal:	A goal is a long-term result or desired outcome of a project or proposal. <i>(Example: Goal #1: The Legal Assistance Program will increase the number of potential non-English speaking clients requesting legal assistance.)</i>
Objectives	Objectives are the specific steps that should be taken, along with the projected timeline, in order to accomplish a goal. One goal may have 5 objectives (or 5 action steps) or a goal may have only 2 objectives. <i>For example: Objective A: The Legal Assistance Program will target non-English speaking focal points, such as churches, by mailing a flier (in both English and the “second” language) to these focal points and offering to conduct outreach at the focal point (Timeline: by November 30, 20xx). Objective B: The Legal Assistance Program will follow-up fliers with phone calls and offer to conduct outreach at the focal point (Timeline: by December 20, 20xx).</i>
Action Steps/Time Line:	State tasks or actions that must be completed, who is responsible, and projected date of completion. <i>(Example: Develop a plan using the Managing Attorney with the cooperation of the Legal Assistance Program staff and AAA staff to assist Older Alabamians with gaining knowledge of and access to legal services; creating opportunities to share information about the Legal Assistance Program and older Alabamians within the PSA.)</i>
Performance Measure:	Describe how the goal will be measured. <i>(Example: A brief survey will be conducted to gauge the success of the publicity campaign).</i> Enter the mechanism by which the data will be collected to report the performance measure for each goal. <i>(Example: Approved customer awareness survey)</i>
Outcomes:	Enter the numeric target amount that will be achieved for each performance measure. <i>(Example: 75% of seniors contacted will indicate that the marketing campaign assisted them in knowing more about the Legal Assistance Program.)</i>

**LEGAL ASSISTANCE BUDGET**

October 1, 2017 through September 30, 2018

Offeror: \_\_\_\_\_

**Administrative Cost:**

Personnel Costs: \_\_\_\_\_

Employee benefits: \_\_\_\_\_

Travel: \_\_\_\_\_

Communications: \_\_\_\_\_

Supplies, Materials: \_\_\_\_\_

Other (please explain on separate sheet): \_\_\_\_\_

***TOTAL Administrative Cost:*** \_\_\_\_\_

In-kind: \_\_\_\_\_

***TOTAL In-kind contribution:*** \_\_\_\_\_

***TOTAL source of funds:*** \_\_\_\_\_

Date: \_\_\_\_\_

Authorized signature: \_\_\_\_\_

Name (please print): \_\_\_\_\_