Mark Farrell Mayor Kate Hartley Director

REQUEST FOR PROPOSALS SOMA FUND

FY 2018-2019 FUNDING CYCLE

DATE ISSUED:
DEADLINE FOR SUBMISSION:

Friday, January 26, 2018 Wednesday, February 28, 2018 at 5:00 p.m.

Phone: (415) 701-5500

Fax: (415) 701-5501

TDD: (415) 701-5503

NOTICE OF FUNDING AVAILABILITY

The Mayor's Office of Housing & Community Development (MOHCD) is pleased to announce the availability of SoMa Community Stabilization Funds to support the creation of a trauma-informed learning and teaching environment at Bessie Carmichael School under the program:

Organizational Capacity Building	\$150,000
TOTAL	\$150,000

The grant period for awards under this notice will be from July 1, 2018 – June 30, 2019. Provided that program outcomes are achieved after one year, additional funding of \$150,000 will be made available for a second year.

TECHNICAL ASSISTANCE WORKSHOP

MOHCD will provide a technical assistance workshop to assist interested applicants in determining the eligibility of proposed projects, and in completing the required elements of the proposal packet:

Monday, January 29, 2018 10:00 a.m. – 11:00 a.m.

1 South Van Ness Avenue, 5th Floor

Potential applicants are highly encouraged to attend the workshop before submitting an application. The meeting room is wheel chair accessible. If you need translation services, a sign language interpreter, or any other accommodations, please call (415) 701-5598 at least 72 hours in advance. For speech/hearing impaired callers, please call TYY/TDD (415) 701-5503. For information on MUNI routes, please call (415) 673-6864, or 511.

REQUEST FOR PROPOSALS (RFP) OVERVIEW

DEADLINE FOR SUBMISSION:

February 28, 2018

by hard-copy original and USB drive copy

at 5:00 p.m.

One original and one USB drive copy of the completed proposal must be submitted to:

Attention: Director of Community Development
Mayor's Office of Housing and Community Development (MOHCD)

1 South Van Ness Avenue, 5th Floor
San Francisco, CA 94103

HAND DELIVERY RECOMMENDED

I. ELIGIBLE PROJECTS

Eligible projects and services under the proposed program area can be found in the Eligible Program Areas & Programs section of this RFP (p. 7). MOHCD reserves the option to award multiple grants to an agency or group of agencies during the review process.

II. PROCUREMENT

This RFP procurement process, and the proposals received as a result of it, may be used to justify contract funding decisions for other similar services and/or other funding that becomes available through MOHCD or any other City department. MOHCD and/or any other City departments who use this RFP solicitation as a procurement process for other funds, reserve the right, at their own discretion, to fund select activities or partners (and remove or eliminate others) within a proposal submitted by a collaborative or group of agencies. The procurement process for this RFP or any of its component Program Areas & Programs may be delayed, suspended, or canceled if the City determines that such action is in the best interest of the City.

III. PRIORITIES AND ELIGIBILITY

A. Priority

Collaborative proposals are encouraged; however, collaborative proposals must choose a lead agency to serve as the fiscal agent. The fiscal agent should submit its own organizational documentation as directed below in the same manner as if it were a single agency. Priority will be given to those collaborations/agencies that currently perform similar services and demonstrate the ability to increase impact through collaborative efforts. Successful collaborative applicants will need to provide MOUs from each participating agency that outline scopes of work and expectations, both programmatically and fiscally.

B. Eligibility

- 1. Applicant's programs must principally benefit low- and moderate-income individuals and their families in SoMa.
- Participants of applicant's program(s) must reside within the boundaries of the City and County of San Francisco.
- 3. Applicants must be: (a) based in the City and County of San Francisco; (b) a 501(c)(3) nonprofit corporation registered with the Internal Revenue Service; and (c) in good standing with the State of California's Registry of Charitable Trusts.
- 4. Successful applicants must comply with all applicable state and local laws and government regulations.

IV. EVALUATION CRITERIA

- 1. The extent to which the applicant demonstrates an understanding of specific barriers and challenges facing its target population(s) and a successful history of effectively serving it (20%);
- 2. The extent to which the proposed program meets the objectives, eligible activities, and program description outlined in the RFP, demonstrates a reasonable, measurable theory for how its program activities lead to positive client and SoMa community outcomes, and utilizes partnerships to strengthen and expand program impact (40%);

- 3. The extent to which the applicant demonstrates a robust evaluation methodology (10%); and
- 4. The extent to which the applicant demonstrates staff experience and expertise required to deliver a successful program, including a budget that accurately reflects the proposal's intent, activities and outcomes (20%).
- 5. The extent to which the applicant demonstrated leveraged funding from non-City sources (10%).

See the RFP Proposal Evaluation Form (p. 14) to understand how reviewers will be scoring proposals submitted under this RFP.

V. REQUIREMENTS

The use of City funds is subject to numerous local requirements. A few of the requirements are listed below and are briefly summarized:

- 1. Accessibility: Programs and services must be accessible to persons with disabilities. Program access can be achieved in many cases without having to alter the existing facility.
- Non-Discrimination: Agencies must comply with federal, state and San Francisco prohibitions
 against discrimination in fair housing and equal employment opportunity, and in awarding
 contracts. Agencies must also comply with the Equal Benefits Ordinance for domestic partners.
- 3. **Procurement:** Projects must comply with federal conflict of interest regulations, and regulatory procedures for obtaining and contracting for goods and services.
- 4. **Ineligible Reimbursements:** Funds for activities occurring prior to the commencement date of the grant agreement cannot be reimbursed.
- 5. **Religious Activity:** Funds may not be used for religious purposes.
- 6. Political Activity: Funds may not be used for political activity.
- 7. Grant Agreement: Successful applicants will be required to execute and meet the provisions of a grant agreement. Additional documentation, including an annual work plan and an annual budget, must be completed and approved by MOHCD prior to any funds being committed or spent. Financing is primarily on a monthly cost-reimbursement basis. Successful applicants will be expected to participate in MOHCD's online programmatic and financial reporting system.

VI. REVIEW PROCESS AND SCHEDULE

All submitted proposals will be initially screened by a committee composed of MOHCD staff to determine completeness and eligibility. Ineligible proposals will be eliminated at this stage. MOHCD staff will evaluate all complete and eligible proposals submitted for programs listed in the Eligible Program Areas & Programs section of this RFP (p. 7). MOHCD will make the final selection of agencies/agency to be awarded grant(s) under this RFP. The preliminary schedule for review and approval is:

Wednesday, February 28, 2018	Proposals due to MOHCD by 5:00 p.m.
Sunday, July 1, 2018	Grant term begins

Note: MOHCD reserves the right to adjust the preliminary schedule at its discretion.

VII. PROTEST PROCEDURES

A. Protest of Non-Responsiveness Determination

Within five business days of the City's issuance of a notice of non-responsiveness, any respondent that has submitted a proposal and believes that the City has incorrectly determined that its proposal is non-responsive may submit a written notice of protest. Such notice of protest must be received by the City on or before the fifth business day following the City's issuance of the notice of non-responsiveness. The notice of protest must include a written statement specifying in detail each and every one of the grounds asserted for the protest. The protest must be signed by an individual authorized to represent the respondent, and must cite the law, rule, local ordinance, procedure or RFP provision on which the protest is based. In addition, the protestor must specify facts and evidence sufficient for the City to determine the validity of the protest.

B. Protest of Grant Award

Within five business days of the City's issuance of a notice of intent to award the grant, any firm that has submitted a responsive proposal and believes that the City has incorrectly selected another proposer for award may submit a written notice of protest. Such notice of protest must be received by the City on or before the fifth business day after the City's issuance of the notice of intent to award.

The notice of protest must include a written statement specifying in detail each and every one of the grounds asserted for the protest. The protest must be signed by an individual authorized to represent the proposer, and must cite the law, rule, local ordinance, procedure or RFP provision on which the protest is based. In addition, the protestor must specify facts and evidence sufficient for the City to determine the validity of the protest.

C. Delivery of Protests

All protests must be received no later than 5:00 p.m. five (5) days following the announcement of grant awards. If a protest is mailed, the protestor bears the risk of non-delivery within the deadlines specified herein. Protests should be transmitted by a means that will objectively establish the date the City received the protest. Protests or notice of protests made orally (e.g., by telephone) or via e-mail will not be considered.

If the City determines that a meeting with the party submitting the appeal is necessary, such meeting will be scheduled within ten (10) calendar days of the receipt of a protest to review and attempt to resolve the protest. Protests must be delivered to:

Attention: Director of Community Development
Mayor's Office of Housing and Community Development (MOHCD)

1 South Van Ness Avenue, 5th Floor
San Francisco, CA 94103

PROPOSAL INSTRUCTIONS

- 1. Please be as succinct as possible. The narrative section must be no longer than five pages. Reviewers will not consider text beyond the indicated text limitation and/or space provided.
- 2. No handwritten proposals will be accepted. Proposals must be typed or computer generated. Font must be at least 12 point.
- 3. Pages should be standard 8-1/2" by 11" with 1 inch margins. All copies should be double-sided and single spaced.
- 4. Original signatures must be in blue ink on the original set.
- 5. Use the application checklist to ensure your package is complete.
- 6. Do not bind proposals, or submit extra materials not requested.
- 7. Substantially incomplete, faxed, or late applications will not be considered. Hand delivery is highly recommended. No applications will be accepted after 5:00 p.m. on Wednesday, February 28, 2018.

ELIGIBLE PROGRAM AREAS & PROGRAMS

Instructions: Below is one (1) program area with a specific program listed and described. On your Program Selection sheet, please check the box that corresponds to the appropriate program area and program. A separate proposal should be submitted for each program. Each proposal should stay within the parameters of its program objective; eligible program activities are outlined below.

Note: The Maximum Grant Amount is the amount for the initial twelve-month period, from July 1, 2018 through June 30, 2019. Unless otherwise designated, funding for a second year may be available, depending upon the City's budget, overall priorities, and performance by the grantee. MOHCD reserves the right to award a second year of funding to an organization, discontinue funding, and/or issue a separate procurement in the second year based on budget, priorities, and performance. The second year of funding will be for \$150,000, but will be allocated across the 12-month period of July 1, 2019 through June 30, 2020.

ORGANIZATIONAL CAPACITY BUILDING

MOHCD has allocated General Funds for the following purpose:

1. Capacity building for creating a more trauma-informed learning and teaching environment at Bessie Carmichael School (\$150,000 available for 2018-19 only). This funding is intended to support promote school success for trauma-impacted children and youth at SoMa's Bessie Carmichael School by providing trauma-informed systems training services to the school community. Proposed services should include: professional development training for all school staff on effects of stress and trauma, as well as on strategies for mitigating these effects; trauma-informed consultation to school staff and leadership to build capacity to address effects of trauma on the school; on-site psychotherapy for trauma-impacted students; and workshops for parents/caregivers on coping with stress and building resilience.

AGENCY CHECKLIST

Application Packet

(One original signed in blue ink and one USB drive copy)

-] Program Budget Worksheet (p.17 and posted in Excel) oplicants not currently receiving funding from MOHCD:
	Proposal Narrative (see p.12 for instructions)
[] Program Selection (p.11)
[] Board of Directors (p.10)
L] Proposal Cover Sheet (p.9)

[] Articles of Incorporation, including all amendments
 [] Organization By-Laws, including all amendments
 [] Evidence of Federal Tax Exempt 501(c)(3) status

DEADLINE FOR SUBMISSION:

Additional required items for

February 28, 2018

by hard-copy original and USB drive copy

at 5:00 p.m.

One original and one USB drive copy of the completed proposal should be submitted to:

Attention: SoMa Fund Director
Mayor's Office of Housing and Community Development (MOHCD)

1 South Van Ness Avenue, 5th Floor
San Francisco, CA 94103

HAND DELIVERY RECOMMENDED

RFP QUESTIONS?

ALTERNATIVE FORMATS FOR PERSONS WITH DISABILITIES

Claudine del Rosario (415) 701-5580 claudine.delrosario@sfgov.org Eugene Flannery (415) 701-5598 eugene.flannery@sfgov.org

PROPOSAL COVER SHEET

(You may neatly hand write this portion of the proposal)

Organization Name:		
Street Address:		
City:		
State:	Zip Code:	
Main Phone:	Fax:	
Program Name:		
Program Street Address (if different):		
City:		
State:	Zip Code:	
Executive Director:		
Phone:		
Primary Contact Person (if different):		
Phone:	Fax:	
Email:		
Total Proposal Request (may not exceed Pr	rogram Selection amount on page 11): \$	
Total FY 2018-19 Projected Agency Budge	et: \$	
I certify that the information provided in th	is application is true.	
Signature		Date

BOARD OF DIRECTORS

(You may neatly hand write this portion of the proposal)

Name	Years on Board	Neighborhood of Residence (using map on p.14 of this RFP)	Affiliation/Occupation

PROGRAM SELECTION

(Check the box for both the Program Area and the Program for which you are applying)

Č	apacity Building
	1. Trauma-informed systems training (\$150,000)

PROPOSAL NARRATIVE

(Must not exceed 5 pages)

1. Background and Need (2-4 paragraphs suggested)

This section should demonstrate a broad understanding of the barriers and challenges faced by the target population(s) indicated in the selected program description.

- What specific barriers and challenges exist for the target population(s)? What is your understanding of the specific barriers and challenges in the South of Market neighborhood?
- What is your organization's history of providing similar services to the target population(s)?

2. Proposed Program Design (7-9 paragraphs suggested)

This section should describe the implementation of activities prioritized by the selected program, and provide detail about program design and service delivery strategies. This section should also list activities and outcomes for your proposed program. MOHCD's assigned activities and outcomes within each program area have been included for your reference on p.16 of this RFP.

- What is the proposed program design? Describe how it incorporates best practices.
- Who will your program target for services, how many individuals will it serve, and how does it propose to reach them?
- Describe the activities and outcomes that your program plans to track.
- Each client activity must be linked to specific outcome(s) and should be supported by
 evidence-based practice. Non-client based activities (e.g., organizational capacity building)
 are not required to have corresponding outcomes. You may elect to include a schedule or
 calendar to illustrate your activities, a logic model, or another graphic that illustrates how your
 program's activities lead to positive client and community outcomes.
- Your proposal should also include the expected number of people to be served per activity, and the number of people expected to achieve the corresponding outcome(s).
- What other organization(s), including City government entities, does your program partner with, and how does this partnership impact its reach/activities/services? Please describe the level of partnership (e.g., shared services or decision making versus referrals).
- How will your program involve the community, or connect with community-based knowledge and experience, to inform program design?

3. **Evaluation** (2-3 paragraphs suggested)

This section should describe how your organization will evaluate the impact of the proposed activities on the target population(s).

- How will your organization track progress and measure program impact on the target population(s)?
- How will your organization evaluate and inform program design?

4. Organizational Capacity and Budget (2-3 paragraphs suggested)

Describe the skills and experience of key agency staff.

- Identify the individual(s) who will work on this project on behalf of your organization. Include name, job title, skills and experience for each individual.
- Provide a brief narrative for your program budget; highlight any unique and/or substantial budget items reviewers should understand.

RFP PROPOSAL EVALUATION FORM

(For reviewer use and applicant reference)

1. Background and	N	lee	:d:
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- Applicant clearly describes specific barriers and challenges that exist for its target population(s)?
- Applicant describes a successful history of effectively serving the target population(s)?

Score:		/20
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2. Proposed Program Design:

- Applicant clearly describes its program design and articulates how the proposed design is best suited to address the needs of the target population(s) and the objectives of the RFP?
- Applicant incorporates best practices into its program design?
- Applicant clearly describes a reasonable, measurable theory for how its program activities lead to positive client and community outcomes?
- Applicant articulates the expected number of people to be served per activity, and the number of people expected to achieve the corresponding outcome(s)?
- Applicant clearly describes partnerships that strengthen and expand program impact?

Score:		/40
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3. Evaluation:

- Applicant clearly describes how the proposed program will track progress and measure impact?
- Applicant clearly describes how its evaluation framework will inform program design?

Score:	/1	()

4. Organizational Capacity and Budget:

- Applicant clearly identifies program staff who are commensurate with the scope and objectives of the proposed program?
- Applicant clearly describes the program budget and includes reasonable explanations for unique and/or substantial budget items?
- Applicant's Board of Directors reflect the constituency of the target population(s) and demonstrate the appropriate expertise in the services to be provided and/or to be a highfunctioning Board (e.g. fundraising, fiscal management, and similar skills)?

Score:		/20
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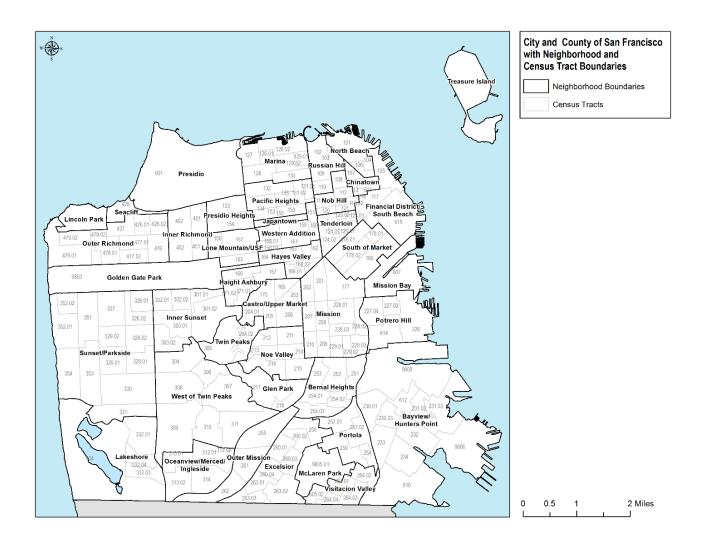
5. Leveraged Funding:

•	Applicant	provides	evidence c	ot non-C	Lity tunc	ding secured	d tor	proposed	proje	ect
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Score:	_/10				
		•	-	-	-

Total Score:	/100
orar ocore.	 ,

MAP OF MOHCD-DEFINED SAN FRANCISCO NEIGHBORHOODS



MOHCD ACTIVITIES AND OUTCOMES BY PROGRAM AREA

Note: the measurement unit for all outcomes is "number of persons," except for two activities under the Organizational Capacity Building program area where "number of organizations" is the measurement unit.

Program Area		Activity	Outcome			
	1.	Applications for Affordable Rental Units	Placed in Rental Housing			
Access to Housing	2.	Counseling	Better Understanding			
3. Financial Counseling and Education 1. Residents Engaged in Community Building and Neighborhood Planning 2. Residents Participating in Civic Engagement Activities 1. Case Management 2. Counseling 3. Financial Assistance (moving costs, security deposits, utilities, last month's rent) 4. Information & Referral 5. Legal Representation 6. Rental Assistance 1. Individuals Receiving Training to Improve Personal 2. Individuals Demonstratividuals Demonstratividuals Demonstration Individuals Demonstration Individuals Demonstratividuals Demonstration Individuals Individuals Demonstration Individuals Individuals Demonstration Individuals Individuals Individuals Demonstration Individuals Individ	Individuals Demonstrating Increased Knowledge, Skills and Abilities					
	1.	Community Grant-making	N/A			
Neighborhood Planning	2.		Residents Who Report Increased Opportunities for Neighborhood Involvement and Civic Engagement			
	1.	Case Management	Achieve 75% of Goals from Individual Service Plan Complete First Individual Service Plan and Progress to Second			
	2.		Better Understanding			
	3.	• •	Stably Housed 3 Months Later			
Eviction Prevention			Stably Housed 9 Months Later			
	4.	Information & Referral	Information & Referral, Successfully Connected			
	5.	Legal Representation	Avoid Eviction			
	6. Rem	Pontal Assistance	Stably Housed 3 Months Later			
		Remai Assistance	Stably Housed 9 Months Later			
	1.					
		Individuals Receiving Training				
		•	Individuals Receiving High School Diploma, GED, and/or Enrolling in Post-Secondary Education Program			
	2.		Individuals Demonstrating Increased Knowledge, Skills and Abilities			
Competencies to Improve Personal Effectiveness/Soft Skills Individ 3. Individuals Receiving Training	Individuals Demonstrating Increased Knowledge, Skills and Abilities					
		to Improve Workplace Competencies	Information & Referral, Successfully Connected Avoid Eviction Stably Housed 3 Months Later Stably Housed 9 Months Later Individuals Demonstrating Increased Knowledg Skills and Abilities Individuals Receiving High School Diploma, GEI and/or Enrolling in Post-Secondary Education Program Individuals Demonstrating Increased Knowledg Skills and Abilities Individuals Demonstrating Increased Knowledg Skills and Abilities Individuals Demonstrating Increased Knowledg Skills and Abilities Individuals Enrolling in a Sector-Specific Job Train Program, or Placed in Unsubsidized Employme Achieve 75% of Goals from Individual Service Pachieve Plan and Program to Second Information & Referral, Successfully Connected			
	1.	Case Management	Achieve 75% of Goals from Individual Service Pla Complete First Individual Service Plan and Progre to Second			
	2.	Information & Referral	Information & Referral, Successfully Connected			
Housing Place-Based	3.	Involvement in Planning and/or Community Building	· · · · · ·			
Services	4.	Leadership Development Training and Opportunities	Complete Goal Setting and List of Action Steps Complete 75% of Action Steps			
	 Resident education and/or workshops (including health and wellness, housing stability and 		Attend 75% of the workshops/classes			
		tenancy expectations, economic	Clients Report Changed Behavior			

		self-sufficiency and public safety)				
		3410177	Needs Assessment Completed			
	6.	Service Connection	Engagement with External Resources, including Barrier Removal and Follow Through			
			Achieve 75% of Goals from Individual Service Plan			
	1.	Case Management	Complete First Individual Service Plan and Progress to Second			
	2.	Counseling	Better Understanding			
	3.		Individuals Demonstrating Increased Knowledge,			
Legal Services		and Counseling	Skills and Abilities			
	4.	Information & Referral	Information & Referral, Successfully Connected			
	5.	Legal Representation	Legal Issue Successfully Resolved , or One or More Legal Goals Successfully Achieved			
	6.	Processing of Documents or	·			
		Applications	Applications and/or Documents Submitted			
	1.	Nonprofit Staff Trained	N/A			
Organizational	2.	Organizations Participating in	N/A			
Organizational Capacity Building		Collaborative Planning Process	IN/A			
Capacity bollaing	3.	Organizations Receiving	N/A			
		Technical Assistance	,			
			Achieve 75% of Goals from Individual Service Plan			
Service Connection	Needs Assessm Engagement with Exter Barrier Removal of Complete First Individual Information & Referral Legal Issue Successfully Rechized Technical Assistance 1. Case Management	Case Management	Complete First Individual Service Plan and Progress			
Service Confidential		to Second				
	2.	Information & Referral	Information & Referral, Successfully Connected			
			Achieve 75% of Goals from Individual Service Plan			
	2. Information & Referral Information & Achieve 7 1. Case Management Achieve 7 2. Information & Referral Information Achieve 7 1. Case Management Complete 2. Long-Term Housing and Essential Services 3. Long-term Rental Assistance	Case Management	Complete First Individual Service Plan and Progress			
_		to Second				
Supportive Housing for	2.		N/A			
			·			
-		<u> </u>	N/A N/A			
-			N/A			
	5.	= = = = = = = = = = = = = = = = = = = =	Successfully Transitioned to Permanent Housing			
	1		Information & Referral, Successfully Connected			
-			N/A			
-			Pre-Purchase Better Understanding			
	3.	Pre-Purchase Counseling	Homeowners Created			
Constante e la la						
Sustainable			Foreclosure Averted/Favorable Resolution			
Homeownership		Post-Purchase Counseling	Post-Purchase, Better Understanding			
			Post-Purchase, Better Understanding			
			Achieve 75% of Goals from Individual Service Plan			
Transitional Housing	1.	Case Management	Complete First Individual Service Plan and Progress to Second			
i i	2.	Transitional Housing and				
		Essential Services	Successfully Transitioned to Permanent Housing			

PROGRAM BUDGET WORKSHEET

AGENCY NAME:	
PROGRAM NAME:	

Please fill in the yellow highlighted fields that apply to your Proposal and Full Program Budget. Include your program's two-largest-secured revenue-sources in the columns labeled "Secured Amount from [Insert Source]," and sum the remaining revenue sources in the column labeled "Secured Amount from Other Sources." List the names of other revenue sources in that column header.

Line Item	Budget Item	Requested Amount	Secured Amount from	Secured Amount from	Secured Amount from	Total Program Budget		
	Name & Title	Rate/Hr.	# of Hrs.	from MOHCD	[Insert Source]	[Insert Source]	Other Sources:	Total Program Buager
								\$ -
								\$ -
								\$ -
Salaries & Wages								\$ -
								\$ -
								\$ -
	T	otal Salari	ies & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
	Item			'		'	1	-
 ,	FICA							\$ -
	SUI							\$ -
	Workers Compensation							\$ -
	Medical Insurance							\$ -
	Retirement							\$ -
	Other							\$ -
		Total Fri	nge Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
	Item	10141111	inge Denemb	<u> </u>	 	<u> </u>	 	<u> </u>
	пеш							\$ -
Contractual Services								\$ -
Communication Screeces								\$ -
	Total Contractual Services			¢ _	\$ -	\$ -	\$ -	\$ -
	Item			<u>-</u>		4 -		-
	nem							\$ -
Equipment								\$ -
		Tota	l Equipment	¢	\$ -	\$ -	\$ -	\$ -
	Item	-	-	-	-	-		
	item							¢
Insurance								\$ - \$ -
		Tak	al Insurance	<u>*</u>	\$ -	*	÷	\$ -
	lt	-	-	\$ -	-	-		
	Travel & Conferences							¢
Other 1								-
	Office and/or Program Space Rental							\$ -
	Office and/or Program Supplies							\$ -
	Telecommunications							\$ -
	Utilities							\$ -
					4			-
			Total Other		\$ -	\$ -	\$ -	\$ -
Indirect	Total Indirec	t (no more						-
			TOTAL	\$ -	\$ -	\$ -	-	\$ -