

REQUEST FOR PROPOSALS

2020 MIDD Behavioral Health Sales Tax Fund Grants Community Driven Behavioral Health Grants (SI-01)

A. INTRODUCTION AND OBJECTIVE

The Department of Community and Human Services (DCHS) is pleased to release this Request for Proposals (RFP) for the 2020 MIDD Community Driven Behavioral Health Grant(s). This RFP and resulting grant(s) initiate a MIDD focus on supporting community-driven behavioral health services in King County through the MIDD policy goal to “increase culturally appropriate, trauma-informed behavioral health services.” Behavioral health is defined to include both mental health and substance use disorder services.

The current health system fails to serve the whole person and to ensure overall population health. People are falling through the cracks of fragmented systems that address physical health, behavioral health, and long-term care in silos¹. Key findings from the report *Behavioral Health in King County, Washington* (2015)², indicates a well-documented pattern of health inequity in King County. This study found that the majority of people “falling through the cracks” are people of color. Other key findings include:

- American Indians/Alaska Natives were five times more likely to die from alcohol-related causes than the average King County resident.
- Rates of depressive feelings, suicidal thoughts and attempts are higher among girls, Native Hawaiian/Pacific Islanders and American Indian/Alaska Natives, youth from lower socioeconomic levels, and youth living in South King County.
- Hispanic, Native Hawaiian/Pacific Islander, American Indian/Alaska Native, and multiple race youth were more likely than Asian, Black, and white youth to experience depressive feelings³

According to the 2018/2019 King County Community Needs Assessment, “People of color and low-income residents are at disproportionate risk of being uninsured and having poor health and social outcomes.

¹ King County Accountable Community of Health. www.kingcounty.gov/elected/executive/health-human-services-transformation/ach/~media/exec/HHStransformation/ACH-Overview.ashx

² Behavioral Health in King County, Washington. www.kingcounty.gov/depts/health/data/~media/depts/health/data/documents/Behavioral-Health-King-County-May-2015.ashx Updated, May 5, 2015.

³ King County Community Health Needs Assessment 2018/2019 <https://www.kingcounty.gov/depts/health/data/community-health-indicators/~media/depts/health/data/documents/2018-2019-Joint-CHNA-Report.ashx>pg 20.

Many health and social indicators—such as housing quality, alcohol related deaths, obesity, lack of health insurance, and smoking—show regional patterns of inequity.”⁴ Mental health and substance abuse disorders treatment were cited as insufficient and difficult to access, according to the Community Identified Priorities section of the report, with residents describing “steep cultural barriers, as mental health remains a taboo topics in many populations.”⁵

By empowering communities to design service approaches that meet their specific needs, this funding is intended to strengthen programs and address barriers to behavioral health service participation and recovery experienced by ethnic and cultural communities in King County. Such barriers include:

- Underutilization and premature termination of behavioral health treatment despite continued need;
- Disproportionately higher burden from unmet mental health needs;
- Poorer-quality health care;
- Mistrust of the behavioral health system resulting from the cultural insensitivity of treating clinicians;
- Lack of culturally appropriate services including bilingual and bicultural staff;
- Varying conceptions of the nature, causes, and cures of behavioral health conditions; and
- Perceptions of stigma and shame. ⁶

Additionally, lack of access to treatment, which could include lack of insurance, as well as logistical barriers, including transportation, childcare, sick leave benefits, etc. are associated behavioral health barriers.

Through this RFP and the resulting grant(s), DCHS is seeking one or more partners who propose innovative strategies to address unmet community behavioral health needs that build on existing assets and will ensure impact.

⁴ [King County Community Health Needs Assessment 2018/2019 pg. 9](http://www.kingcounty.gov/depts/health/data/community-health-indicators/~media/depts/health/data/documents/2018-2019-Joint-CHNA-Report.ashx)
www.kingcounty.gov/depts/health/data/community-health-indicators/~media/depts/health/data/documents/2018-2019-Joint-CHNA-Report.ashx

⁵ King County Community Health Needs Assessment 2018/2019 pg 32

⁶Leong and Kalibatseva (2011). Cross-cultural barriers to mental health services in the United States. *Cerebrum* 2011 March April: 5. <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC3574791/> and U.S. Department of Health and Human Services. (2001). Mental health: culture, race and ethnicity, a supplement to Mental health: A report of the surgeon general. <http://www.surgeongeneral.gov/library/mentalhealth/cre/sma-01-3613.pdf>

B. PURPOSE

The purpose of this RFP is to catalyze small scale and time sensitive community behavioral health interventions that address the wellness, substance use, and/or mental health needs of immigrant, refugee, and indigenous communities, as well as other communities of color in King County.

The primary areas of focus are promotion, prevention, and/or early intervention of behavioral health issues in communities traditionally unserved or underserved and in need of culturally responsive and appropriate interventions.

DCHS is seeking creative, culturally responsive approaches to increasing awareness about behavioral health, building communities of support, and promoting life and wellness assets within and among cultural communities.

Example types of applicant proposed projects may include, but are not limited to:

- Behavioral health education and awareness campaigns to reduce stigma.
- Developing outreach programs that educate communities about mental illness, substance use, recovery, and treatment.
- Strengthening partnerships with faith-based communities and/or other relevant community-based assets.
- Youth engagement, including training or support for youth-led behavioral health programming.

As indicated, proposed projects should reflect the needs of the community that fall across the broad spectrum of behavioral health services, including promotion, prevention, treatment, and recovery.

C. GRANT OPPORTUNITIES

There are three separate grant opportunities levels available through this RFP. Applicants must indicate in their proposal which grant they are submitting a bid for based on the descriptions below:

1. **Opportunity 1 (O1): Mini Grants (under \$10,000).** Proposals may include:
 - i. Events that increase community engagement, reduce stigma, and enhance wellbeing around behavioral health.
 - ii. Community discussions, training, and education.
 - iii. Opportunities that promote interconnectedness within cultural communities, including between youth and elders.
 - iv. Other examples: Community health fairs, community picnics, music and artistic/creative engagements, symposiums and trainings, and outreach activities.

2. **Opportunity 2 (O2): Small Grants (\$10,000 up to \$24,999).** Proposals may include:
 - i. Community assessment and planning.
 - ii. Implementation of topic specific initiatives.
 - iii. Increase organizational and/or community capacity building related to interfacing with behavioral health system.
 - iv. Development of tools or resources to raise awareness.
 - v. May include partnerships between two entities or be resource intensive projects that warrant additional funding.
 - vi. Projects that respond to community needs and priorities, engaging multiple partners – such as faith-based organizations – to raise awareness and problem solve.

3. **Opportunity 3 (O3): Multi-Stakeholder Grants (\$25,000 up to \$50,000 and must include at least 3 participating partners).** Proposals may include:
 - i. Well-coordinated, community driven projects that reflect the participation of multiple stakeholders (at least 2). Organizations in partnership consent to working together towards shared goals and priorities
 - ii. Increase organizational and/or community capacity building related to interfacing with the behavioral health system
 - iii. May address policy and system changes - defined as influencing existing or enacting new rules, procedures, guidelines, laws, codes, or other governing structures that impact behavioral health services in King County.

D. OUTCOMES, AND STRATEGIES

1. Desired Outcomes
 - i. Increased access to and utilization of evidence based behavioral health services and resources.
 - ii. Improved knowledge and awareness of behavioral health services and resources.
 - iii. Reduced stigma around behavioral health issues.
 - iv. Improved policies and systems to support and sustain increased access to behavioral health services and resources.

2. The most competitive grant applications will demonstrate:
 - i. Community successes and collaborations with potential to be strengthened
 - ii. Community need for identified programs or projects
 - iii. Community leadership and engagement in both development and implementation of a community program or project

3. Community level outcomes that focus on the following are of particular interest:
 - i. Reduced stigma around behavioral health issues by taking strengths-based approach
 - ii. Improved culture of social connectedness, inclusion, and community well-being
 - iii. Increased access to care and support
 - iv. Creation of a shared vision that galvanizes partners to take action
 - v. Increased training and capacity building across systems in community prevention strategies

E. AVAILABLE FUNDING:

In the 2020 calendar year, approximately **\$425,000 total** is available through the MIDD funded initiative to support the three separate grant funding opportunities (O1, O2, and O3). As this is a new MIDD initiative, it is anticipated that funds will also be available in the 2021-2022 biennium as well.

Funds should be aligned with proposed strategies outlined in the application. The maximum award amount for each grant opportunity is as follows:

- i. O1: up to \$9,999.
- ii. O2: \$10,000 up to \$24,999.
- iii. O3: \$25,000 up to \$50,000.

Applicant organizations or entities will indicate within Attachment B, Budget which grant and funding level they are applying for and will be expected to demonstrate that they have leveraged some level of matching contributions which may be in the form of funding from other sources, donated time or space, or other in-kind resources. Funds must be expended by December 31, 2020.

F. PERIOD OF PERFORMANCE

The initial period of performance of all awards resulting from this RFP is tentatively scheduled to begin by May 15, 2020 and to end on December 31, 2020. Amendments extending the period of performance, if any, will be at the sole discretion of DCHS.

G. ELIGIBILITY:

Community health boards, coalitions, not-for-profit organizations, community-based organizations, tribes and tribal organizations located in King County are eligible to apply.

DCHS will give preference to applicant organizations that are contracted behavioral health providers of the King County Integrated Care Network (KC-ICN).

H. BACKGROUND

1. Department of Community and Human Services (DCHS)

The King County DCHS provides leadership and regional coordination to programs and services that help King County's residents achieve and maintain healthier and more productive lives and strengthen communities. Among other initiatives, DCHS is responsible for oversight of the MIDD Behavioral Health Sales Tax Fund. These are local, taxpayer supported initiatives that pay for services for residents of King County.

2. MIDD Behavioral Health Sales Tax Fund

King County's MIDD is a countywide 0.1 percent sales tax generating about \$136 million per two-year biennium, specifically for programs and services for people living with, or at risk of, behavioral health conditions. The MIDD sales tax was initially authorized by the King County Council in 2007 and was renewed in late 2016 for nine more years. King County's MIDD fund is managed and operated by the King County DCHS Behavioral Health and Recovery Division. For more information about MIDD, visit www.kingcounty.gov/MIDD.

3. MIDD 2 Result and Priorities

The overarching result of King County's MIDD sales tax investment for 2017-2025 (referred to as "MIDD 2") is people living with, or at risk of behavioral health conditions, are healthy, have satisfying social relationships, and avoid criminal justice involvement. King County's MIDD initiatives work together across the continuum of behavioral health services in order to achieve this outcome. As adopted by the King County Council, MIDD's five goals updated for MIDD 2 are as follows:

- i. Divert individuals with behavioral health needs from costly interventions, such as jail, emergency rooms, and hospitals.
- ii. Reduce the number, length, and frequency of behavioral health crisis events.
- iii. **Increase culturally appropriate, trauma-informed behavioral health services.**
- iv. Improve health and wellness of individuals living with behavioral health conditions.
- v. Explicit linkage with and furthering the work of King County and community initiatives.

4. MIDD 2 Plans and Initiatives

These goals are advanced through a wide range of unique and complementary initiatives⁷ included in the MIDD 2 Service Improvement Plan (SIP), adopted by the King County Council in November 2016 and funded through the County's adopted biennial budget. Specific, detailed working components of MIDD 2 initiatives are further detailed in the MIDD 2 Implementation Plan and Evaluation Plan, which were approved by the King County Council in 2018. The three documents work together to provide a full picture of MIDD 2 for policymakers, stakeholders, and the public. All three are available at www.kingcounty.gov/MIDD.

⁷ The terms "initiative" and "MIDD initiative" describe individual programs and services supported by the MIDD behavioral health sales tax fund.

I. EQUITY AND SOCIAL JUSTICE

For many in our region, King County is a great place to live, learn, work, and play. Yet we have deep and persistent inequities - especially by race and place - that in many cases are getting worse and threaten our collective prosperity. Equity and Social Justice (ESJ) is an integrated part of the County's work and foundational to the work of the MIDD. Our goal is to ensure that all people, regardless of who they are and where they live, have the opportunity to thrive, with full and equal access to opportunities, power, and resources. For MIDD-funded programs, we seek to support organizations that are reflective of and embedded in the communities they serve and recognize and address the disparities and disproportionality that exist in our communities.

J. TIMELINE FOR SUBMISSION

A contract will be negotiated as soon as possible with successful applicants selected via this RFP. The following timeframe represents the schedule of the entire process, from RFP solicitation to project implementation. **The dates listed here are subject to change.**

TIMELINE

| | |
|--|-----------------------------|
| RFP Issued | February 12, 2020 |
| Application Webinar (See Section L for more information) | 1:00 pm February 20, 2020 |
| Written Questions Due from Applicants (via email) | 2:00 pm February 24, 2020 |
| Answers to Questions and Addenda Issued by | February 26, 2020 |
| RFP Responses Due | 2:00 pm March 30, 2020 |
| Notice of awards | April 24, 2020 |

K. COMMUNICATION

All documents to be submitted in response to this RFP should be uploaded through ZoomGrants, as described in Section O, *Application Submission*, below.

The RFP Coordinator is the sole point of contact for this procurement. All communication regarding the subject matter of this opportunity between the applicants and DCHS upon release of this RFP must be through ZoomGrants or the RFP Coordinator, as follows:

Andria Howerton
RFP Coordinator
dchs-c&p@kingcounty.gov

Any other communication will be considered unofficial and non-binding on DCHS. Applicants are to rely on written statements issued by the RFP Coordinator. Communication directed to parties other than the RFP Coordinator on this opportunity may result in disqualification of the applicant.

L. APPLICATION WEBINAR

An Application Webinar is scheduled to be held on February 20, 2020 from 1:00 p.m.- 2:00 p.m. For a link to the webinar, please email the RFP Coordinator.

All prospective Bidders should attend; however, attendance is not mandatory.

DCHS will be bound only to DCHS written answers to questions. Questions arising at the Application Webinar or in subsequent communication with the RFP Coordinator will be documented and answered in written form. A copy of the questions and answers will be posted as an RFP amendment on Zoomgrants. Applicants are responsible to check Zoomgrants for any posted amendments to this RFP

M. QUESTIONS

Applicants will be required to submit any questions in writing prior to the close of business on February 24, 2020 by 2:00 p.m., through the Contact Admin tab in ZoomGrants. The DCHS responses to all questions received will be posted as an RFP addendum on ZoomGrants. Any addenda issued will be done by close of business on February 26, 2020. Potential applicants are responsible to check ZoomGrants for any addenda issued.

If potential applicants are experiencing technical difficulties with ZoomGrants, please email the RFP Coordinator directly for assistance.

N. INVOICE AND REPORTING

MIDD is committed to sharing with communities and stakeholders what happened as a result of this funding. Applicants must be willing to participate in evaluation activities designed to facilitate ongoing learning and data driven decision making. Invoicing and reporting will be negotiated during the contracting process.

O. APPLICATION SUBMISSION

Proposals must be submitted using the link below through ZoomGrants **no later than 2:00 p.m. on March 30, 2020**. Applicants are responsible for regularly checking ZoomGrants for any updates, clarifications, or amendments.

Submit proposals through ZoomGrants.

Complete application packages must include the following:

1. Required Summary Questions. Responses to the Summary Questions must be submitted through the Summary Questions tab in ZoomGrants (not scored);
2. Attachment A, MIDD_Narrative Questions. Responses to the narrative questions must be submitted through the Narrative Questions tab of ZoomGrants; and

3. Attachment B, MIDD CD Budget. This must include which opportunity the bidder is seeking, and an estimated budget covering proposed goals, activities, and outcomes. Attachment B must be submitted using the Documents tab in ZoomGrants.

Proposals shall be prepared simply and economically, providing a straightforward and concise but complete and detailed description of the Proposer's ability to meet the requirements of this RFP. Emphasis shall be on completeness of content.

If an applicant is experiencing technical issues with ZoomGrants, please contact the RFP Coordinator for assistance. Applicants should allow sufficient time to ensure timely receipt of the proposal or to resolve any technical difficulties with ZoomGrants. DCHS assumes no responsibility for these issues.

All proposals and any accompanying documentation become the property of DCHS and will not be returned.

P. LATE SUBMISSIONS

King County Code 2.93.40 prohibits the acceptance of any proposal after the time and date specified on the RFP. There shall be no exceptions to this requirement. We encourage you to submit your application early to avoid any errors in submission.

Q. TECHNICAL ASSISTANCE

Free application assistance (also known as technical assistance) is available to support small organizations in applying to this RFP. This assistance is available to any small entity with fewer than 20 full-time equivalent staff and an operating budget of less than \$4 million in the prior fiscal year. The main purpose of this technical assistance is to eliminate linguistic, cultural, and other barriers that might prevent small organizations from seeking government funding.

MIDD's technical assistance consultants can:

1. Assist in determining appropriate fit between your proposal and RFP.
2. Provide guidance on how best to answer questions.
3. Support your application development, including editing and budget review.

See Attachment C, *Technical Assistance-MIDD*, for a list of consultants. Qualifying organizations wishing to access application assistance should email the consultants directly. To ensure high quality support, please initiate any assistance request at least 14 calendar days prior to the RFP's closing date.

Availability of assistance is based on consultant capacity. Consultants will ask for information in order to determine your entity's eligibility prior to providing technical assistance.

R. SELECTION PROCESS

Applications will be evaluated by a review panel selected by DCHS. The process for evaluating projects will include assessment of the narrative and accompanying documents, and potentially interviews, based on the criteria outlined below.

1. Scoring Criteria

Below are the scoring criteria for Attachment A, Narrative Questions and Attachment B, Budget.

| CRITERIA | POINTS |
|---|------------|
| Organizational Description | 10 |
| Clear description of organization and mission. Strong ability to manage the project and personnel. Applicant describes an organization or entity this is highly attuned to community needs, assets, and priorities related to behavioral health. Leadership of the organization/entity reflects the community. | 10 |
| Project Description | 50 |
| Introduction: Project purpose clearly articulated: Why it was chosen, goals it will achieve, how it reflects community priorities and the population to be served or activities to be accomplished. Program model reflects an evidence-based approach to services informed by best, promising, or emerging practices – if available. | 15 |
| Project Activities/Services: Detailed activities and services that align with project goals and objectives. Clearly describes primary activities, services, and policy and/or systems change efforts. | 10 |
| Work Plan: Submitted workplan includes achievable timeline, and activities that are aligned with goals, objectives, and outcomes. | 10 |
| Expected Outcomes: Description of anticipated outcomes reflect community priorities and aligns with MIDD 2 policy goals. | 10 |
| Sustainability Next Steps: Articulation of next steps is achievable and aligned with partners. | 5 |
| Equity and Social Justice | 25 |
| Proposal clearly illustrates and reflects a deep understanding of cultural and/or language community that is the intended recipient of services or programming. The assets of the community are well understood and are leveraged in the application. | 25 |
| King County Integrated Care Network | 5 |
| Applicant is a contracted behavioral health provider in the KC-ICN (yes or no) | 5 |
| Budget and Fiscal | 10 |
| Budget is complete, aligns with proposed activities, and considers the full scope of funding needed to support the proposed program model. | 5 |
| Budget demonstrates some level of matching contributions in the form of funding from other sources or donated time, space, or other in-kind resources. | 5 |
| Total | 100 |

2. Scoring Matrix

- a. Review team members will assign scores on a scale of zero (0) to five (5) where the end and midpoints are defined as follows:

| Score | Description | Discussion |
|-------|---------------|--|
| 0 | No Value | The Response does not address any component of the requirement or no information was provided. |
| 1-2 | Below Average | The Response only minimally addresses the requirement and the Bidders ability to comply with the requirement or simply has restated the requirement. |
| 3 | Average | The Response shows an acceptable understanding or experience with the requirement. Sufficient detail to be considered "as meeting minimum requirements". |
| 4-5 | Above Average | The Response is thorough and complete, and demonstrates firm understanding of concepts and requirements. |

A score of zero (0) on any scored requirement may cause the entire application to be eliminated from further consideration.

- b. Application scores will be calculated by multiplying the average (mean) score assigned by the review committee members by the weight assigned to each scored element:

$$\text{Average Score} \quad \times \quad \text{Weight} \quad = \quad \text{Points Awarded}$$

3. Review Process

Review panels can consist of King County staff, external subject matter experts, evaluators, members of the MIDD Advisory Board, community members, and members or designees of the King County Council (who will serve as nonvoting members). Final selection of awardees will be made by King County division and department directors based upon (a) recommendations from the review panel and (b) equity and geographic considerations to ensure services are responsive to MIDD priorities and community need.

DCHS reserves the right to make such selections based on the best interests of King County, and as a result, may not select the highest scoring or lowest cost proposals for award, and it will execute contracts based upon the final selections.

S. GENERAL TERMS

1. King County is an Equal Opportunity Employer and does not discriminate against individuals or firms because of their race, creed, color, citizenship, religious affiliation, national origin, sex, sexual orientation, gender identity or expression, marital status, honorably discharged veteran or military status, or the presence of any sensory, mental, or physical disability or the use of a trained dog guide or service animal by a person with a disability, or age except by minimum age and retirement provisions, unless based upon a bona fide occupational qualification.
2. King County reserves the right to reject any or all proposals that are deemed not responsive to its needs.
3. In the event it becomes necessary to revise any part of this RFP, addenda shall be created and posted at the RFP page through ZoomGrants' electronic system. Applicants are responsible for checking ZoomGrants for any communication, addenda, etc. issued.
4. King County is not liable for any cost incurred by the Proposer prior to issuing the contract.
5. A contract may be negotiated with the proposer(s) whose proposal would be most advantageous to King County in the opinion of the King County Department of Community and Human Services, all factors considered.
6. The awarded bidder will contract directly with King County DCHS through a Letter of Agreement issued by King County.
7. The contents of the proposal of the selected Proposer shall become contractual obligations if a contract ensues. Failure of the Proposer to accept these obligations may result in cancellation of their selection.
8. A contract between the selected Applicant(s) and King County shall include all documents mutually entered into specifically including the contract instrument, the original RFP as issued by King County, and the response to the RFP. The contract must include, and be consistent with, the specifications and provisions stated in the RFP.
9. Protest Procedure - King County has a process in place for receiving protests based upon either the RFP or contract awards. See the King County Protest Procedures at kingcounty.gov/procurement/protest. A Protest shall be submitted in writing to the Procurement Lead for this RFP (use the Contact Admin tab in ZoomGrants) or contact VSHSL@kingcounty.gov.
10. Unless otherwise requested, letters and other transmittals pertaining to this RFP will be issued to the e-mail address noted in the application created within ZoomGrants. If other personnel should be contacted via e-mail in the evaluation of this proposal, or to be notified of evaluation results, please complete the information in the area provided in ZoomGrants.

11. Public Records Act

- i. Washington State Public Records Act (RCW 42.56) requires public organizations in Washington to promptly make public records available for inspection and copying unless they fall within the specified exemptions contained in the Act or are otherwise privileged.
- ii. All submitted proposals and evaluation materials become public information and may be reviewed by appointment by anyone requesting to do so at the conclusion of the evaluation, negotiation, and award process. This process is concluded when a signed contract is completed between the County and the selected Organization. Note that if an interested party requests copies of submitted documents or evaluation materials, a standard County copying charge per page must be received prior to processing the copies. King County will not make available photocopies of pre-printed brochures, catalogs, tear sheets or audio-visual materials that are submitted as support documents with a proposal. Those materials will be available for review at King County Department of Community and Human Services.
- iii. No other distribution of proposals will be made by the Proposers prior to any public disclosure regarding the RFP, the proposal or any subsequent awards without written approval by King County. For this RFP all proposals received by King County shall remain valid for ninety (90) days from the date of proposal. All proposals received in response to this RFP will be retained.
- iv. Proposals submitted under this RFP shall be considered public documents and with limited exceptions proposals that are recommended for contract award will be available for inspection and copying by the public.

If a Proposer considers any portion of his/her proposal to be protected under the law, the Proposer shall clearly identify on the page(s) affected such words as "CONFIDENTIAL," "PROPRIETARY" or "BUSINESS SECRET." The Proposer shall also use the descriptions above in the following table to identify the effected page number(s) and location(s) of any material to be considered as confidential. If a request is made for disclosure of such portion, the County will review the material in an attempt to determine whether it may be eligible for exemption from disclosure under the law. If the material is not exempt from public disclosure law, or if the County is unable to make a determination of such an exemption, the County will notify the Proposer of the request and allow the Proposer ten (10) days to take whatever action it deems necessary to protect its interests. If the Proposer fails or neglects to take such action within said period, the County will release the portion of the Proposal deemed subject to disclosure. By submitting a Proposal, the Proposer assents to the procedure outlined in this paragraph and shall have no claim against the County on account of actions taken under such procedure. Please notify the County of your needs through the Contact Admin tab in ZoomGrants and reference the table information below.

| Type of Exemption | Beginning Page / Location | Ending Page / Location |
|-------------------|---------------------------|------------------------|
| | | |
| | | |