

State of Vermont
Department of Disabilities, Aging, and
Independent Living
Request for Proposal: DAIL RFP# DDS D 306
Needs Assessment For Adults with
Intellectual/Developmental Disabilities

Submitted by:

The Rushmore Group, LLC
316 S. Coteau Street, Suite 100
Pierre, SD 57501
(605) 224-8899

Submitted to:

Clare McFadden, Deputy Director of Payment Reform

Clare.McFadden@vermont.gov

October 28, 2020



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RESPONSE TO REQUEST FOR PROPOSAL NUMBER DDSD 306
NEEDS ASSESSMENT FOR ADULTS WITH INTELLECTUAL/DEVELOPMENTAL DISABILITIES**

Transmittal Letter

Ms. Clare McFadden, Deputy Director of Payment Reform
Vermont Department of Disabilities
Aging and Independent Living Commissioner's Office
DAIL RFP# DDSD 306
280 State Drive/HC 2 South
Waterbury, VT 05671-2020

Dear Ms. McFadden,

The Rushmore Group, LLC (Rushmore) is pleased to present this proposal in response to the Request for Proposal (RFP) titled Needs Assessments for Adults with Intellectual/Developmental Disabilities (DAIL RFP # DDSD 306).

Rushmore is a Limited Liability Company formed and organized in the State of South Dakota and is a small for-profit business. Rushmore has two partners, 20 full-time staff and 10 part-time staff for a total of 32 employees.

Over the past eight years, Rushmore has served as the independent third-party for completing Supports Intensity Scale (SIS) and Inventory for Client and Agency Planning (ICAP) assessments for the North Dakota Department of Human Services, Division of Developmental Disabilities. During this time Rushmore has successfully completed nearly 8,000 SIS and 400 ICAP assessments. As is the desired outcome in Vermont, these assessments have been utilized for the purpose of establishing individualized support needs to produce individualized rates for those with intellectual and developmental disabilities accessing approved 1915 (c) waiver services. Rushmore has demonstrated commitment to quality, timely and efficient services in scheduling and conducting the assessments. Throughout this time, we have developed proven processes, procedures and forms to meet the needs of North Dakota.

Additionally, over the past twenty years, Rushmore's work in conducting case reviews and designing, implementing and training automated quality information and case review systems combined with our knowledge of HCBS, PERM, SNAP, Medicaid, and CHIP program policies and procedures and Quality Control processes has ensured that Rushmore has met the needs of our clients. Rushmore has worked with more than 25 states and numerous counties on development and deployment of quality review systems.



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Specific to this RFP, Rushmore has completed one project similar in size, scope, and complexity:

A. North Dakota – Department of Human Services

[REDACTED]

To address the final requirements of the cover letter please refer to the attached Appendices A – D and Attachments 6.5 – 6.7:

- Appendix A – Resume of Staff
- Appendix B – Organizational Chart
- Appendix C – SIS Assessor Job Description
- Appendix D – SIS Trainer Job Description
- Attachment 6.5 Certificate of Compliance
- Attachment 6.6 Price Schedule
- Attachment 6.7 Worker Classification Compliance

Rushmore’s response to the RFP contains information considered to be confidential due to the personal nature of the resume submitted along with company business references and documents. Rushmore has included a redacted copy of our response. The redacted portions of the response include portions of the cover letter, page 3, and portions of Appendices A – D, pages 14 – 21, of the response. We respectfully request DAIL post the redacted version to the Economic Development website and utilize the redacted copy in the event of a public records request.

Rushmore will contract with the American Association on Intellectual and Developmental Disabilities as required in the RFP and will not utilize any other subcontractors to complete the requirements of the RFP. Rushmore does not propose any exceptions to terms and conditions set forth in the Standard Contract Form and its attachments.

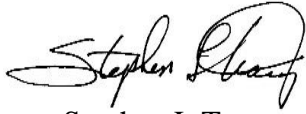
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Thank you for the opportunity to submit a response to this RFP. Should you have any questions or require additional information regarding our proposal, please contact John New at john.new@rushmore-group.com or via telephone at (605) 224-8899.

We look forward to the possibility of working with you.

Regards,



Stephen L Tracy
Chief Executive Officer



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ACKNOWLEDGEMENT OF AMENDMENTS

Rushmore acknowledges receipt of the addenda published through the submission of our proposal:

- DDS Assessment Bidders Conf NOTES 10.1.20
- Response to Bidders Questions Feb September 2020



DETAILED REQUIREMENTS AND DESIRED OUTCOMES

2.7 Bid Proposal

2.7.1

The Rushmore Group, LLC. (Rushmore) is not an organization that advocates on behalf of individuals with developmental disabilities in Vermont. Rushmore certifies that it is not aware of any actual, apparent, or potential conflicts of interest (personal or organizational) related to the services described in this RFP and any contract issued as a result.

2.7.2

The Supports Intensity Scale (SIS) is a reliable and valid assessment developed by the American Association on Intellectual and Developmental Disabilities (AAIDD). The assessment and interview process gathers demographic details, medical and behavioral support needs as well as information about supports needs in seven additional domains. The process yields person-centered and specific information on the unique needs of the individual to help them be as successful as possible in all aspects of their life and to live an integrated life as much as possible.

As the SIS will be utilized to ensure funds are distributed equitably across program recipients, data integrity is critical. The data generated from the SIS is valid only to the extent the contractor maintains fidelity to the instructions and protocols of the normed instrument. Rushmore understands without reliability a uniform assessment of need ceases to exist. The assessment data used to determine equitable distribution of funding must withstand unrepresented scrutiny. Rushmore will incorporate comprehensive training and stringent quality controls to assure assessments are conducted in a consistent manner across all interviews, across the state and across time.

Rushmore has a proven record of experience and quality. Rushmore has worked with over 20 state and county and tribal governments in the area of Developmental Disabilities, In-Home supports, CHIP, SNAP, TANF, and Child Care assistance. Projects have been both short and long term ranging from two months to 10 years. We are proud that all projects have been completed timely, within budget, and to the satisfaction of our customers.

Most relevant to this RFP, Rushmore currently serves as the third-party independent contractor for conducting SIS assessments for the State of North Dakota, Department of Human Services, Division of Developmental Disabilities. Over the past eight years, Rushmore has successfully completed nearly 8,000 SIS and 400 Inventory for Client and Agency Planning (ICAP) assessments. These assessments have been utilized to establish individualized rates based on the identified individualized support needs for people with intellectual and developmental disabilities accessing approved 1915 (c) waiver services. Rushmore has demonstrated commitment to quality, timely, and efficient services in scheduling and conducting the SIS and ICAP assessments. Throughout this time, we have developed proven processes, procedures, and forms to meet the needs of North Dakota. Our SIS Interviews are consistent with SIS protocols and assessments are completed within required timeframes. Our independent state and fidelity to assessment protocols assure that Rushmore's assessment scores are free of actual or perceived bias and are transparent, defensible, consistent, and reliable. We recognize the complex interactions of the numerous people



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and groups necessary to make the completion of SIS assessments a seamless process. We have anticipated barriers that may arise, planned for them, and remained flexible in meeting the needs of stakeholders.

Appendices A – D will provide resumes for existing staff who will manage the project, Rushmore’s organizational chart and job descriptions for assessor trainers and assessors.

Outside of the contract with AAIDD, Rushmore will not utilize any subcontractors to complete the requirements of this contract.

2.7.3

Rushmore understands Vermont’s Department of Disabilities, Aging and Independent Living’s (DAIL) requirements, goals, and schedule for this RFP. In this section, we will outline our methodology for conducting the SIS assessments and to meet all timelines as specified by the RFP. Rushmore has a proven history of delivering expectational reliable and consistent contract results and we intend to continue this history of exceptional service and reliability.

John New will act as the Project Manager for the Needs Assessment Project. John currently manages the SIS/ICAP assessment contract Rushmore has with North Dakota. John will work in conjunction with the assessor who will serve as the direct manager of the pool of assessors and trainer certified by AAIDD.

John will be responsible to:

- Manage project activities and resources within the allocated timeframe and budget;
- Establish priorities and timeframes for critical tasks;
- Oversee the interview scheduling process;
- Monitor assessor performance in conjunction with the assessor supervisor and AAIDD;
- Ensure timely completion of SIS assessments;
- Day-to-day operations;
- Maintain quality assurance activities;
- Provide training on HCBS waivers and other training as needed;
- Participate and attend DAIL meetings as needed; and
- Complete monthly and bi-annual status reports.

Deliverable 1: Preparation

Task 1: Hiring assessors

Upon award of the contract, Rushmore will hire a sufficient number of assessors to meet the needs of the RFP. Each assessor will meet the qualifications identified in the job descriptions, appendices C and D. Rushmore intends to hire assessors to be regionally situated throughout Vermont. A minimum of two assessors will be hired within the following catchment areas:

- 1) Chittenden and Addison Counties;
- 2) Orange, Rutland, Windsor, Bennington and Windham counties; and
- 3) Franklin, Lamoille, Washington, Orleans, Caledonia, and Essex counties.



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This arrangement will facilitate the completion of the required number of SIS assessments per year. However, this arrangement does not preclude an assessor hired within a region from traveling to another region to conduct assessments as needed.

Rushmore will hire assessors between December 2020 and February 2021. Upon contract commencement, in February 2021, Rushmore will employ AAIDD for training, certification, and bi-annual quality reviews with hired assessors. This training will entail practice assessments with those supported by DAIL. Beginning March 2021 through January 2022, Rushmore will complete the required 800 SIS assessments.

Task 2: Meeting with DAIL Project Manager

Upon award of the contract, Rushmore will meet with the DAIL project manager(s) to initiate our work. The purpose of this meeting will be to finalize logistics and clarify expectations concerning:

- Project goals and objectives;
- Project timeline;
- AAIDD training;
- Status Updates;
- Methodology and approach; and
- Information sharing.

Task 3: Order SIS Materials

Rushmore will work with AAIDD to secure the necessary licenses, manuals, and forms.

Task 4: Develop a SIS Fact Sheet

Rushmore will develop a SIS Fact Sheet specific to Vermont to be shared with individuals being assessed and qualified responders. This fact sheet will be provided to DAIL for review and approval before dissemination.

Task 5: Waiver Training

John New, Rushmore Project Manager, will work with DAIL to obtain information on Vermont's ID/DD services, delivery system, and 1115 Demonstration. Assessors need to understand the services provided.

Task 6: Access

Rushmore will work with AAIDD to assure DAIL staff have required access to the SIS Online database as required. Rushmore will secure licenses for DAIL's SIS Online use. This will allow DAIL to gather data for reporting as determined necessary by the department. Rushmore will be available to DAIL to review and interpret the data as needed.



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Deliverable 2: Completion of AAIDD SIS Training

Rushmore currently has a SIS Trainer certified by AAIDD for completion of assessments in North Dakota. While not able to train assessors in the Vermont jurisdiction, her vast knowledge of the SIS will be utilized internally to assure plans will meet AAIDD requirements. She will also be a valuable resource for the assessor determined to move forward with the trainer certification.

Task 1: Read the SIS User’s Manual

All Rushmore assessors will read the SIS User’s Manual as a prerequisite to attending the training.

Task 2: Attend Orientation and Guided Practice

All Rushmore assessors will attend a one-day group session to obtain an overview of AAIDD SIS.

Task 3: Attend Train-the-Interviewer

All Rushmore assessors will participate in this training conducted by AAIDD. Each assessor must successfully complete the training and obtain the inter-rater reliability coefficient of .85

Task 4: Attend the Train-the-Trainer

Rushmore will identify an assessor who has met the requirements for certification as an internal SIS trainer and have them certified by AAIDD.

Task 5: Ongoing Training

Rushmore assessors will participate in an IRQR at least semi-annually for the first year of the contract. Rushmore will work with AAIDD to complete the semi-annual IRQR with our assessors to assure continued compliance with SIS protocols. During the second year of the contract, assessors will participate in a semi-annual IRQR completed by Rushmore’s SIS trainer. During the third year of the contract and beyond, assessors will participate in an annual IRQR. If issues arise/are identified an assessor may be required to participate in an IRQR on a more frequent basis than proposed. Rushmore will assure assessors are provided with training as required by AAIDD. Rushmore will conduct bi-weekly meetings with assessors during the first three months of the contract, monthly meetings thereafter, and ad hoc meetings as necessary.

Deliverable 3: Scheduling and conducting interviews

Rushmore recognizes the complex interactions necessary to make the completion of SIS assessments a seamless process. To ease this burden, Rushmore will utilize the scheduling system offered by AAIDD for scheduling initial assessments, emergency assessments as the result of an individual’s change in circumstances, and triennial assessments. The system will manage due dates and track identified indicators required by DAIL. The following table describes the tasks and action items for scheduling and completing a SIS assessment:

Task	Action Item
1. Receipt of referral	<ul style="list-style-type: none"> • Make sure the information necessary for the scheduling process has been received. • Contact the individual and identified potentially qualified responders within five



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	<p>working days of the receipt to schedule the assessment.</p> <ul style="list-style-type: none">• Schedule the assessment to occur within 15 working days of receipt.
2. Prepare for the assessments	<ul style="list-style-type: none">• Use the AAIDD database to load information about the individual into SIS Venture• Gather handouts – What SIS Measures; SIS Fact Sheet; Sign in sheet; SIS Booklet; Experience survey
3. Pre-assessment activities	<ul style="list-style-type: none">• Ensure the room is set up in a manner conducive to interviewing• Ensure respondents meet respondent criteria• Verify demographic information
4. Face-to-face interview	<ul style="list-style-type: none">• Engage and establish rapport• Introduce the SIS – describe the purpose of SIS, Rushmore role; provide a fact sheet• Provide a hard copy of the assessment booklet• Provide What SIS Measures• Provide and explain AAIDD Scoring Guide• Describe and score each item in Exceptional Medical and Exception Behavior• Set the scene for each domain and explain the intent of each activity• Complete the six supplemental questions established by DAIL• Query responders to ensure support scores reflect the need for supports• Complete an Assessment Protocol Checklist• Provide each responder a SIS Experience Survey• Enter scores in SIS Venture
5. Virtual Interview	<ul style="list-style-type: none">• Introduce the SIS – describe the purpose of SIS, Rushmore role; provide a fact sheet• Ensure each respondent has a Virtual Scoring Guide• Describe and score each item in Exceptional Medical and Exception Behavior• Set the scene for each domain and explain the intent of each activity• Query responders to ensure support scores reflect the need for supports• Enter scores in SIS Venture



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	<ul style="list-style-type: none"> • Ask each responder to complete the SIS Experience Survey online or submit a paper copy
6. Post assessment	<ul style="list-style-type: none"> • Proof the assessment in SIS Venture • Upload the assessment from SIS Venture to SIS Online within 2 working days of the assessment • Submission of assessment results to case management organization or intake specialist within 3 working days of upload of the assessment to SIS Online

Deliverable 4: Maintain Communication with DAIL

Task 1: Rushmore’s Project Manager will provide a monthly status report to DAIL by the 30th of the following month to provide data related to identified metrics, issues encountered and resolution, and any other pertinent information determined necessary by DAIL.

Task 2: The monthly reports will culminate in a bi-annual report due to DAIL 30 days after the end of each six-month period.

Task 3: Ad hoc meetings with DAIL will be conducted as determined necessary by DAIL or Rushmore.

Deliverable 5: Quality Assurance

Task 1: Assessors hired by Rushmore will be trained and certified by AAIDD.

Task 2: Rushmore will conduct bi-weekly meetings with assessors upon completion of certification for the first three months. Assessor meetings will then be held monthly or more often if needed.

Task 3: Rushmore will utilize AAIDD to conduct an IRQR with each assessor approximately six months post-certification.

Task 4: Upon completion of each assessment, Rushmore will provide each person participating in the SIS assessment an experience survey. Rushmore will monitor the results of the surveys to identify any areas that need to be explored further and adjust processes and procedures accordingly.

Task 5: Rushmore will monitor the Assessment Protocol Checklists that assessors will complete with the identified qualified responders upon completion of each assessment. This will allow Rushmore to monitor processes and assure compliance with AAIDD and Rushmore assessment protocols.



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Task 6: During the first year of assessing, Rushmore will identify an assessor for certification as an AAIDD certified trainer. Upon certification, the internal trainer will be tasked with conducting semi-annual IRQR for assessors as well as training any newly hired assessors.

Deliverable 6: Assessment Completion – Pandemic

During the current pandemic, Rushmore has developed processes to continue the completion of SIS assessments that are valid, reliable, and meet standards. Rushmore will utilize our expertise in this area to assure timely completion of assessments in Vermont. Rushmore will utilize an on-line platform allowing visual and audio connection between the assessor, person being assessed, and identified qualified responders.

Deliverable 7: Access to Data

DAIL, through Rushmore’s contract with AAIDD, will have access to the SIS Online database. This will allow DAIL view-only access to assessment information but will have the ability to query information for reporting purposes. Rushmore will provide training to DAIL on SIS Online access and reports. Rushmore will utilize a secure cloud-based product for providing SIS assessment results to the person’s identified Case Manager or Intake Specialist. The cloud-based environment will allow Rushmore to set securities only allowing identified staff access to the assessment results.

2.7.4

As previously described, Rushmore intends to conduct interviews and hiring of assessors upon award of the contract with assessors hired by February 2021. Commencing in February 2021, Rushmore will engage with AAIDD to provide training and certification to the assessors. This training will include practice assessments with those supported by DAIL. Rushmore will work with DAIL to secure names for the practice assessments. Upon completion of certification and training, Rushmore will begin conducting SIS assessments for use by DAIL for rate setting and equitable fund distribution. Rushmore will conduct 800 assessments by the end of January 2022. This will be completed by conducting a minimum of 80 assessments per month. These assessments will be scheduled amongst the assessors hired by Rushmore to assure completion. After January 2022 Rushmore will conduct the required number of assessments per contract year.

2.7.5

Please refer to the attached cost proposal for contract years one through five and the optional additional two years. Our cost proposal includes startup funding to include securing materials, systems, and training through AAIDD.

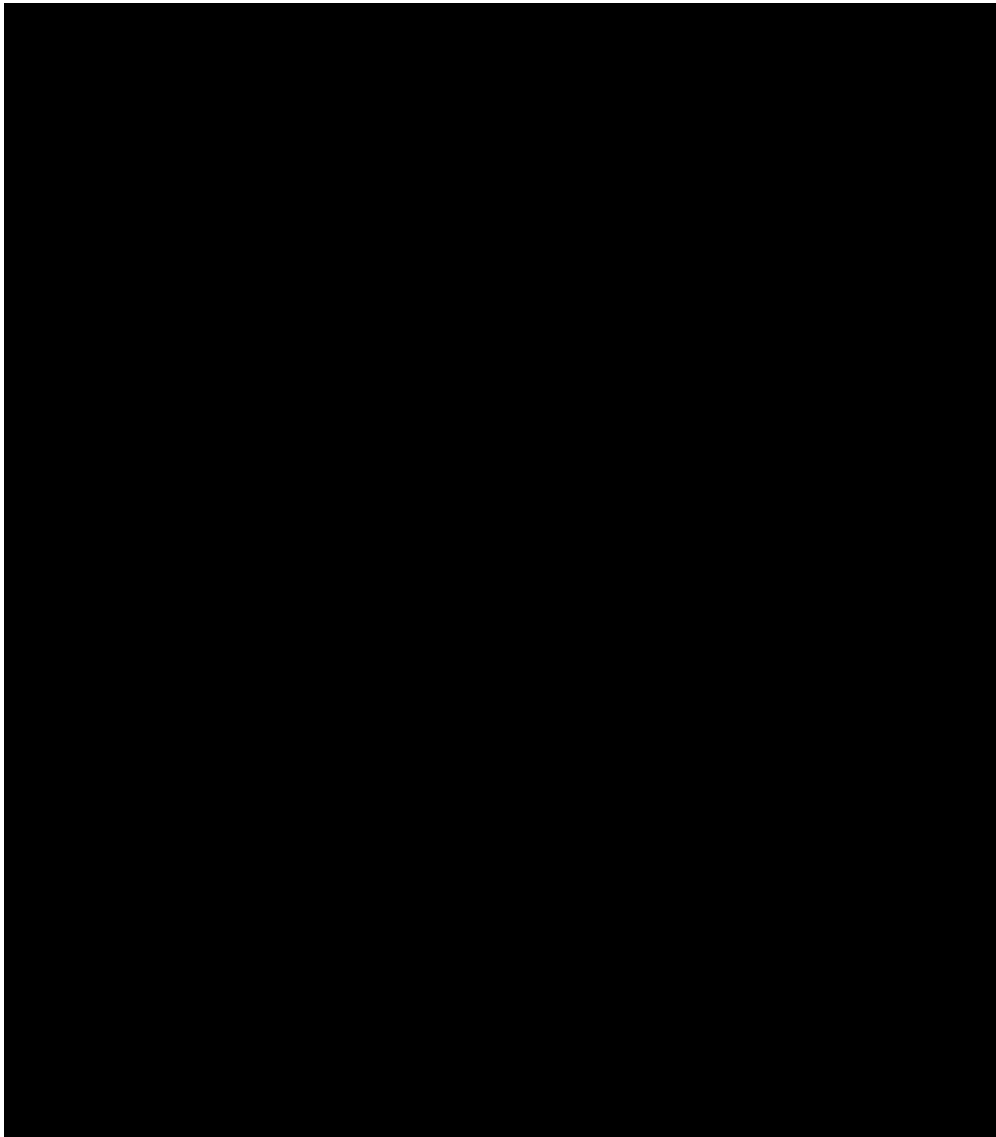
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	<p>[REDACTED]</p>
<p>[REDACTED]</p>	<p>[REDACTED]</p>

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Appendix B
The Rushmore Group, LLC – Project Organizational Chart



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[REDACTED]

[REDACTED]

[REDACTED]



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**Attachment 6.5
 CERTIFICATE OF COMPLIANCE**

For a bid to be considered valid, this form must be completed in its entirety, executed by a duly authorized representative of the bidder, and submitted as part of the response to the proposal.

- A. **NON-COLLUSION:** Bidder hereby certifies that the prices quoted have been arrived at without collusion and that no prior information concerning these prices has been received from or given to a competitive company. If there is sufficient evidence to warrant investigation of the bid/contract process by the Office of the Attorney General, bidder understands that this paragraph might be used as a basis for litigation.

- B. **CONTRACT TERMS:** Bidder hereby acknowledges that is has read, understands and agrees to the terms of this RFP, including Attachment C: Standard State Contract Provisions, and any other contract attachments included with this RFP.

- C. **FORM OF PAYMENT:** Does Bidder accept the Visa Purchasing Card as a form of payment?

_____ Yes No

D. **WORKER CLASSIFICATION COMPLIANCE REQUIREMENT:** In accordance with Section 32 of The Vermont Recovery and Reinvestment Act of 2009 (Act No. 54), the following provisions and requirements apply to Bidder when the amount of its bid exceeds \$250,000.00.

Self-Reporting. Bidder hereby self-reports the following information relating to past violations, convictions, suspensions, and any other information related to past performance relative to coding and classification of workers, that occurred in the previous 12 months.

Summary of Detailed Information	Date of Notification	Outcome
N/A	N/A	N/A

Subcontractor Reporting. Bidder hereby acknowledges and agrees that if it is a successful bidder, prior to execution of any contract resulting from this RFP, Bidder will provide to the State a list of all proposed subcontractors and subcontractors’ subcontractors, together with the



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identity of those subcontractors' workers compensation insurance providers, and additional required or requested information, as applicable, in accordance with Section 32 of The Vermont Recovery and Reinvestment Act of 2009 (Act No. 54), and Bidder will provide any update of such list to the State as additional subcontractors are hired. Bidder further acknowledges and agrees that the failure to submit subcontractor reporting in accordance with Section 32 of The Vermont Recovery and Reinvestment Act of 2009 (Act No. 54) will constitute non-compliance and may result in cancellation of contract and/or restriction from bidding on future state contracts.

E. Executive Order 05 – 16: Climate Change Considerations in State Procurements Certification

Bidder certifies to the following (Bidder may attach any desired explanation or substantiation. Please also note that Bidder may be asked to provide documentation for any applicable claims):

1. Bidder owns, leases or utilizes, for business purposes, space that has received:

- Energy Star® Certification
- LEED®, Green Globes®, or Living Buildings ChallengeSM Certification
- Other internationally recognized building certification:

N/A

2. Bidder has received incentives or rebates from an Energy Efficiency Utility or Energy Efficiency Program in the last five years for energy efficient improvements made at bidder's place of business. Please explain:

N/A

3. Please Check all that apply:

- Bidder can claim on-site renewable power or anaerobic-digester power ("cow-power"). Or bidder consumes renewable electricity through voluntary purchase or offset, provided no such claimed power can be double-claimed by another party.
 - Bidder uses renewable biomass or bio-fuel for the purposes of thermal (heat) energy at its place of business.
 - Bidder's heating system has modern, high-efficiency units (boilers, furnaces, stoves, etc.), having reduced emissions of particulate matter and other air pollutants.
 - Bidder tracks its energy consumption and harmful greenhouse gas emissions. What tool is used to do this? _____
 - Bidder promotes the use of plug-in electric vehicles by providing electric vehicle charging, electric fleet vehicles, preferred parking, designated parking, purchase or lease incentives, etc..
 - Bidder offers employees an option for a fossil fuel divestment retirement account.
 - Bidder offers products or services that reduce waste, conserve water, or promote energy efficiency and conservation. Please explain:
-

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N/A

4. Please list any additional practices that promote clean energy and take action to address climate change:

N/A

F. Acknowledge receipt of the following Addenda:

Addendum No.: Conference Notes

Dated: 10/01/2020

Addendum No.: Response to questions

Dated: Not dated

Addendum No.: _____


Dated: _____

Bidder Name: The Rushmore Group, LLC Contact Name: John New

Address: 316 S. Coteau Suite 100 Fax Number: 605-224-8989

Pierre, SD 57501 Telephone: 605-224-8899

E-Mail: john.new@rushmore-group.com

By:  Name: Stephen Tracy, CEO

Signature of Bidder (or Representative)

(Type or Print)

END OF CERTIFICATE OF COMPLIANCE

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Attachment 6.6

Price Schedule/Response: Bidder's Proposed Pricing

1. Proposed start-up funding and payments:

Contract Year	Proposed first year start-up funding if requesting	Proposed payment per completed assessment
1	\$193,062.00	\$680.00
2	NA	\$694.00
3	NA	\$707.00
4	NA	\$722.00
5	NA	\$736.00
6 Optional extension	NA	\$751.00
7 Optional extension	NA	\$766.00

2. Proposed total payments for estimated number of completed assessments by Contract Year:

Contract Year	(A) Proposed first year start-up funding if requesting	(B) Estimated number of completed assessments	(C) Proposed payment per completed assessment	Proposed total payments =A+(B*C)
1	\$193,062.00	800	\$680.00	\$737,062.00
2	NA	1500	\$694.00	\$1,041,000.00
3	NA	1550	\$707.00	\$1,095,850.00
4	NA	1600	\$722.00	\$1,155,200.00
5	NA	1650	\$736.00	\$1,214,400.00
6 Optional extension	NA	1700	\$751.00	\$1,276,700.00
7 Optional extension	NA	1750	\$766.00	\$1,340,500.00

Name of Bidder: Stephen Tracy, CEO

Signature of Bidder:  Date: October 26, 2020



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Attachment 6.7

WORKER CLASSIFICATION COMPLIANCE REQUIREMENT

RFP/PROJECT: DAIL RFP# DDSD 306

DATE: October 26, 2020

Self-Reporting Form

This form must be completed in its entirety and submitted as part of the bid response for the proposal to be considered valid.

The State of Vermont in accordance with Act 54, Section 32 of the Acts of 2009 and for total projects costs exceeding \$250,000.00, requires bidders comply with the following provisions and requirements.

Bidder is required to self-report the following information relating to past violations, convictions, suspensions, and any other information related to past performance relative to coding and classification for worker's compensation. The state requires information on any violations that occurred in the previous 12 months.

Summary of Detailed Information	Date of Notification	Outcome
N/A	N/A	N/A

WORKER CLASSIFICATION COMPLIANCE REQUIREMENT: Bidder hereby certifies that the company/individual is in compliance with the requirements as detailed in Act 54, Section 32 of the Acts of 2009.

Date: October 26, 2020

Name of Company: The Rushmore Group, LLC

Contact Name: John New

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By: 

Name: Stephen Tracy, CEO

Signature (Bid Not Valid Unless Signed) *

(Type or Print)

*Form must be signed by individual authorized to sign on the bidder's behalf.