



KIP:D+

Kresge Innovative Projects: Detroit Plus

Program Guidelines

KIP:D+ Round 8 • Phase II • Updated February 6, 2023

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About KIP:D+ Grants

KIP:D+ Grants

[TIP: Learn more about KIP:D+ and past projects here.](#)

KIP:D+ seeks:

- Organizations based in Detroit, Hamtramck or Highland Park serving residents and neighborhoods of those cities,
- Projects that will strengthen neighborhoods and improve the quality of residents' lives,
- Projects that advance neighborhood priorities and reflect the culture, history and demographics of residents served, and
- Visions shaped by community members through inclusive, collaborative processes.

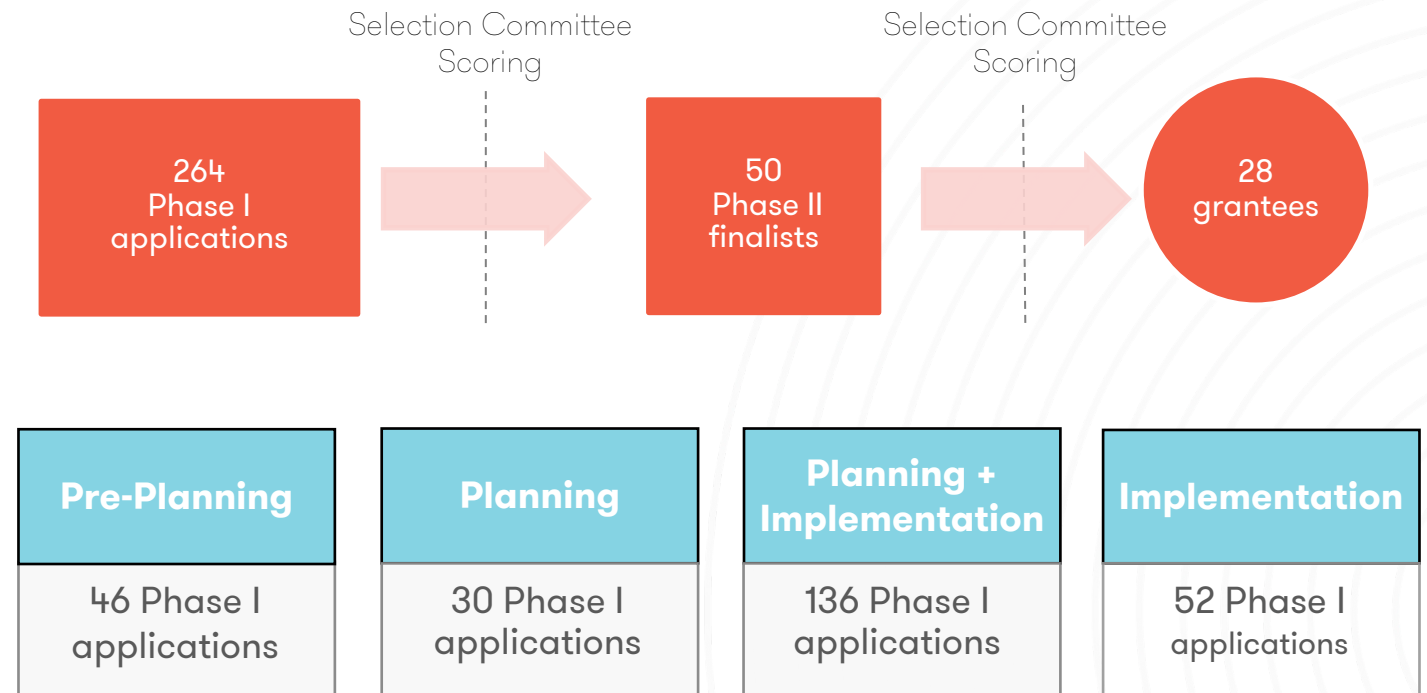
Our communities choose KIP:D+ projects

KIP:D+ Grants

KIP:D+ honors and uplifts resident priorities. In September 2022, Co.act Detroit opened a public call for resident nominations for the selection committee. Committee members are residents of Detroit, Hamtramck or Highland Park.

KIP:D+ Selection Committee
75% Detroit, Hamtramck, Highland Park Residents
25% Co.act and Kresge Staff

Through a competitive process, our selection committee chooses which projects are awarded. Here's how the process went last year:



Pre-Planning Grants

KIP:D+ Grants

Pre-Planning

To apply, you will need:

- ☐ Relationship with community served
- ☐ Desire to do a community project

When you finish, you will have:

- ☐ An idea vetted by community served
- ☐ Scope, timeline and budget

Past projects received up to \$20,000 for 18 months

2022 Pre-Planning Grantee Example:

Downtown Boxing Gym's youth program is using their pre-planning grant to create a vision for a new STEAM (science, technology, engineering, art and math) lab on Detroit's east side.



2022 KIP:D+ grant recipient: Downtown Boxing Gym. Artis Watson, 17, works with trainer Mei Elhusaini doing push ups. Photo courtesy of Kresge Communications

Planning Grants

KIP:D+ Grants

Planning

To apply, you will need:

- ☐ A vision supported by the community served
- ☐ Location identified (tentative or final)*
- ☐ Scope/Timeline
- ☐ Budget
- ☐ Memorandum of Understanding (MOU, for collaboratives)

When you finish, you will have:

- ☐ Scope/Timeline and budget
- ☐ Architect or consultant(s) identified
 - ☐ Memorandum of Understanding (MOU)
- ☐ Site control*
- ☐ Plans and Permits*

Past projects received up to \$35,000 for 24 months

*Required for projects based in one location

2022 Planning Grantee Example:

Rosedale Fun Litter Pickup Club is using their Planning grant to ramp up membership recruitment and expand cleanup efforts to adjacent communities of Rosedale Park and Grandmont #1.



2022 KIP:D+ grant recipient: The Rosedale Fun Litter Pick Up Club, from left, Jacqueline Johnson, Raymond Gregory, Melanie Johnson, Nonearl McClinton-Jones, Kariann Fifer, Mary Madigan, and Diana Brown. . Photo courtesy of Kresge Communications

Planning + Implementation Grants

KIP:D+ Grants

Planning + Implementation

To apply, you will need:

- ☐ A vision supported by the community served
- ☐ Scope, including:
 - ☐ Timeline for planning phase
 - ☐ Timeline for implementation phase
- ☐ Budget
- ☐ Plans and Permits*
- ☐ Site control*
- ☐ Architect or consultant(s) identified
- ☐ Memorandum of Understanding (MOU) for collaborative projects

When you finish, you will have:

- ☐ A completed project!

Past projects received up to \$150,000 for 24 months

*Required for projects based in one location

2022 Planning + Implementation Grantee Example:

Garage Cultural is using the Planning + Implementation grant to build an outdoor performance stage, learning & workshop spaces, and other infrastructure and greenspaces surrounding their new building.



2022 KIP:D+ grant recipient: Garage Cultural's Amelia Durant in the upstairs of their newly renovated space. Photo courtesy of Kresge Communications

Implementation Grants

KIP:D+ Grants

Implementation
To apply, you will need:
<ul style="list-style-type: none"><input type="checkbox"/> Scope/Timeline and budget<input type="checkbox"/> Architect or consultant(s) identified<input type="checkbox"/> Memorandum of Understanding (MOU) for collaborative projects<input type="checkbox"/> Site control*<input type="checkbox"/> Plans and permits*
When you finish, you will have
<ul style="list-style-type: none"><input type="checkbox"/> A completed project!

Past projects received up to \$150,000 for 24 months

*Required for projects based in one location

2022 Implementation Grantee Example:

Detroit Sound Conservancy will use funds to reopen the historic Blue Bird Inn as a music venue, gathering space and cultural education center.



2022 KIP:D+ grant recipients Detroit Sound Conservancy members, from left, Larry Williams, President, Alyson Turner, Vice President, Michelle McKinney, executive director, and Jonah Radun-Silverstein, operations director, pose inside the Blue Bird Inn. Photo courtesy Kresge Communications

KIP:D+ provides more than just funding

KIP:D+ Grants



Michigan Community Resources Program Manager Jackquelyn Garrett addresses the 2022 grantee cohort at the kick off celebration in June 2022. Photo courtesy Kresge Communications

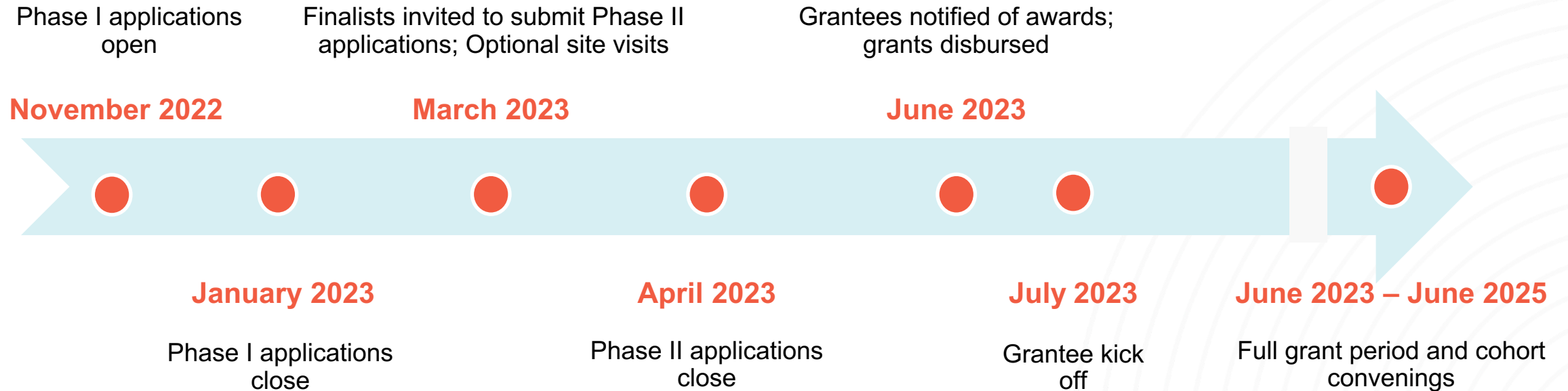
In addition to funding for Pre-Planning, Planning, Planning + Implementation, or Implementation projects, KIP:D+ grantees also get:

- 1-on-1 technical assistance and support from Michigan Community Resources.
- The opportunity to be a part of a unique group of KIP:D+ grantees who learn from and share with one another.

[Sign up for MCR Office Hours here](#)

Program Timeline

Applying



Step 3: Finalists submit Phase II applications

Applying

- Phase II applications will open in late March 2023
- Applications must be filled out and submitted online by late April 2023
 - Phase II applicants will have an estimated one-month application period
- Only written submissions will be accepted in Phase II (no video)

Phase II Eligibility

- By this time, applicants must be in compliance with LARA and the IRS in order to receive a grant award.
- If a fiduciary is needed, applicants must have one identified to be eligible to submit a Phase II application.

Required attachments for Phase II include:

- Tax return (990/990EZ)
- IRS federal tax-exempt letter
- List of board of directors or trustees
- Annual organizational operating budget for the most recent fiscal year

Step 3: Phase II Application Checklist

Applying

- ☐ Answer all required questions
- ☐ Applicants will be asked to certify their leadership has been notified as part of the application submission. It is expected all applicant executive directors/CEOs are aware their organization is submitting an application.
- ☐ If applicable, applicants will be asked to certify their fiduciary has agreed to be a part of the application submission. If organizations are applying with a fiduciary, it is expected the fiduciary is aware they are being named in the application.
- ☐ Fiduciaries will be asked to submit their tax return (990/990EZ) and IRS federal tax-exempt letter before the grant award is disbursed. If awarded, grantees will be asked to submit a fiduciary agreement.

TIP: Need help finding a fiduciary? Contact Michigan Community Resources at askKIPD@mi-community.org



Artist Bakpak Durden paints a mural on a building on Lahser at the Sidewalk Art Fair on Detroit's west side during the 12th Annual Arise Detroit Neighborhood Day in 2018. (Photo by Lon Horwedel)

Step 3: Application Questions (Pre-Planning)

Applying

1. How does the experience and background of your organization's staff (specifically your executive director/CEO and proposed project leader) reflect the history, culture and demographics of the community?
2. What are some specific engagement activities you are planning and how will those impact the way the project work is carried out?

Pre-Planning Scoring Rubric			
	Clear commitment to equity demonstrated	Demonstrates some commitment to equity	Organization does not demonstrate a commitment to equity
1. Does the applicant demonstrate a value of equity in their organizational leadership and staff? Are leadership and staff reflective of community served?			
	Demonstrates clear capacity and expertise	Somewhat demonstrates capacity or expertise	Does not demonstrate there is dedicated capacity or expertise
2. Does the applicant demonstrate that there is organizational capacity (staff/volunteer) that will be dedicated to carrying out the proposed project?			
	Demonstrates clearly the activities they will be working towards	Somewhat demonstrates the activities they will be working towards	Does not demonstrate or is vague and unclear on the activities they will be working towards
3. Does the applicant demonstrate a clear path forward?			

Step 3: Attachments (Pre-Planning)

Applying

- ❑ Applicant's annual organizational operating budget for the most recent fiscal year.
 - If you do not have an organization budget, please provide a copy of your most recent bank statement.
- ❑ Project budget (template provided if needed)
 - Applicants will have the opportunity to update their budget from Phase I, as place-based project costs frequently evolve throughout the project. If there have not been any changes, applicants may re-attach the same budget from Phase I.
- ❑ Project engagement plan/timeline (template provided if needed)
- ❑ Project personnel (template provided if needed) ([Scoring Rubric Criteria #2](#))

Step 3: Application Questions (Planning)

Applying

1. Describe your organization's previous efforts to engage the community and community partners in your organization's decision-making process. How have these practices elevated the voices and needs of community members? What, if anything, would you have done differently to ensure that community members are represented in decision-making?
2. How does the experience and background of your organization's staff (specifically your executive director/CEO and proposed project leader) reflect the history, culture and demographics of the community you serve?
3. Briefly discuss your organization's capacity to coordinate and execute the proposed project. Please include examples from past projects that demonstrate your organization's capacity.
4. Assuming no additional funding is available from KIP:D+ beyond this 24-month grant, how will your project continue to impact your community beyond this grant period? What resources, if any, are needed to sustain your impact, and where do you believe those resources might come from?

Planning Scoring Rubric

	Clear commitment to equity demonstrated	Demonstrates some commitment to equity	Organization does not demonstrate a commitment to equity
1. Does the applicant demonstrate a commitment to valuing equity in their organizational leadership and staff? Are leadership and staff reflective of community served?			
	Demonstrates clear capacity and expertise	Somewhat demonstrates capacity or expertise	Does not demonstrate there is dedicated capacity or expertise
2. Does the applicant demonstrate that there is organizational capacity (staff/volunteer) that will be dedicated to carrying out the proposed project?			
	Demonstrates clearly who the applicant will collaborate with and in what way(s)	Somewhat demonstrates a plan and desire to collaborate	Does not demonstrate any plan or commitment to collaborating
3. Does this applicant demonstrate how they will collaborate with the community and/or other community partners?			

Planning Scoring Rubric (continued)

	Demonstrates clear plan for project sustainability and can articulate how project will impact community beyond the grant term	Somewhat demonstrates plan for project sustainability and can give some detail on how project will impact community beyond the grant term	Does not demonstrate a plan or give detail on how project will impact community beyond the grant term
4. Does the applicant demonstrate how their project will continue to impact the community served after the grant period has ended?			
	Demonstrates a clear, detailed and feasible plan for execution	Somewhat demonstrates a plan, but some elements are missing, or feasibility is unclear	Does not provide a clear plan or key elements are missing and unclear
5. Does the applicant thoroughly describe how they plan to complete their project through a detailed project scope, including goals, planning activities and timeline?			

Step 3: Attachments (Planning)

Applying

- ❑ Applicant's annual organizational operating budget for the most recent fiscal year.
 - If you do not have an organization budget, please provide a copy of your most recent bank statement.
- ❑ Project scope/timeline (template provided if needed)
- ❑ Project budget (template provided if needed)
 - Applicants will have the opportunity to update their budget from Phase I, as place-based project costs frequently evolve throughout the project. If there have not been any changes, applicants may re-attach the same budget from Phase I.
- ❑ Project personnel (template provided if needed)
 - Include community partners your organization is working with
- ❑ MOU
 - For collaborative projects, an MOU is required.

TIP: If you would like some help creating an MOU, reach out to Michigan Community Resources at: askKIPD@mi-community.org

Step 3: Application Questions (Planning and Implementation)

Applying

1. Describe your organization's previous efforts to engage the community and community partners in your organization's decision-making process. How have these practices elevated the voices and needs of community members? What, if anything, would you have done differently to ensure that community members are represented in decision-making?
2. How does the experience and background of your organization's staff (specifically your executive director/CEO and proposed project leader) reflect the history, culture and demographics of the community you serve?
3. Briefly discuss your organization's capacity to coordinate and execute the proposed project. Please include examples from past projects that demonstrate your organization's capacity.
4. Assuming no additional funding is available from KIP:D+ beyond this 24-month grant, how will your project continue to impact your community beyond this grant period? What resources, if any, are needed to sustain your impact, and where do you believe those resources might come from?

Planning + Implementation Scoring Rubric

	Clear commitment to equity demonstrated	Demonstrates some commitment to equity	Organization does not demonstrate a commitment to equity
1. Does the applicant demonstrate a commitment to valuing equity in their organizational leadership and staff? Are leadership and staff reflective of community served?			
	Demonstrates clear capacity and expertise	Somewhat demonstrates capacity or expertise	Does not demonstrate there is dedicated capacity or expertise
2. Does the applicant demonstrate that there is organizational capacity (staff/volunteer) that will be dedicated to carrying out the proposed project?			
	Demonstrates clearly who the applicant will collaborate with and in what way(s)	Somewhat demonstrates a plan and desire to collaborate	Does not demonstrate any plan or commitment to collaborating
3. Does this applicant demonstrate how they will collaborate with the community and/or other community partners?			

Planning + Implementation Scoring Rubric (continued)

	Demonstrates clear plan for project sustainability and can articulate how project will impact community beyond the grant term	Somewhat demonstrates plan for project sustainability and can give some detail on how project will impact community beyond the grant term	Does not demonstrate a plan or give detail on how project will impact community beyond the grant term
4. Does the applicant demonstrate how their project will continue to impact the community served after the grant period has ended?			
	Articulates a clear, detailed and feasible plan for execution	Somewhat demonstrates a plan, but some elements are missing, or feasibility is unclear	Does not provide a clear plan or key elements are missing and unclear
5. Does the applicant provide a clear plan and timeline for obtaining the necessary elements to execute the project (e.g., site control, written permission)?			

Step 3: Attachments (Planning + Implementation)

Applying

TIP: If you would like some help creating an MOU, reach out to Michigan Community Resources at: askKIPD@mi-community.org

- ❑ Applicant's annual organizational operating budget for the most recent fiscal year
 - If you do not have an organization budget, please provide a copy of your most recent bank statement.
 - ❑ Project scope/timeline (template provided if needed)
 - Scope should address necessary permits and their status if needed. A final scope/timeline will be required before disbursement of the implementation grant funds if awarded.
 - A separate timeline should be submitted for planning activities and implementation activities, with clearly identified goals and milestones that mark the end of the planning phase of the project.
 - ❑ Project budget (template provided if needed)
 - Applicants will have the opportunity to update their budget from Phase I, as place-based project costs frequently evolve throughout the project. If there have not been any changes, applicants may re-attach the same budget from Phase I.
 - ❑ MOU
 - For collaborative projects, an MOU is required. If an MOU is not yet available, one must be submitted prior to disbursement of the implementation grant funds if awarded.
 - ❑ Project personnel (template available if needed)
 - Include consultants your organization is working with if they have been identified. For place-based projects, include any architects you are working with if they have been identified. If consultants/architects are not yet identified, they must be identified and submitted prior to disbursement of the implementation grant funds if awarded.
 - Include community partners your organization is working with
 - ❑ Project site control verification; this can include:
 - ❑ ownership deed
 - ❑ purchase agreement
 - ❑ lease
 - ❑ an agreement with appropriate public agency (for publicly owned properties)
- For non-physical properties:
- ❑ submit any necessary documentation or agreements granting permission to use the site where programming is to be provided
- If project site control verification is not yet available, it must be submitted prior to disbursement of the implementation grant funds if awarded.

Step 3: Application Questions (Implementation)

Applying

1. Describe your organization's previous efforts to engage the community and community partners in your organization's decision-making process. How have these practices elevated the voices and needs of community members? What, if anything, would you have done differently to ensure that community members are represented in decision-making?
2. How does the experience and background of your organization's staff (specifically your executive director/CEO and proposed project leader) reflect the history, culture and demographics of the community you serve?
3. Briefly discuss your organization's capacity to coordinate and execute the proposed project. Please include examples from past projects that demonstrate your organization's capacity.
4. Assuming no additional funding is available from KIP:D+ beyond this 24-month grant, how will your project continue to impact your community beyond this grant period? What resources, if any, are needed to sustain your impact, and where do you believe those resources might come from?

Implementation Scoring Rubric

	Clear commitment to equity demonstrated	Demonstrates some commitment to equity	Organization does not demonstrate a commitment to equity
1. Does the applicant demonstrate a commitment to valuing equity in their organizational leadership and staff? Are leadership and staff reflective of community served?			
	Demonstrates clear capacity and expertise	Somewhat demonstrates capacity or expertise	Does not demonstrate there is dedicated capacity or expertise
2. Does the applicant demonstrate that there is organizational capacity (staff/volunteer) that will be dedicated to carrying out the proposed project?			
	Demonstrates clearly who the applicant will collaborate with and in what way(s)	Somewhat demonstrates a plan and desire to collaborate	Does not demonstrate any plan or commitment to collaborating
3. Does this applicant demonstrate how they will collaborate with the community and/or other community partners?			

Implementation Scoring Rubric (continued)

	Demonstrates clear plan for project sustainability and can articulate how project will impact community beyond the grant term	Somewhat demonstrates plan for project sustainability and can give some detail on how project will impact community beyond the grant term	Does not demonstrate a plan or give detail on how project will impact community beyond the grant term
4. Does the applicant demonstrate how their project will continue to impact the community served after the grant period has ended?			
	Demonstrates a clear, detailed and feasible plan for execution	Somewhat demonstrates a plan, but some elements are missing, or feasibility is unclear	Does not provide a clear plan or key elements are missing and unclear
5. Does the applicant articulate a clear plan to execute their project and demonstrate they have all the necessary elements in place for project implementation (elements may include site control, written permission, etc.)			

Step 3: Attachments (Implementation)

Applying

- ☐ Annual organizational operating budget for the most recent fiscal year.
 - ☐ If you do not have an organization budget, please provide a copy of your most recent bank statement.
- ☐ Project scope/timeline (template provided if needed) ([Scoring Rubric Criteria #5](#))
 - Plan should address permits and their status if needed.
- ☐ Project budget (template provided if needed)
 - Applicants will have the opportunity to update their budget from Phase I, as place-based project costs frequently evolve throughout the project. If there have not been any changes, applicants may re-attach the same budget from Phase I.
- ☐ Project personnel (template provided if needed) ([Scoring Rubric Criteria #2](#))
 - Include consultants your organization is working with. For place-based projects, include any architects you are working with.
 - Include community partners your organization is working with
- ☐ MOU
 - For collaborative projects, an MOU is required. If an MOU is not yet available, one must be submitted prior to disbursement of grant funds if awarded.
- ☐ Project site control verification; this can include:
 - ☐ ownership deed
 - ☐ purchase agreement
 - ☐ lease
 - ☐ an agreement with appropriate public agency (for publicly owned properties)

For non-physical properties:

 - ☐ submit any necessary documentation or agreements granting permission to use the site where programming is to be provided

If project site control verification is not yet available, it must be submitted prior to disbursement of the implementation grant funds if awarded.

TIP: If you would like some help creating an MOU, reach out to Michigan Community Resources at: askKIPD@mi-community.org

Step 4: Phase II Virtual Site Visits

Applying

- Phase II applicants will be invited to schedule an informal virtual “site visit” with Co.act staff. Site visits will be recorded and notes/recordings will be attached to your application
- Site visits are not mandatory, but encouraged
 - Site visits offer an opportunity for applicants to share more about their projects or show elements of their projects that are not easily captured by words

TIP: If you would like some help filling out your application, schedule an office hours appointment with Michigan Community Resources!



Ezekiel Harris, executive director of MACC Development, stands in the doorway at the community space renovated into The Commons coffee shop and laundry as part of the Kresge Foundation's community development organization operating support grants. (Photo by Lon Horwedel)

Step 5: Review + Grantee Selection – Phase II

Applying

- The Selection Committee will be made up of the same members as Phase I. Kresge staff, Co.act staff, residents, and other community partners will score all Phase II applications.
 - Every application will receive at least two scores from the selection committee and scores will be averaged automatically.
 - The committee will then discuss each application and review average scores to recommend grantees to Co.act.
- The Selection Committee will also consider the following characteristics to make sure a diverse and representative group of grantees is selected:
 - Organization budget size
 - Organization sector/primary area of service
 - Organization staff size
 - Organization staff and leadership demographics
 - Geography served
 - Project location
 - Project stage (mix of Pre-planning, Planning, Planning and Implementation and Implementation)
- Co.act is committed to honoring the selection committee's recommendations, in particular resident committee members, but retains final decision-making authority over final awards.
- The Selection Committee may request additional information and/or ask clarifying questions prior to reaching a decision.

KIP:D+ Selection Committee
75% Detroit, Hamtramck, Highland Park Residents
25% Co.act and Kresge Staff



Community

Definitions, Principles + Values

Community

A group of people that share geography (like a neighborhood) and/or identity (like Black, Indigenous, LGBTQIA, artists and many more)

Community Engagement

Definitions, Principles + Values

Community Engagement

1. A series of connections that build trust across a broad set of community members (e.g., residents, stakeholders);
2. Meaningfully including stakeholder perspectives to shape a project's activities, goals and implementation;
3. A process that runs through each step and phase of the KIP:D+ program



Capacity Building

Definitions, Principles + Values

Capacity Building

A self-defined and self-driven process of developing and strengthening the skills, instincts, abilities, processes and resources that organizations and communities need to survive, adapt and thrive.

Co.act Detroit's Commitment to Racial Equity

Definitions, Principles + Values

Co.act Detroit values diversity, equity and inclusion in our workplace and program offerings. We support meeting people where they are, collaborative problem solving, removing barriers to resources, narrowing gaps in racial equity and challenging inequitable systems and the status quo.

Principles of KIP:D+ Partners

Definitions, Principles + Values

1. We have a commitment to advancing racial equity not just in outcomes, but in how we do our work.
2. We value responsiveness to community priorities by providing resources for projects that are not necessarily “new,” but that support the vision and creativity of residents in Detroit, Hamtramck and Highland Park to improve the quality of life in their neighborhoods.
3. We believe in supporting recipients of KIP:D+ grants to become a cohort of community organizations that will engage in peer learning opportunities, weaving together a network of resident leaders working collaboratively to support Detroit, Hamtramck and Highland Park neighborhoods.
4. We fund projects in neighborhoods of Detroit, Hamtramck and Highland Park that support the vision and creativity of residents, using inclusive, collaborative processes that authentically engage community members in planning, design, and implementation.

About KIP:D+

Additional Information

For years, KIP:D+ has been a grant program that supports nonprofits in their work to improve the quality of life and strengthen the fabric of community in Detroit.

In 2021, KIP:D+ expanded its geographic reach to Highland Park and Hamtramck, and added Co.act Detroit to the grant administration team with continued co-leadership by Michigan Community Resources.

KIP:D+ seeks to reflect the priorities and meet the needs of residents by supporting community-driven projects. At every point of the KIP:D+ grantmaking process, the program has been streamlined for simplicity and to better attract smaller and newer community groups, including block clubs that may operate in the area bounded by a few close streets.



2022 KIP:D+ grant recipients Friends of Rouge Park gather at the Lahser Marsh, Monday, June 20, 2022. Photo courtesy of Kresge Communications.

About the Selection Committee

Additional Information

KIP:D+ honors and uplifts resident priorities. In September 2022, Co.act Detroit opened a public call for resident nominations for the selection committee. Committee members must be residents of Detroit, Hamtramck or Highland Park.

We are committed to choosing a diverse selection committee that is reflective of our communities, including equitable representation of:

1. lived experience
2. gender
3. race and ethnicity
4. age
5. each Detroit city council district and the cities of Hamtramck and Highland Park

We will calculate the number of final selection committee members based on the number of applications we receive for the KIP:D+ grant program. Committee members will receive a stipend for their time, expertise and participation.

Selection committee members may not be:

- Connected to any organization applying for KIP:D+ funding. This includes direct family members, paid staff, volunteers, consultants/contractors and board members.
- Elected officials
- Fiduciary/fiscal sponsors for any KIP:D+ applicant

In addition to residents, additional community partners will be invited to participate in the selection committee representing diverse, cross-sector perspectives, including: arts and culture, city government, architecture and design, past nonprofit grantees and nonprofits doing similar work.

All selection committee members will have an equal vote, with 75% resident review and 25% program staff per application.

Committee members will be listed on the KIP:D+ public website to increase transparency around grant selection. If you have any questions about the selection committee, reach out to the Co.act team at grants@coactdetroit.org.

Confidentiality

Additional Information

Applicant proprietary and confidential data will not be shared beyond the purposes of review during the selection process and providing capacity building support. Applicant data will not be sold.

Disclaimer

Additional Information

The information contained herein is subject to the actual documents and the written terms and conditions of the KIP:D+ program, as the same may be amended from time to time. Co.act Detroit reserves the right to make the final determination of any person's or organization's eligibility and/or qualifications for program benefits, and to make allocation of program benefits as it may, in sole discretion deem appropriate.

