

**California Victim Compensation and Government Claims Board
Proposal to Approve Trauma Recovery Center Grant Awards**

**May 19, 2016
Revised May 16, 2016**

Background

On July 1, 2013, Government Code section 13963.1 became law requiring the Victim Compensation and Government Claims Board (Board) administer a program to evaluate applications and award grants to trauma recovery centers (TRCs) in California to provide services to underserved victims of crime. Upon appropriation by the Legislature, the Board shall award grants totaling up to two million dollars (\$2,000,000) per year. The Board may award consecutive grants to a trauma recovery center to prevent a lapse in funding. Any portion of a grant that a trauma recovery center does not use within the specified grant period shall revert to the Restitution Fund. In addition, on November 5, 2014, the Safe Neighborhoods and Schools Act (SNSA) became effective. It appropriates 10% of the funds saved annually due to reductions in the state prison population to the Board for grants to TRCs.

Action Requested

Based on the results of the scoring process, it is requested that the Board approve the following two Trauma Recovery Center grant awards per Government Code section 13963.1. These grantees will be funded from the Restitution Fund, beginning July 1, 2016:

1. Alameda County Family Justice Center, \$939,369
2. UC San Francisco, \$1,060,631 (with additional funding of \$880,949 from the SNSA for a total award of \$1,941,580)

It is also requested that the Board approve the following three Trauma Recovery Center grant awards per the SNSA. These grantees will be funded from the SNSA fund, beginning September 1, 2016, pending receipt of the projected appropriation of funds which has been estimated at \$3,900,000:

1. California State University at Long Beach, \$1,005,525
2. St. Francis Medical Center, \$766,484
3. The Grace Network, \$733,333

Summary of Application and Scoring Process

- The Notice of Funds Available (NOFA) was posted on the Board's website February 24, 2016.
- The grant application period began February 24, 2016 and ended 2:00 p.m. PT, April 11, 2016.
- The Board received 10 applications for this competitive grant program.
- All 10 applications were reviewed to ensure they met minimum qualifications as outlined in the NOFA. It was determined that the 10 applications met the minimum qualifications.
- The applications were scored according to the attached TRC Grant Scoring Criteria.

- Two applicants are recommended to receive funding through the Restitution Fund. It is recommended that the Alameda County Family Justice Center receive 100% of the requested amount, while the San Francisco Trauma Recovery Center is recommended for split funding from the Restitution Fund and the SNSA to prevent a lapse in grant funding.
- Three additional applicants are recommended to receive grant funding through the SNSA, subject to a sufficient appropriation of funds from the SNSA Fund.
- Note that on May 12, 2016 the San Francisco Trauma Recovery Center (SF TRC) notified the Board that their application was emailed to the VCGCB grants email box prior to the application submission deadline. In spite of the grant application not being received by VCGCB, there is evidence that it was submitted by the deadline, therefore, the application was scored and it was determined to receive a passing score for funding. On May 16, 2016 staff amended the Board Item posted on May 9, 2016 to include a recommendation to fund the SF TRC.
- The TRC grant program is designed to operate within 24 month cycles. This current TRC grant cycle will end on June 30, 2018. As a result, grantees have various timeframes to implement their grants.

Description of Applicants Recommended for Award from Restitution Fund

Applicant	Proposed Fund Award
<p>Alameda County Family Justice Center (ACFJC)</p> <p>The Alameda County Family Justice Center (ACFJC) is partnering with La Familia Counseling Services (LFCS) to provide evidence-based and culturally competent mental health treatment and case management. Located in Oakland with a violent crime rate nearly five times the national average, the ACFJC is a one-stop center for individuals and families who are victims of crimes including, domestic violence, stalking, sexual assault and exploitation, child abuse, child abduction, elder and dependent adult abuse, and human trafficking. The ACFJC brings together under one roof professionals from government and community-based agencies (legal, law enforcement, social services) who work collaboratively in order to provide comprehensive services to victims of interpersonal violence. The addition of LFCS's team of mental health professionals, as well as the addition of a Medical Social Worker to provide victim assessment and case management, will fill a critical gap in the current range of services available and will leverage ACFJC's robust infrastructure and approach to coordinating comprehensive services for victims.</p>	<p>\$939,369 for 24 months</p>
<p>San Francisco Trauma Recovery Center (SF TRC)</p> <p>UC San Francisco operates the San Francisco Trauma Recovery Center (SF TRC) at San Francisco General Hospital, a Level 1 Trauma Center. The SF TRC</p>	<p>\$1,060,631 for 13.1 months</p>

Applicant	Proposed Fund Award
<p>was the first trauma recovery center in California, created in 2001. The SF TRC developed a model of care for victims of violent crime that combines evidence-based mental health services and case management along with assistance with law enforcement, medical care, and victim services to help victims deal with the emotional wounds and practical impact of interpersonal violence. The SF TRC operates San Francisco County's Rape Treatment Center (RTC) where trauma specialists work closely with in-house forensic examiners to provide integrated care to sexual assault victims. The SF TRC collaborates with domestic violence agencies such as Woman, Inc. and the Riley Center, domestic violence shelters such as La Casa De Las Madres and Asian Women's Shelter, and Brennan House a transitional housing facility. The SF TRC also works closely with the Aspire to Realize Improved Safety and Empowerment (ARISE) program as well as the Sexual Assault Response Team (SART).</p>	
Total Award	\$2,000,000

Description of Applicants Recommended for Award through SNSA

Applicant	Proposed Fund Award
<p>California State University at Long Beach (LB TRC)</p> <p>As a currently funded TRC, LB TRC offers a strong partnership between the CSULB Community Clinic and Dignity Health St. Mary's Medical Center, a Level II Trauma Center Hospital. The LB TRC is housed at Dignity Health's St. Mary Medical Center which is located in southwest Long Beach, the city's poorest and most violent area. The LB TRC utilizes advocates from local community-based organization's (CBOs) and mental health providers. The TRC collaborates between the CSULB Community Clinic, St. Mary's Medical Center, the Women's Shelter of Long Beach (a domestic violence service provider), Centro de Salud (a Hispanic CBO), the Coalition to Abolish Slavery and Trafficking, the United Cambodian Community Center of Long Beach, an LGBTQ advocate from The Center Long Beach, the Long Beach Police and County Sheriff's Departments, and the Los Angeles County District Attorney. The LB TRC will have continuous TRC grant funding by this award being effective 4/7/2017.</p>	<p>\$1,005,525 for 14.8 months</p>
<p>St. Francis Medical Center (South LA TRC)</p> <p>The St. Francis Medical Center, a Level II Trauma Center Hospital, is partnering with Southern California Crossroads (SCC) to establish the South LA TRC to centralize and coordinate much needed services and resources for crime victims, combining the expertise of key service providers to help mitigate the long-term physical, mental and emotional trauma associated with violent crime. The TRC will also partner with Pepperdine University, the University of Southern California,</p>	<p>\$766,484 for 22 months</p>

Applicant	Proposed Fund Award
<p>Jenesse Center, Inc., YWCA Greater Los Angeles, and Journey Out to complete a multidisciplinary team that has the capacity to serve the needs of crime victims in Los Angeles County's Service Planning Area (SPA) 6. SPA 6 encompasses Lynwood, Florence-Graham, Compton, South Gate, Watts, Willowbrook, South Central, and Athens and persistently has high levels of poverty and criminal activities including physical assault, rape, domestic violence, and homicide.</p>	
<p>The Grace Network (TGN)</p> <p>The Grace Network serves victims and restores hope to youth and families affected by crime in the Sacramento region by providing mental health services, case management, and proactive direct outreach to victims of crime. TGN staff travels extensively throughout California to provide training on how to identify victims of human trafficking and the most effective tools for treatment. TGN will provide an in-house clinical program providing mental health treatment while simultaneously meeting people's practical needs, teaching life-skills, and empowering them to achieve life goals. TGN is highly proactive in sponsoring and participating in efforts to bring awareness to TGN's services and the issue of violent crime spreading throughout the Sacramento region. Sacramento has been in Forbes Magazine's Top 20 Most Miserable Cities for the past five years with Sacramento being safer than only 11% of cities in the United States. Though TGN serves the entire Sacramento region, the centrality of TGN serves as a refuge and resource for those seeking assistance and services in an area where violent crime is the highest in Sacramento County. Strategic partnerships established with law enforcement, direct service providers, faith-based organizations, and community members throughout the city, county, and state allow TGN to collaborate and coordinate comprehensive services for youth and families affected by crime who are referred to TGN.</p>	<p>\$733,333 for 22 months</p>
<p>San Francisco Trauma Recovery Center (SF TRC)</p> <p>Remaining award for a total grant award to SFTRC of \$1,941,580.</p>	<p>\$880,949 for 10.9 months</p>
<p>Total Award</p>	<p>\$1,499,817</p>

Scoring Criteria for TRC Grant Applications

Instructions for scoring each application

Please evaluate the application according to the number of points allotted to each category. A total of 100 points is possible.

Scoring criteria are listed under each category. Examples of how the applicant might score a high, medium or low score within each scoring category are provided.

Formatting Requirements:

- Use 11-point Arial font
- Double-Spaced
- One inch margins on all sides
- Number all pages of the application packet

Program Narrative

- Cover Letter, Length of Cover Letter & Program Narrative 5 Points
- Eligible Applicant 33 Points
- Eligible Activities 18 Points
- Timeframe 5 Points
- Preference Points
 - Underserved 5 Points
 - Range of Crimes 5 Points
 - Geographic Area, Crime Rate & Number of Victims Served 5 Points

Budget 7 Points

Budget Narrative

- Budget Narrative Body 7 Points
- Sustained Funding 3 Points

Letters of Support 5 Points

Organization and Strength of Application 2 Points

100 Points

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1. PROGRAM NARRATIVE (78 Points)

- Cover Letter, Length of Cover Letter & Program Narrative 5 Points
 - Eligible Applicant 33 Points
 - Eligible Activities 18 Points
 - Timeframe 5 Points
 - Preference Points
 - Underserved 5 Points
 - Range of Crimes 5 Points
 - Geographic Area, Crime Rate & Number of Victims Served 5 Points
- 76 Points

Cover Letter, Length of Cover Letter & Program Narrative (5 or 0 Points)

1.1	Cover letter, Length of Cover Letter & Program Narrative
1.1.1	<p>5 = The cover letter includes the legal name of the organization that will be responsible for grant administration, complete contact information for a primary and secondary contact, name of the person with signature authority and the amount of funds requested. The cover letter does not exceed 1 page and the program narrative does not exceed 18 pages.</p> <p>0 = Information is missing from the cover letter or the narrative exceeds the maximum of 15 pages.</p>

Eligible Applicant (Max 33 Points)

Does the applicant demonstrate the ability to provide the following?

1.2	Eligible Applicant – Rating quality of description
1.2.1	<p>Providing mental health services:</p> <p>7= Has a multi-disciplinary staff of clinicians as defined in the NOFA, applicant provides an extensive and detailed description of the knowledge, experience and ability to provide trauma-focused, evidence based mental health treatment to underserved crime victims, including what type of clinicians could be responsible for providing the mental health treatment.</p> <p>5 = Has a multi-disciplinary staff of clinicians as defined in the NOFA, applicant provides a specific description of the knowledge, experience and ability to provide mental health treatment to underserved crime victims, but does not specifically describe the type of mental health treatment or what type of clinician will provide the mental health treatment.</p> <p>3 = Does not have a multi-disciplinary staff of clinicians as defined in the NOFA, applicant provides a general description of the knowledge, experience and ability to provide mental health treatment to underserved crime victims, but does not specifically describe the type of mental health treatment or what type of clinician will provide the mental health treatment.</p> <p>1 = Does not have a multi-disciplinary staff of clinicians as defined in the NOFA, applicant provides a vague description of the ability to provide mental health treatment, but does not give a description of the knowledge, experience or ability on how to do so.</p>
1.2.2	<p>Providing assertive community-based outreach and clinical case management:</p> <p>7 = Provides a detailed description of the knowledge and ability to provide full community-based outreach to, and clinical case management for, underserved crime victim populations. Descriptions include how both the above are accomplished, who is responsible for outreach, and who is responsible for the clinical case management, which includes assessment of need and implementation of care plans, and ongoing support in areas such as housing, employment, social relationships, and community participation.</p> <p>4 = Provides a general description of the ability to provide community-based outreach to, and clinical case management for underserved crime victim populations, but does not demonstrate the knowledge and ability to provide the services or how the services are provided and who will provide them.</p> <p>1 = Provides a minimal description of the ability to provide community-based outreach and clinical case management and provide little detail.</p>

1.2.3	<p>Coordination of care among medical and mental health care providers, law enforcement agencies, crime victim service providers and other social service agencies:</p> <p>7 = Provides a detailed description of the knowledge and ability to provide the coordination of care among the providers listed above. Descriptions include how the applicant provides this coordination in detail.</p> <p>4 = Provides a general description of the knowledge and ability to provide the coordination of care among the providers listed above, but descriptions are not detailed.</p> <p>1 = Provides a minimal description of the coordination of care among the providers listed above and does not provide the knowledge, ability or how to do so.</p>
1.2.4	<p>Services to family members and loved ones of homicide victims:</p> <p>5 = Provides a detailed description of the knowledge and ability to provide services to family members and loved ones of homicide victims. The description includes what types of services are provided and how the services are provided.</p> <p>3 = Provides a general description of the knowledge and ability to provide services to family members and loved ones of homicide victims, but does not provide details of what type of services are provided and how the services are provided.</p> <p>1 = Provides a minimal description, but does not provide a description of the knowledge and ability to provide services to family members and loved ones of homicide victims, or what types of services are provided and how the services are provided.</p>
1.2.5	<p>A multi-disciplinary staff of clinicians that includes a licensed psychiatrist (or telepsychiatry), a licensed psychologist and a social worker (these clinicians can be either salaried or contract positions):</p> <p>7 = Has a multi-disciplinary staff as demonstrated in the NOFA, applicant provides a detailed description of the clinical multi-disciplinary staff, including the experience of each clinician and how each position will be utilized if the grant is awarded.</p> <p>4 = Has a multi-disciplinary staff as demonstrated in the NOFA, applicant provides a general description of the clinical multi-disciplinary staff and does not provide a description of the experience of each clinician, or how each position will be utilized if the grant is awarded.</p> <p>2 = Staff described includes a licensed psychologist and a licensed psychiatrist (or telepsychiatry) but does not include social workers, applicant provides a minimal description and does not provide a description of the clinical multi-disciplinary staff, or include the experience of each clinician and how each will be utilized if the grant is awarded.</p> <p>1 = Staff described includes social workers but does not include either a licensed psychologist or a licensed psychiatrist (or telepsychiatry), applicant provides a minimal description and does not provide a description of the clinical multi-disciplinary staff, or include the experience of each clinician and how each will be utilized if the grant is awarded.</p> <p>0.5 = Staff described includes social workers but neither a licensed psychologist or a licensed psychiatrist (or telepsychiatry), applicant provides a minimal description and does not provide a description of the clinical multi-disciplinary staff, or include the experience of each clinician and how each will be utilized if the grant is awarded.</p>

Eligible Activities (Max 18 Points)

Does the applicant demonstrate the ability to accomplish the eligible activities?

1.3	Eligible Activities – Rating quality of description
1.3.1	<p>Assist victims with applying for crime victim compensation:</p> <p>5 = Demonstrates a working relationship with county victim assistance centers to facilitate submitting applications through the victim assistance center to CalVCP. Applicant demonstrates an understanding of all the benefits offered by CalVCP in addition to mental health treatment. Applicant demonstrates an ability to make referrals to other service providers as needed.</p>

	<p>3 = Demonstrates a general understanding of all the services covered by CalVCP in addition to mental health treatment. Applicant demonstrates a general understanding of the CalVCP application process and county victim assistance centers, but provides minimal evidence of a working relationship with the local victim assistance center beyond a basic letter of support.</p> <p>1 = Demonstrates a minimal understanding of all the services covered by CalVCP. Applicant's understanding of the application process is incomplete. Applicant does not show evidence of a working relationship with the local victim assistance center beyond a basic letter of support.</p>
1.3.2	<p>Collaborate with other community services, including, but not limited to, local crime victim service providers such as:</p> <ul style="list-style-type: none"> • County victim assistance centers • Domestic violence shelters • Sexual assault crisis centers <p>5 = Demonstrates an understanding of how the population served may need additional services and what those services are beyond the TRC. Applicant demonstrates a working relationship with other community services and demonstrates an ability to connect the client with those services.</p> <p>3 = Demonstrates a general understanding of how the population served may need additional services and what those services are beyond the TRC, but shows little evidence of a working relationship beyond basic letters of support.</p> <p>1 = Demonstrates limited knowledge of other services the population being served may need and does not show evidence of a working relationship with other community services.</p>
1.3.3	<p>Facilitate cooperation of victims with law enforcement:</p> <p>3 = Demonstrates a significant working relationship with local law enforcement and the ability to facilitate increased crime reporting and cooperation by victims.</p> <p>2 = Generally demonstrates the ability to facilitate increased crime reporting and cooperation by victims and does not show evidence of a working relationship with local law enforcement beyond basic letters of support.</p> <p>1 = Demonstrates minimal ability to facilitate increased crime reporting and cooperation by victims and does not show evidence of a working relationship with local law enforcement.</p>
1.3.4	<p>Provide training to law enforcement, community-based agencies, and other health care providers on the identification and effects of crime and the treatment of trauma caused by crime:</p> <p>5 = Demonstrates a depth of understanding of the identification and effects of crime and trauma and how this information should be delivered to each specific audience named above. Also, describes a specific plan for such training and demonstrates the ability to deliver the training.</p> <p>3 = Demonstrates a basic understanding of the effects of crime and trauma, but does not show evidence of specific plans for training each type of organization.</p> <p>1 = Demonstrates minimal understanding of the effects of crime and trauma and does not show evidence of specific plans for training each type of organization.</p>

Timeframe (Max 5 Points)

How well does the applicant describe the timeframe for providing services?

1.4	Timeframe – Rating quality of description
1.4.1	<p>How well does applicant describe the schedule for implementing the activities? Does applicant include specific goals, objectives and/or milestones to measure progress within the timeframe?</p> <p>5 = Schedule, goals, objectives and milestones are clear and well defined.</p> <p>3 = Schedule, goals, objectives and milestones are more general, lack specificity.</p> <p>1 = Schedule goals, objectives and milestones are vague, general, or not all included.</p>

Preference Points (Max 15 Points)

Underserved (5 Points)

How well does the applicant describe how services will be provided?

Victims of crime who typically are unable to access traditional services, including, but not limited to victims who are:

- homeless
- chronically mentally ill
- of diverse ethnicity
- members of immigrant and refugee groups
- disabled
- having severe trauma-related symptoms or complex psychological issues
- human trafficking victims
- juvenile victims, including minors who have had contact with the juvenile dependency or justice system

1.5	Preference Points – Rating quality of description
1.5.1	<p>Underserved Victim Populations</p> <p>5 = Demonstrates a specific plan for outreach to each population and describes the services that will be provided to homeless, diverse, immigrant, juvenile, and human trafficking victim populations.</p> <p>3 = Description of the plan for providing services is more general and only specifies a plan for 1 or 2 of the previously mentioned populations.</p> <p>1 = Provides only basic information about an outreach plan and proposed services and only specifies a plan for 1 or none of the previously mentioned populations.</p>

Range of Crimes (5 Points)

Victims of a wide range of crimes, including, but not limited to:

- sexual assault
- human trafficking
- domestic violence
- physical assault
- shooting
- stabbing
- vehicular assault
- family members and loved ones of homicide victims

1.5.2	<p>Victims of a Wide Range of Crimes</p> <p>5 = Demonstrates a specific plan for outreach to victims of sexual assault, human trafficking, domestic violence, and family members and loved ones of homicide victims and describes the services that will be provided to each group.</p> <p>3 = Description of the plan for providing services is more general. The applicant only specifies a plan for 1 or 2 of the previously mentioned groups.</p> <p>1 = Provides only basic information about an outreach plan and proposed services and only specifies a plan for 1 or none of the previously mentioned groups.</p>
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Geographic Area, Crime Rate & Number of Victims Served (5 Points)

	<p>Geographic Area, Crime Rate & Number of Victims Served</p> <p>5 = Clearly demonstrates through data and narrative that the greatest number of victims will be served based on the ratio of rate of crime and geographic distribution. Applicant identifies a gap in victim services and how that gap will be addressed.</p> <p>3 = Provides only a general explanation that the greatest number of victims will be served based on the ratio of rate of crime and geographic distribution. Gap in victim services is general or the plan to address the gap is unclear.</p> <p>1 = Does not describe or document in detail that the greatest number of victims will be served based on the ratio of rate of crime and geographic distribution. Gap in victim services not addressed.</p>
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2. BUDGET (Max 7 points)

Eligible Costs

Direct Costs:

- Salary and benefits for personnel providing direct treatment, including:
 - Activities such as mental health treatment, clinical supervision, social work, victim advocacy and case management
 - Administrative salaries related to the support of direct treatment and other eligible activities
- Other services provided to clients, such as transportation costs for clients (Including bus passes and taxi vouchers for treatment visits)
- Outreach activities as described in the Eligibility Criteria (Section 4) of this NOFA
- Operating expenses related to direct services such as rent, utilities, postage, telephone, etc.
- In-state travel costs for staff to perform eligible activities. Travel will be paid according to PML2013-022, or the state policy in effect at the time the cost is incurred.
- Evaluation costs

Indirect Costs:

- Limited to a maximum of five percent (5%) of the total grant award
 - A copy of the indirect cost allocation plan demonstrating how the indirect cost rate was established must be included with the application for funding
 - All costs included in the plan shall be supported by formal accounting records which substantiate the propriety of such charges

If an applicant already has an approved indirect cost rate agreement with the State or Federal government that exceeds the maximum 5% of the grant award, the applicant can submit the existing approved indirect cost rate agreement with the understanding that the Board will only allow a maximum allocation of 5%.

Ineligible Costs

Ineligible costs include:

- Any expenses incurred before the grant agreement is executed
- Travel costs to attend conferences and training
- Remodel or refurbishing costs
- The purchase of office furniture or electronic equipment
- Reimbursement for appointments missed by clients

The cost for services provided with grant funds must not be charged to or paid for by any other sources of reimbursement including private insurance, federal, state, local funds, or victim compensation funds.

2.1	Budget
2.1.1	7 = On the correct form and costs are allocated according to the requirements in the NOFA. 4 = On the correct form , but costs are not allocated according to the requirements in the NOFA, it is difficult to understand what the request is, and an ineligible cost is present. 1 = Not on the correct form , it is difficult to determine what is being requested, multiple ineligible costs are present.

3. BUDGET NARRATIVE (Max 10 Points)

- Budget Narrative Body 7 Points
- Sustained Funding 3 Points
10 Points

3.1	Budget Narrative
3.1.1	<p>Budget Narrative Body</p> <p>7 = Clearly describes the nature and amount of the request and the time frame for the request. The budget narrative clearly describes each portion of the budget, including, but not limited to each position to be funded, types of operating expenses requested, other sources of funding allocated to this project, and proposed quarterly draw schedule. The narrative is no more than 5 pages in length.</p> <p>4 = Generally describes most of the required information but matches the budget. Any unclear portions of the budget are explained.</p> <p>1 = Vaguely describes some of the required information or does not match the budget. Unclear portions of the budget are not clarified. The budget narrative exceeds 4 pages in length.</p>
3.1.2	<p>Sustained Funding</p> <p>3 = Provides a detailed description of their potential for long-term sustained funding from other sources.</p> <p>2 = Provides a general description of their potential for long-term sustained funding from other sources.</p> <p>1 = Provides a minimal description of their potential for long-term sustained funding from other sources.</p>

4. LETTERS OF SUPPORT (5 Points)

4.1	Letters of Support or Collaborative Agreements
4.1.1	<p>5 = Include medical and mental health care providers, law enforcement agencies, county crime victim assistance centers as designated by California Penal Code 13835.2, sexual assault crisis centers, domestic violence programs, other crime victim service providers, and other social services agencies from within the applicant's designated service area. The letters specifically pertain to this project. The letters are substantive in content and clearly explain the collaborative or cooperative arrangement between the entities.</p> <p>3 = Fewer letters of support are included or the letters of support are not substantive in content.</p> <p>1 = Few letters of support are included, letters are not substantive in content, or letters are old.</p>

5. ORGANIZATION AND STRENGTH OF APPLICATION (Max 2 Points)

5	Organization of Application
5.1	<p>2 = The application is well organized and pertinent information is easy to find. Scorer is confident in the applicant's ability to carry out the proposal.</p> <p>1 = Most of the pertinent information is easy to find but in some cases, the reader must jump from one section of the application to another to find all of the information that is relevant to the area being scored. There are no apparent 'red flags' about the applicant's ability to carry out the proposal.</p> <p>0 = The application is confusing and unclear. There are concerns about the applicant's ability to carry out the proposal.</p>