



2020 Shelter Surge
Request for Qualifications (RFQ) For:
Hotel Shelter Operations & Services
Enhanced Shelter Operations & Services
Tiny House Village Operations & Services

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Seattle Human Services Department

2020 Shelter Surge RFQ

GUIDELINES

I. Summary

Introduction: This Request for Qualifications (RFQ) will identify eligible homeless services agencies to operate and provide supportive services at approximately 425 new single adult emergency shelter spaces. Beginning in December 2020, the Seattle Human Services Department (HSD) expects to have access to approximately 300 temporary shelter units located at leased hotel properties and 125 units of new enhanced shelter spaces. Through this RFQ process HSD is also identifying agencies to support the possible expansion of the tiny house village program in FY 2021.

The intent of this initiative is to move unsheltered people into shelter programs that will help them stabilize and gain the supports needed to access permanent housing. To support that goal, HSD is simultaneously releasing a separate RFQ to identify one experienced Rapid Rehousing provider to support approximately 231 single adult households exiting from the hotel shelter locations. To further support exits to permanent housing, an additional 600 units of permanent supportive housing are expected to start opening by the end of FY 2021.

The success of this shelter capacity surge requires coordination and collaboration between City departments, agency partners and community groups. This effort builds on the exceptional system-wide response to the COVID-19 pandemic where homeless service agencies partnered with HSD, Public Health Seattle-King County (PHSKC), and the community to quickly open temporary de-intensification spaces to stop the spread of the disease.

Applications: The deadline for submitting completed proposals is **Monday, November 23, 2020 at 5:00 PM PST.** This expedited RFQ is competitive and open to any agencies that meet the standard [HSD Agency Minimum Eligibility Requirements](#) and any additional requirements outlined in Section III. Note that agencies awarded federal ESG-CV and CDBG-CV funds will need to have, or put in place, controls to ensure compliance with the requirements of federal regulations [at 24 CFR 576, 24 CFR 570](#) and all related requirements, as amended.

Agencies are invited to submit applications for one or more of the following program areas:

- Hotel Shelter Operations and/or Services
- Non-congregate Enhanced Shelter Operations and/or Services
- Tiny House Village Operations and/or Services

Timeline*	
Funding Opportunity Released	Monday, November 9, 2020
**Webinar Information Session <i>(Note: participation and registration is highly recommended, but not required to submit an application)</i> Download WebEx prior to the webinar Need help? http://help.webex.com	Thursday, November 12, 2020 3:00 PM to 4:00 PM RSVP to: lisa.gustaveson@seattle.gov Join from the WebEx app : <ul style="list-style-type: none"> • Meeting number (access code): 146 892 1448 • Meeting password: Z65gUTNxpW3 Dial in: <ul style="list-style-type: none"> • 1-206-207-1700,1468921448##
Last Day to Submit Questions to lisa.gustaveson@seattle.gov	Monday, November 16, 2020

Timeline*	
Application Deadline (electronic only)	Monday, November 23, 2020
Notification (Planned)	Wednesday, December 2, 2020
Estimated Contract Start Date	December 2020

*HSD reserves the right to change any dates in the RFQ timeline. Any updates, including responses to questions, will be posted on [HSD's Funding Opportunities webpage](#).

**Please contact the RFQ coordinator for accommodation requests: Lisa Gustaveson at lisa.gustaveson@seattle.gov.

II. Background

Background

At any time, there are more than 3,738 unsheltered people on the streets of Seattle. People living unsheltered are at increased risk for contracting the COVID-19 virus. This shelter expansion will quickly add approximately 425 new temporary shelter units/beds to the over 2,300 units/beds currently operating in Seattle. This RFQ also helps HSD identify potential Tiny House Village operations and service providers. These new non-congregate shelter spaces will offer a place where unsheltered people can stay safe from COVID-19 and winter conditions while they work with supportive services staff and case managers to access permanent housing.

Intent: The intent of the RFQ is to enhance the continuum of comprehensive, housing-focused solutions throughout Seattle. HSD expects these investments will:

- a) Preserve life and health, and to prevent the spread of COVID-19 in unsheltered homeless populations;
- b) Help single adults experiencing unsheltered homelessness in the City of Seattle quickly find safe alternatives to the street through an investment in new temporary non-congregate shelters that focus on rapid exits to permanent housing; and
- c) Promote system transformation to rapidly exit individuals from shelters to permanent housing.

Funding Sources: HSD will access a range of funding sources to support the projects awarded through this RFQ. Fund sources may include HSD General Fund, Emergency Solutions Grant – Coronavirus, Coronavirus Relief Fund, and the Community Development Block Grant.

One-time funding: The City received [Emergency Solutions Grant - Coronavirus \(ESG-CV\) program](#) funding from the U.S. Department of Housing and Urban Development (HUD) to prevent, prepare for, and respond to COVID-19 among individuals and families who are experiencing homelessness or receiving homeless assistance, and to support additional homeless assistance activities to mitigate the impacts created by coronavirus. None of the funds provided under the ESG-CV Act may be used to require people experiencing homelessness to receive treatment or perform any other prerequisite activities as a condition for receiving shelter, housing, or other services.

List of eligible agencies: This RFQ will help HSD maintain a list of eligible homeless service agencies to respond quickly to surge and if additional funding becomes available in the future.

III. Program Scope

Scope: The table below summarizes the three program opportunities contained in this RFQ. Expanded program detail can be found in sections A, B and C below. HSD is open to operating and service provision partnership structures that include an operating agency and a partner service provider. Agencies can apply for one or more of these opportunities.

RFQ Program	Summary of Program Scope	Provider Profile
Hotel Shelter Operations and/or Services	<ul style="list-style-type: none"> • Twelve month commitment (including one month set up and one month ramp down periods) • Serve single adult households • Approximately 100 units each site • Variable operations requirements (depending on building lease agreements) • 24/7 program operations including but not limited to intake and security • Supportive services include coordination of CEA COVID-19 prioritization assessments, client supports, behavioral health resources and case management • Partner with on-site provider to expedite exits to Rapid Rehousing • Adhere to ESG-CV requirements 	<ul style="list-style-type: none"> • Experience working with participants who have been living unsheltered for long periods of time and may have high levels of physical and behavioral health needs • Demonstrated ability to provide culturally responsive services to create positive outcomes for low income Black, Indigenous and People of Color (BIPOC) communities who historically have experienced oppression • Experience operating temporary shelter at leased hotel locations • Demonstrated success supporting participant exit to permanent housing • Experience with Federal funding sources • Ability to adhere to the City of Seattle Hotel Employee Protection Laws: Seattle Municipal Code 14.26, 14.27, 14.28 and 14.29, if required • Willingness to partner with a Rapid Rehousing provider to expedite exits to housing for participants who qualify
Enhanced Shelter Operations and/or Services	<ul style="list-style-type: none"> • One-year commitment with yearly renewal based on availability of funds and location • Serve single adult households • Approximately 125 units • 24/7 program operations including but not limited to intake and security • Supportive services which include coordination of CEA COVID-19 prioritization assessments, client supports, behavioral health resources, and housing case management • Adhere to ESG-CV requirements 	<ul style="list-style-type: none"> • Experience operating an enhanced shelter • Experience working with participants who have been unsheltered for long periods of time with high levels of behavioral and physical health needs • Demonstrated ability to provide culturally responsive services to create positive outcomes for low income Black, Indigenous and People of Color (BIPOC) communities who historically have experienced oppression • Track record for exits to permanent housing • Experience with Federal funding sources

RFQ Program	Summary of Program Scope	Provider Profile
Tiny House Village Operations and/or Services	<ul style="list-style-type: none"> • One-year commitment with yearly renewal based on availability of funds and location • Serve single adult households • 24/7 program operations including but not limited to intake and security • Supportive services which include coordination of CEA COVID-19 prioritization assessments, client supports, behavioral health resources, and housing case management 	<ul style="list-style-type: none"> • Experience operating an enhanced shelter or Tiny House Village • Experience working with participants who have been unsheltered for long periods of time with high levels of behavioral and physical health needs • Demonstrated ability to provide culturally responsive services to create positive outcomes for low income Black, Indigenous and People of Color (BIPOC) communities who historically have experienced oppression • Track record for exits to permanent housing

A. Hotel Shelter Operations and Services Program Scope:

The City intends to lease hotel units across three to four properties to be used as temporary non-congregate shelter spaces for approximately 300 single adult households. The City expects to be responsible for:

- Leasing costs for the use of the entire hotel (all rooms and common areas), starting between December 2020 and February 2021. The lease would include 10 months of use as shelter from the date the provider commences occupancy and up to two months of setup/ramp down. Lease arrangements will be negotiated to meet the needs of the City and the hotel and will reflect Service Provider requirements if service contracts are in place.
- Provision of limited services by the hotel may include groundskeeping, maintenance, some housekeeping, and other services.

The ESG-CV funding attached to the hotel units requires program participants meet COVID-19 risk factors. Outreach providers, in partnership with HSD’s Unsheltered Outreach and Response Team, will identify and refer program participants who meet the criteria. Potential participants will be informed of the hotel shelter program operations, which will include a maximum stay of 10-months and availability of on-site supports with the goal of exit to permanent housing through programs like Rapid Rehousing and permanent supportive housing.

The program will be operated as a 24/7, enhanced shelter. In addition to providing non-congregate living spaces, hotel shelter providers will offer supports to help people transition from the street to the shelter with a focus on moving to permanent housing. Services will be offered during times that meet the needs of participants and are tailored to meet the diverse needs of the participants. The program will focus on helping people transition from living unsheltered and will be designed to promote the physical and emotional safety of participants and staff in the least restrictive manner possible. Further, participants will be offered additional support to adjust any behaviors or issues to be successful in the program and reduce exits to the streets.

Some operating activities like meals, laundry, and sanitation of spaces provided by the hotel shelter operator will depend on the terms negotiated in the lease. Depending on the situation, the hotel service provider may be asked to comply with the City of Seattle Hotel Employees Job Retention Ordinance ([Seattle Municipal Code 14.26, 14.27, 14.28 and 14.29](#)) which protects covered hotel/motel employees after change in ownership. SMC 14.26 requires covered employers to take certain steps to prevent and address violent or harassing guest

conduct; SMC 14.27 requires covered employers to limit the workloads of employees who clean guest rooms to prevent injury; SMC 14.28 requires covered employers to make healthcare expenditure to, or on behalf of, certain covered employees to increase their access to medical care and, SMC 14.29 requires covered employers to provide advanced notice to covered employees of changes in ownership and requires an incoming employer to retain covered employees for a certain time after the change in ownership. HSD and other City departments will be available to support the service provider to determine and meet the extent of compliance needed at each property. More information can be found on the [Seattle Office of Labor Standards web site](#).

Due to the time-limited nature of the hotel shelter program, an emphasis will be placed on securing permanent housing for each participant well before the end of the hotel lease period. On-site support and housing navigation resources will be available to address barriers participants face to securing permanent housing. Participants will be enrolled in Coordinated Entry for All (CEA) and the service provider at hotel sites will partner with an on-site Rapid Rehousing provider, also funded through the ESG-CV award, to help facilitate exits for those participants who are eligible for that housing solution. Participants will also be connected to other permanent housing solutions as available.

B. Enhanced Shelter Operations and Services Program Scope:

The City anticipates securing at least one building for one to two years to be used as temporary non-congregate enhanced shelter for up to 125 chronically homeless, single adult households. The facility will operate 24/7, and basic health and safety supports will be provided, including but not limited to food, clothing, and personal hygiene. In addition, amenities such as locking storage, access to kitchen facilities or meals, showers, and laundry may be available.

The program will focus on helping participants transition from long periods of living unsheltered and will be designed to promote the physical and emotional safety of participants and staff in the least restrictive manner possible. Services will be offered during times that meet the needs of the individuals and be tailored to meet the diverse needs of the participants. Whenever possible, participants are to be offered additional support to adjust any behaviors or issues to be successful in the program and reduce exits to the streets. Housing-navigation services will be provided, including enrolling participants in CEA and identifying alternative housing options as appropriate, including but not limited to Rapid Rehousing and permanent supportive housing.

The ESG-CV funding attached to this project requires program participants meet COVID-19 risk factors. Outreach providers, in partnership with the Unsheltered Outreach and Response Team (Navigation Team), will identify and refer program participants who meet the criteria. Potential participants will be informed of the shelter program operations which will include the availability of on-site supports with the goal of exit to permanent housing through programs like Rapid Rehousing and permanent supportive housing.

C. Tiny House Village Program Scope:

The City's Tiny House Village programs provide safe temporary living environments for unsheltered people who want an alternative to indoor shelter programs. There are currently eight City funded villages serving just over 300 people each night. The units are insulated, heated, and have electricity. Residents have access to communal kitchen areas, showers, laundry, and restrooms.

The program will focus on helping homeless single adults transition from long periods of living unsheltered and will be designed to promote the physical and emotional safety of participants and staff in the least restrictive manner possible. Services will be offered during times that meet the needs of participants and be tailored to meet the diverse needs of the participants. Whenever possible, participants are to be offered additional support to adjust any behaviors or issues to be successful in the program and reduce exits to the streets. Housing-navigation services will be provided, and participants will be enrolled in CEA. Case managers will work with

participants to identify alternative housing options as appropriate, including but not limited to Rapid Rehousing and permanent supportive housing.

Outreach providers, in partnership with the Unsheltered Outreach and Response Team (Navigation Team), will identify and refer program participants. Potential participants will be informed of the village program operations which will include the availability of on-site supports with the goal of exit to permanent housing through programs like Rapid Rehousing and permanent supportive housing.

IV. Requirements

Applicant agencies must adhere to the following:

1. Minimum Eligibility Requirements

- a. Agencies are required to meet the requirements found [here](#).

2. Data Collection, Evaluation and Performance Measures

- a. All funded agencies will participate in data collection through King County Homeless Management Information System (HMIS) to evaluate and improve the quality of their programming. HSD will host the evaluation meetings as needed.
- b. HSD will establish and evaluate performance metrics which will be incorporated into the Service Contract.

3. COVID-19 Safety Guidelines

- a. Agencies are expected to adhere to current, appropriate safety protocols as outlined by [Seattle-King County Public Health](#), to prevent the spread of COVID-19. These protocols may include social distancing, wearing masks, hand washing, and sanitizing surfaces.

4. Duns number and Federal [System for Award Management](#) (SAM) registration in good standing.

Seattle Human Services Department

Shelter Surge Request for Qualifications

APPLICATION

I. Instructions for Written Application(s)

Agencies are invited to submit an application that reflects one or more of the following program areas:

- Hotel Shelter Program Operations and Services
- Enhanced Shelter Operations and Services
- Tiny House Village Operations and Services

Applications will be rated only on the information requested in this RFQ, including any clarifying information requested by HSD. Answer each section completely. Do not include cover letters or brochures with your application. Applications that do not follow the required format may not be rated.

Agencies are encouraged to apply for any program area for which they qualify. Agencies are asked to complete one narrative application that describes how their agency meets the requirements of each of the selected program areas.

Required format for each written application:

- Typed and formatted to letter-size (8 ½ x 11-inch) paper
- Use one-inch margins, single spacing, and minimum size 11-point font
- Be no longer than 8 pages (Sections F. and G. and requested attachments will not count towards the page limit).

II. Questions & Rating Criteria

Write a narrative response to sections A. – E. Answer each section completely according to the questions. Do not exceed a total of 8 pages for sections A. – E. combined. Applications will be rated out of 100 points for the following criteria:

A. AGENCY EXPERIENCE (25 points)

1. Tell us about your agency's history, experience, and the current work you do related to each of your selected program area(s) and how it leads to exits to permanent housing.
2. Describe how your agency will operate the selected program(s) with COVID-19 safety protocols in place.
3. *For Hotel Shelter Applicants:* Describe how your agency could comply with the City of Seattle Hotel Employees Job Retention Ordinance ([Seattle Municipal Code, 14.26, 14.27, 14.28, 14.29](#)) if required.

Rating Criteria - A strong application meets all the criteria below.

- Applicant demonstrates experience and understanding of the core components of their selected program area(s).
- Applicant has experience operating an enhanced, non-congregate shelter with referrals from the Unsheltered Outreach and Response Team (Navigation Team).
- Experience reflects history with operating and providing services that are focused on helping individuals gain safety, improve health, and address barriers to securing housing.

- Applicant has adjusted operations and service delivery to meet [Public Health Seattle-King County COVID-19 Standards](#).
- *For Hotel Shelter Applicants:* Applicant is willing to comply with the City of Seattle Hotel Employees Job Retention Ordinance ([Seattle Municipal Code, 14.26, 14.27, 14.28, 14.29](#)) if required.

B. STAFFING (15 points)

1. Describe the staff who will have a significant role in designing, delivering, and evaluating each program area. What will they be responsible for doing? What is the ratio of staff to participants?

Rating Criteria - A strong application meets all the criteria below.

- Staff positions and qualifications are designed to meet the needs of participants.
- The ratio of direct-service staff to participants supports housing-focused services.

C. RACIAL EQUITY (25 points)

1. Describe how your agency supports low income Black, Indigenous and People of Color (BIPOC) communities who historically have experienced oppression.
2. Explain the successes and challenges you have had or anticipate having while providing cultural and language relevant services to BIPOC communities. How has your agency grown and adapted over time? How do you build the leadership capacity of BIPOC staff?

Rating Criteria - A strong application meets all the criteria below.

- Applicant has a strong history and experience working with and supporting low income BIPOC communities who historically have experienced oppression.
- Applicant understands and is prepared for the challenges they may encounter while providing cultural and language relevant services to BIPOC communities. Applicant demonstrates growth and ability to adapt to changes over time.
- Applicant has a plan to build leadership capacity of their BIPOC staff.

D. PARTNERSHIPS (10 points)

1. Describe how you will partner with program participants, community members, and/or other agencies to execute the program(s). What role do they play in planning, implementation, and evaluation of your work?
2. *For Hotel Shelter applicants:* This program could require intentional partnering between the Hotel Shelter and the Rapid Rehousing provider. Describe what value you see in this structure and what challenges you anticipate.

Rating Criteria - A strong application meets all the criteria below.

- Applicant clearly describes who and how they will partner with program participants, community members and agencies in planning, implementation, and evaluation.
- Hotel applicant has considered the Rapid Rehousing partnership arrangement and identified value and potential challenges.

E. FISCAL MANAGEMENT (25 points)

1. Describe how your agency manages finances, including any financial systems you use. Are you financially able to provide services and submit invoices for reimbursement in a timely manner?
2. Describe your experience meeting reporting requirements with Federally funded programs.

Rating Criteria - A strong application meets all the criteria below.

- Applicant adequately describes its revenue, financial health, and financial management system.

- Applicant can provide services and submit invoices for reimbursement, and cope with changes in funding support.
- Applicant has experience meeting reporting requirements with Federally funded programs.
- Applicant has a fiscal management system which maintains checks and balances and follows Generally Accepted Accounting Principles to safeguard all funds that may be awarded under the terms of this funding opportunity. If applicant lacks fiscal management capabilities, applicant identifies its fiscal sponsor.

F. CAPACITY BUILDING (Response encouraged, but not rated)

HSD acknowledges the shortened response time for application submittal and the undefined aspects of some of the program details (i.e. site locations and property details). Successful execution of the goals of the programs will require strong partnerships between the City and agency partners. In that spirit, please describe what challenges you anticipate and what supports you would need to participate in this project.

G. BUDGET (Not rated)

Budget submission are not required at this time, as the intent is to identify qualified agencies who can meet the need of helping unsheltered individuals go from street to housing quickly. Upon selection of property, selected agencies will be provided with property and capacity details and will be required to submit a detailed budget with their award package. Budgets will be reviewed and negotiated before contract execution.

III. Deadline & Completed Application Requirements

A. Application Submittal

1. A completed and signed Application Cover Sheet (Attachment 1).
2. The application must include:
 - a. A completed narrative response to sections A. – E. (Sections F and G do not count towards the 8-page limit).
 - b. If you are proposing a partnership or subcontract with another agency, attach a signed letter of commitment from that agency’s Director or other authorized representative.
 - c. List of Board of Directors names and last three meeting minutes.

Completed applications are due by **Monday, November 23, 2020 at 5:00 PM PST**. Applications must be submitted through the [HSD Online Submission System](#). No faxed, e-mailed, or mailed applications will be accepted.

B. Via HSD Online Submission System <http://web6.seattle.gov/hsd/rfi/index.aspx>

HSD advises uploading application documents several hours prior to the deadline in case you encounter an issue with your internet connectivity. HSD is not responsible for ensuring that applications are received by the deadline.

C. Determination of a Completed Application

HSD conducts a screening after applications are submitted. HSD will request copies of the following documents if they are not already on file. Agencies will have two (2) business days from the date of written request to provide the requested documents to the RFQ coordinator (lisa.gustaveson@seattle.gov):

1. Current fiscal year’s financial statements, consisting of the Balance Sheet, Income Statement and Statement of Cash Flows, certified by the agency’s CFO, Finance Officer, or Board Treasurer.
2. Most recent audit reports.
3. Most recent fiscal year-ending Form 990 report.

4. Current certificate of commercial liability insurance (if awarded, the agency's insurance must conform to [Master Agency Service Agreement](#) requirements at the start of the contract).
5. Current verification of nonprofit status or evidence of incorporation or status as a legal entity. Your agency must have a federal tax identification number/employer identification number.
6. Proof of federally approved indirect rate, if applicable.
7. Proof of Federal [System for Award Management](#) (SAM) registration in good standing.

IV. Checklist

2020 Shelter Surge RFQ

This checklist is to help you ensure your application is complete prior to submission, and to verify HSD's expectations. Please do not submit this form with your application.

HAVE YOU....

- Read and understood the following additional documents found on the [Funding Opportunities Webpage](#)?**
- Proprietary and Confidential Information
 - HSD Agency Minimum Eligibility Requirements
 - HSD Client Data and Program Reporting Requirements
 - HSD Contracting Requirements
 - HSD Funding Opportunity Selection Process
 - HSD Appeal Process
 - HSD Commitment to Funding Culturally Responsive Services
 - HSD Guiding Principles
 - HSD Master Agency Services Agreement Sample
- Completed and signed the 1-page Application Cover Sheet? (Attachment 1)***
- If your application names specific partner agencies, representatives from these agencies must also sign the application cover sheet.
- Completed each section of the Narrative response?**
- Must not exceed 8 pages (8 ½ x 11), single spaced, double-sided, size 11 font, with 1-inch margins.
 - Page count does not include the required forms and supporting documents requested in this funding opportunity.
 - A completed narrative response addresses the following:
 - AGENCY EXPERIENCE (25 points)
 - STAFFING (15 points)
 - RACIAL EQUITY (25 points)
 - PARTNERSHIPS (10 points)
 - FISCAL MANAGEMENT (25 points)
 - CAPACITY BUILDING (Response encouraged, but not rated)
- Attached the following supporting documents?***
- Roster of your current Board of Directors
 - Minutes from your agency's last three Board of Directors meetings or comparable minutes as outlined in Section III of the application.
- If you are proposing a significant collaboration with another agency, have you attached a signed letter of intent from that agency's Director or other authorized representative?***

**These documents do not count against the 8 page limit for the proposal narrative section.*

All applications are due to the City of Seattle Human Services Department **Monday, November 23, 2020 at 5:00 PM PST**. See Section III for submission instructions.

**Seattle Human Services
2020 Shelter Surge RFQ
Application Cover Sheet**

1. Application Program Area(s):	<input type="checkbox"/> Hotel Shelter <input type="checkbox"/> Enhanced Shelter <input type="checkbox"/> Tiny House Village		
2. Applicant Agency:			
3. Agency Executive Director:			
4. Agency Primary Contact			
Name:		Title:	
Address:			
Email:		Phone:	
5. Organization Type			
<input type="checkbox"/> Non-Profit <input type="checkbox"/> For Profit <input type="checkbox"/> Public Agency <input type="checkbox"/> Other (Specify):			
6. Federal Tax ID or EIN:		7. DUNS #:	
8. WA Business License #:			
9. Partner Agency (if applicable):			
Contact Name:		Title:	
Address:			
Email:		Phone:	
Description of partner agency proposed activities:			
Signature of partner agency representative: _____ Date: _____			
<p>Authorized physical signature of applicant/lead agency</p> <p><i>To the best of my knowledge and belief, all information in this application is true and correct. The document has been duly authorized by the governing body of the applicant who will comply with all contractual obligations if the applicant is awarded funding.</i></p> <p>Name and Title of Authorized Representative:</p> <p>Signature of Authorized Representative: _____ Date: _____</p>			