



**2026 Shelter Expansion Roster
Request for Qualifications**

August 6, 2026

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GUIDELINES

INTRODUCTION

The [City of Seattle Human Services Department \(HSD\)](#) Homelessness Division is seeking qualifications from organizations interested in:

- Managing the development of emergency shelters;
- Providing operations at emergency shelters that offer participant services; and/or
- Providing behavioral health care at emergency shelters that treat mental health conditions and substance use disorders.

This competitive Request for Qualifications (RFQ) is open to organizations that meet [HSD Agency Minimum Eligibility Requirements](#), and any additional requirements described in these guidelines. Organizations that do not independently meet HSD's minimum eligibility requirements may apply through an eligible fiscal sponsor.

The purpose of this RFQ is to create a roster of organizations qualified to provide one or more of the following services:

- Develop emergency shelters,
- Operate emergency shelters, or
- Provide behavioral health care at emergency shelters.

HSD will not award funding through this RFQ. There is no limit on the number of organizations that may qualify for the roster, and placement does not guarantee funding.

As funding and shelter locations become available, HSD may invite organizations on the roster to participate in a separate competitive application process. Only organizations that qualify for the roster will be eligible to receive those invitations.

All RFQ materials, updates, and changes will be posted on [HSD's Funding Opportunities webpage](#). HSD will not notify applicants individually of changes. Applicants are responsible for checking the webpage regularly for updates.

If you have questions about the RFQ or would like to request an accommodation, contact Funding Process Coordinators: Leslea Bowling at Leslea.Bowling2@seattle.gov and Kate Hoffman at Kate.Hoffman2@seattle.gov.

TIMELINE*

Date	Time	Activity
August 6, 2026		2026 Shelter Expansion Roster RFQ Released
August 10, 2026	1:00 p.m. – 3:00 p.m. Pacific Time	Information Session #1 – Virtual Join virtual session Meeting ID: 222 632 463 432 948 Passcode: xy3df93p Dial 1-206-686-8357 to join by phone Phone conference ID: 333 047 445# Join on a video conferencing device Tenant key: seattle@m.webex.com Video ID: 118 939 913 1

		For technical assistance or accessibility needs, contact: Leslea.Bowling2@seattle.gov and Kate.Hoffman2@seattle.gov *This information session will be recorded and posted on the HSD website.
August 13, 2026	10:00 a.m. – 12:00 p.m. Pacific Time	Information Session #2 – Virtual Join virtual session Meeting ID: 243 994 410 062 78 Passcode: Cd6fE7fb Dial 1-206-686-8357 to join by phone Phone conference ID: 861 281 365# Join on a video conferencing device Tenant key: seattle@m.webex.com Video ID: 115 878 224 2 For technical assistance or accessibility needs, contact: Leslea.Bowling2@seattle.gov and Kate.Hoffman2@seattle.gov
August 21, 2026	5:00 p.m. Pacific Time	Last Day to Submit Questions (via email only) Leslea.Bowling2@seattle.gov and Kate.Hoffman2@seattle.gov
September 10, 2026	12:00 p.m. Pacific Time	Applications Deadline (electronic submissions only) 1. HSD Online Submission System: http://web6.seattle.gov/hsd/rfi/index.aspx OR 2. Email: HSD_RFP_RFQ_Email_Submissions@seattle.gov
December 2, 2026		Planned Roster Notification
January 12, 2027		2027 Shelter Expansion Roster RFQ Re-released

*HSD may change any dates in the RFQ timeline. Any changes will be posted on [HSD's Funding Opportunities webpage](#).

Information Sessions

HSD will hold two virtual information sessions about this RFQ. One session will be recorded and posted on HSD's Funding Opportunities webpage.

Organizations interested in the RFQ are encouraged to attend a session and ask questions, but attendance is not required.

Technical Assistance

Communities Rise will provide free technical assistance to applicants during the RFQ period. Priority will be given to organizations that have experience providing culturally responsive services to people disproportionately impacted by homelessness and have other relevant, transferrable experience, but have limited or no direct experience in emergency shelter development, shelter operations, or behavioral health care in shelters.

Technical assistance will be available until 5:00 p.m. on September 4, 2026. To request assistance or learn more, visit the [Communities Rise website](#) or email cbclinics@communities-rise.org. Include “TA Request – City of Seattle” in the subject line.

Technical assistance is separate from the RFQ’s formal Q&A process. Guidance provided through technical assistance is not an official interpretation of the RFQ. Only written answers posted by HSD through the formal Q&A process are official.

BACKGROUND, OVERVIEW, AND REQUIREMENTS

A. Background

The City of Seattle and King County declared civil emergencies on homelessness in November 2015.¹ While these declarations allowed the City and County to increase investments and seek additional state and federal support, homelessness remains at crisis levels. The 2024 Point-in-Time (PIT) Count identified at least 9,440 people experiencing homelessness in Seattle; half of whom (4,585) were living unsheltered.² These numbers are expected to increase as the 2026 PIT Count found that homelessness rose nine percent countywide.³

Participants surveyed for the 2024 PIT Count reported housing affordability as a leading cause of their homelessness.⁴ Regional planning also shows a substantial need for emergency and permanent housing. Seattle was estimated to need 21,401 new emergency housing units, including emergency shelter, between 2019 and 2044.⁵ This need is in addition to an estimated 82,298 new permanent housing units affordable to households earning up to 120% of Seattle’s area median income during the same period.⁶

The 2026 PIT Count also identified substantial behavioral health needs among unsheltered participants. Thirty-one percent reported having a serious mental illness, and 41% reported having a substance use disorder.⁷ Unmet behavioral health needs can result in serious harm, including fatal overdoses. In 2025, 65% of overdose deaths among individuals who are unhoused or live at a housing service site happened in Seattle.⁸

These data show the need for additional emergency shelters offering enhanced services and behavioral health care. Mayor Katie B. Wilson issued [Executive Order \(EO\) 2026-02](#) to accelerate shelter expansion, and this RFQ will further this aim by establishing a roster of qualified organizations to provide emergency shelter development, operations and behavioral health care. As funding and locations become available, qualified organizations will be invited to apply for shelter projects.

B. Roster Overview and Criteria

HSD is issuing this RFQ to create a roster of organizations qualified to support the rapid expansion of emergency shelter through one or more of the following areas:

- Emergency Shelter Development,
- Emergency Shelter Operations, and
- Behavioral Health Care at Emergency Shelters.

¹ Daniel Beekman and Jack Broom, “Mayor, County Exec Declare ‘State of Emergency’ Over Homelessness,” *The Seattle Times*, November 2, 2025, [link](#).

² King County Regional Homelessness Authority, *King County 2024 Point In Time Count*, [link](#).

³ King County Regional Homelessness Authority, *2026 King County Point-In-Time Count and Housing Inventory Count*, [link](#).

⁴ King County Regional Homelessness Authority, *2024 Comprehensive Unsheltered Point-In-Time (PIT) Count Summary of Key Findings & Frequently Asked Questions*, [link](#).

⁵ King County, *2021 King County Countywide Planning Policies*, November 2023, [link](#)

⁶ Ibid.

⁷ King County Regional Homelessness Authority, *2026 PIT Count*, [link](#)

⁸ Public Health Seattle & King County, *Racial and Ethnic Disparities in Opioid Use Outcomes in King County Report*, [link](#)

Organizations may apply for one or more areas. Organizations applying for more than one area must demonstrate that they have sufficient staffing to perform each area of work.

Applicants must confirm that they:

- Are fully prepared to perform each area of work for which they are applying and meet the expectations described in this RFQ.
- Will work collaboratively with other qualified organizations and City of Seattle staff across all bodies of work.

Future Application Process

Only organizations that qualify through this RFQ, or a future release of this RFQ, will be eligible to receive invitations from HSD to apply for funding. HSD may issue invitations as funding and locations become available. Invitations may identify the number of units and population(s) to be served at a location.

Future funding for emergency shelter development is expected to support one-time development costs. Funding for shelter operations and behavioral health care would support ongoing service costs, according to funding availability and the terms of each future application.

General Shelter and Service Expectations

Organizations that are later awarded funding will be required to coordinate closely with other funded organizations and City staff. Coordination may begin during shelter planning and development and continue through shelter operations and service delivery.

A shelter site may include up to 250 units and will serve people moving from unsheltered homelessness into shelter. Sites may use the National Alliance to End Homelessness' (NAEH) five keys to effective emergency shelter:

- Housing first approach;
- Safe and appropriate diversion;
- Immediate and low-barrier access;
- Housing-focused, rapid exit services; and
- Data to measure performance.⁹

Shelters may be located on City-owned property, other publicly owned property, privately owned property, or leased property. Shelter development must create a welcoming and restorative environment and support confidentiality and privacy in service delivery. Shelter operations and behavioral health care must respond to the needs and strengths of the shelter population served at each location.

Emergency Shelter Development Criteria

HSD seeks to qualify organizations that can develop emergency shelter facilities at City-approved sites. Facilities must meet all applicable building and safety codes and be ready for occupancy. Shelter designs should use universal design principles that include:

- Considerations for space and safety;
- Considerations for health and wellness; and
- Considerations for program design elements.¹⁰

⁹ National Alliance to End Homelessness, *The Five Keys to Effective Emergency Shelter*, [link](#).

¹⁰ National Alliance to End Homelessness, *Interim Strategies for Responding to Unsheltered Homelessness*, [link](#).

City-approved sites may require structural improvements, rehabilitation, renovation, maintenance and/or repairs before they can be used as shelters.

Relevant Experience, Capacity, or Interest:	Preferred Experience:
• Design, permitting, and regulatory approvals for emergency shelter, such as a transitional encampment permit from the Seattle Department of Construction and Inspections. • New construction, substantial rehabilitation, remodel, retrofit, or modular installation projects. • Fire, building, health, and Americans with Disabilities Act (ADA) compliance and other relevant codes, such as Seattle Municipal Code (SMC) 23.42.054 and 23.42.056. • Project management that effectively controls time, cost, quality, and scope. • Coordination with emergency shelter operators, behavioral health providers, and City of Seattle staff to ensure facility readiness for operations. • Prevailing wage reporting and compliance. • Low-income housing, affordable housing, permanent supportive housing, transitional housing, or emergency shelter finance, development, management, and operations.	• Emergency shelter, permanent supportive housing, affordable housing, or similar facilities development. • A successful record of completing projects on accelerated or emergency timelines. • Familiarity with the City of Seattle permitting and inspection processes. • Project management plans with clear cost, schedule, and scope baselines with effective approaches to manage risk, communications, requirements, quality, staffing, and procurement. • Facilities development on publicly owned, privately owned, and leased property. • Familiarity with leases, property management, and maintaining site control through project completion and transition to the facility operator. • A qualified and experienced emergency shelter development team. • Working with public agencies, property owners, property managers, and human service providers.

Emergency Shelter Operations Criteria

HSD seeks to qualify organizations to operate emergency shelters that are open 24 hours a day seven days a week, offer easy and immediate access, and provide enhanced services for people moving from unsheltered homelessness into safer, more stable environments. In line with NAEH’s guidance, shelters created through EO 2026-02 should follow a housing-first approach that allows people to enter without prerequisites, participate voluntarily in services, and move toward permanent housing as quickly as possible.¹¹ HSD also seeks to qualify organizations to operate emergency shelters that serve individuals recovering from substance abuse disorders who are seeking a clean and sober environment.

Emergency shelters would provide seamless services and support, including food access, case management, housing navigation, and wraparound services. Food and meals will be an allowable expense, and HSD can provide technical assistance and support to connect emergency shelter operators with food and meals organizations. Case management assesses participant needs, creates individualized plans, coordinates referrals, and supports participants with access to housing, employment, healthcare, and other services. Housing navigation facilitates participant housing search and placement. Wraparound services would include, but not be limited to, addressing legal barriers, community reintegration, housing readiness, transportation assistance, and accessing benefits and resources. Services will use a progressive engagement approach that focuses on helping participants achieve stabilization as soon as possible.¹²

¹¹ National Alliance to End Homelessness, *The Five Keys to Effective Emergency Shelter*, [link](#).

¹² National Alliance to End Homelessness, *Progressive Engagement Fact Sheet*, [link](#).

Relevant Experience, Capacity, or Interest:	Preferred Experience:
• Operating an emergency shelter in compliance with relevant codes, such as SMC 23.42.054 and 23.42.056. • Twenty-four-hour, seven-day-a-week emergency shelter operations, including staffing and supervision. • Participant enrollment, case management, and housing navigation that supports timely housing placement. • Enhanced services that address housing readiness, legal barriers, community reintegration, and access to benefits and resources among others. • Coordination with emergency shelter developers, behavioral health providers, and City of Seattle staff to ensure operational readiness. • Site management that ensures accessibility, safety, privacy, sanitation, secure storage, pet accommodations, and well-maintained common areas. • Crisis intervention, de-escalation, harm reduction, overdose prevention, emergency services engagement, and safety planning for staff and participants. • Data collection, reporting, and use of HMIS or a comparable system. • Property management, lease agreements, and maintenance or repair of equipment and facilities to support ongoing operations. • Community engagement that reduces homelessness stigma, builds trust and partnerships with local stakeholders, creates volunteer opportunities, and aligns with SMC 23.42.056 and HSD Director's Rule 2-2016. • Workforce recruitment, retention, and continuous professional development to ensure skilled, trauma-informed, and culturally responsive service delivery.	• Operating emergency shelters, permanent supportive housing, affordable housing, or similar facilities. • A strong history of, and commitment to, addressing racial disparities among people experiencing homelessness. • Serving high acuity populations. High acuity is a combination of two or more of the following: ○ High behavioral health needs including psychotic spectrum disorders ○ Substance Use Disorder ○ Physical health challenges¹³ • Trauma-informed, culturally responsive, and low-barrier service models. • Strong staffing plans, supervision structures, and retention strategies. • Documented outcomes related to housing placements, stabilization, and service delivery. • Community engagement approaches that support positive neighborhood relations and shelter operations and align with SMC 23.42.056 and HSD Director's Rule 2-2016. • Working under City of Seattle contracts and meeting performance requirements.

Behavioral Health Care at Emergency Shelters Criteria

HSD seeks to qualify organizations to provide behavioral health care for participants in emergency shelters created through EO 2026-02. This would include treatment for mental health conditions and substance use disorders. Services will support people exiting unsheltered homelessness with mental health conditions and/or substance use disorders and who may have limited or inconsistent access to ongoing health care. Services will be provided at emergency shelters by shelter-based or mobile staff and/or at an off-site location with dedicated transportation support. Behavioral health services are expected to reflect the goals and principles of recovery,

¹³ King County Regional Homelessness Authority, *Definitions*, [link](#).

resilience, and trauma-informed care, consistent with King County Code Title 2.43 and aligned with SAMHSA's Working Definition of Recovery and its Ten Guiding Principles.^{14, 15}

Relevant Experience, Capacity, or Interest:	Preferred Experience:
• Service Delivery in shelter, housing, field-based, mobile, and/or clinical settings with transportation support when needed. • Mental health assessment, diagnosis, treatment, and ongoing support, including flexible engagement approaches for people with high behavioral health needs and linkage to services that can continue in permanent housing. • Substance use assessment, diagnosis, treatment, and ongoing support, including linkage to services that can continue into permanent housing. • Prescribing, administering, and monitoring medication for mental health conditions and substance use disorders in compliance with federal and state requirements. • Crisis intervention, de-escalation, overdose prevention, harm reduction, emergency services engagement, and safety planning for both staff and participants. • Community-building, group activities, and skill development supports that promote wellness, connection, healing, and readiness for permanent housing. • Addressing behavioral health barriers to stabilization, including family reunification needs and connections to occupational therapy or other specialized supports. • Compliance with HIPAA, 42 CFR Part 2, and other applicable privacy requirements. • Data collection, reporting, and use of healthcare information software or database. • Workforce recruitment, retention, and continuous professional development to ensure skilled, trauma-informed, and culturally responsive service delivery.	• Appropriate licensure and credentials to treat mental health conditions in Washington State. • Appropriate licensure and credentials to treat substance use disorder in Washington State. • Appropriate licensure and credentials to prescribe and administer medication, including medications for opioid use disorder (MOUD). • Serving unsheltered, unstably housed, and low-income people. • Serving people with co-occurring disorders (when there is both a primary mental health condition and a primary substance use disorder) and high behavioral health needs. • Capacity to provide services in emergency shelter settings. • Medicaid enrollment and/or experience billing public health or other behavioral health funding streams (if applicable). • Strong relationships and documented protocols for coordination with other service providers. • Documented outcomes in mental health and/or substance use treatment, participant engagement, and linkages to publicly funded behavioral health treatment.

C. Priority Population and Focus Population

Priority populations and *focus populations* identified for this RFQ are based on EO 2026-02 and ensure that future investments are dedicated to addressing disparities within these populations.

Priority populations are a group (or groups) comprising a specific demographic (e.g., elders, youth, families) or individuals who share a common issue (e.g., homelessness, mental health, violence involved).

¹⁴ King County Code, Title 2.43 Behavioral Health System, [link](#).

¹⁵ Substance Abuse and Mental Health Services Administration, SAMHSA's Working Definition of Recovery, [link](#).

Priority populations for shelter expansion are:

- Individuals that meet the U.S. Department of Housing and Urban Development’s definition of Literally Homeless.¹⁶
- Individuals experiencing unsheltered homelessness, including individuals residing in RVs or vehicles.
- Individuals experiencing unsheltered homelessness with a substance use disorder.
- Individuals experiencing unsheltered homelessness with a serious mental illness.
- Families with minor children experiencing unsheltered homelessness.

Focus populations are racial or ethnic groups within the priority populations that experience the greatest disparities.

Focus populations for shelter expansion are:

- American Indian, Alaska Native, and/or Indigenous
- Black, African American, and/or African Descent
- Hispanic, Latina/e/o/x
- Native Hawaiian or Pacific Islander

Applicants may specialize in subgroups within the identified focus populations. Applicants that clearly describe additional populations experiencing unsheltered homelessness will also be considered.

D. Expected Performance Measures

HSD uses data to measure performance in three areas: quantity – how much work is done; quality – how well did it get done; and impact – is anyone better off as a result. Shelter expansion performance measures may include, but are not limited to, the following:

Emergency Shelter Development

Quantity

- # of shelter units created

Quality

- Site is code compliant
- Length of development in days

Impact

- % of site development project milestones met by deadline
- # of shelter units created

Emergency Shelter Operations

Quantity

- # of households enrolled
- % of households entering from homelessness
- # of participants referred to support services through case management

Quality

- % of beds/units utilized
- Average length of stay in days
- Average number of days between shelter enrollment and initial mental health service
- Average number of days between shelter enrollment and initial substance use service

Impact

- # of households exiting to permanent housing
- % of households exiting to permanent housing

¹⁶ HUD Exchange, *Category 1: Literally Homeless*, [link](#).

- % of households exiting to permanent housing that return to homelessness within 6 months

Behavioral Health Care at Emergency Shelters

Quantity

- # of unduplicated shelter participants that receive a mental health service
- # of unduplicated shelter participants that receive a substance use service
- # of unduplicated shelter participants referred to outside behavioral health services

Quality

- Average number of days between shelter enrollment and initial mental health service
- Average number of days between shelter enrollment and initial substance use service
- # and % of unduplicated shelter participants who choose to receive repeated mental health services during their shelter stay
- # and % of unduplicated shelter participants who choose to receive repeated substance use services during their shelter stay

Impact

- # and % of unduplicated shelter participants who receive mental health services and exit to permanent housing
- # and % of unduplicated shelter participants with a plan to continue mental health services at exit from the shelter
- # and % of unduplicated shelter participants who receive substance use services and exit to permanent housing
- # and % of unduplicated shelter participants with a plan to continue substance use services at exit from the shelter

E. Future Contract and Compliance Requirements

Placement on the roster does not guarantee funding, create a contract, or require an organization to provide services. Organizations that later receive funding and enter into a contract with HSD must adhere to the following criteria in addition to the [HSD Agency Minimum Eligibility Requirements](#):

1. Data collection and evaluation

Roster organizations will provide extensive data primarily through the Homelessness Management Information System (HMIS) and on other contracted performance measures. Reporting requirements are subject to change and are likely to require daily data entry.

2. Coordination requirements

Roster organizations will coordinate closely with each other and City of Seattle staff to ensure expedient emergency shelter development and timely shelter opening with services available.

3. Contracting requirements

Roster organizations should plan for a minimum of two contract monitoring visits either on-site or virtual with City staff to demonstrate progress, project completion, and/or service integration in addition to meeting [HSD Contracting Requirements](#). HSD pays contracted organizations on a reimbursement basis. Reimbursement is contingent upon receipt and approval of required reporting. Additional reporting may be requested for audit or evaluation purposes.

4. Fiscal sponsor requirements

If a roster organization has a fiscal sponsor, they must provide a signed letter of agreement from the sponsor. The letter will not count toward the narrative page-limit. The organization and fiscal sponsor must meet the [HSD Fiscal Sponsorship Requirements](#).

5. Criminal background check policy

All applicants working with minors or other vulnerable individuals must maintain written criminal background check policies and procedures that comply with all applicable federal, state, and local laws and regulations, and shall keep records demonstrating compliance. Such policies and procedures shall include provisions for screening job applicants and volunteer candidates who may have unsupervised access to vulnerable adults (as defined in [RCW 43.43.830](#)), and participants younger than 18 years old. The organization's criminal background check policies, procedures, and records shall be available for review upon request by HSD staff.

F. Federal Funding Requirements

In addition to the [HSD Agency Minimum Eligibility Requirements](#) and those outlined above in Section E, organizations may also need to meet federal Community Development Block Grant (CDBG) requirements. Organizations qualified to be on the roster through this RFQ, may receive an invitation to apply that includes CDBG funding.

The CDBG program is governed by the Code of Federal Regulations (CFR). Both the organization and location must meet all eligibility criteria prior to the City's commitment of funds, and before project costs are incurred. **Organizations selected for the roster must not sign any contracts or complete any property transactions until the City's completion of the required environmental review.**

An organization and location selected for CDBG funding will need to comply with applicable CDBG funding requirements. Depending on the activity, these requirements govern contractor procurement and payment of prevailing wages and promote training and employment of low-income persons (Section 3 requirements). If an organization's federal funding involves acquisition of property, they may need to comply with the federal Uniform Relocation Assistance (URA) guidelines.

CDBG funds allocated as a subsequent application from being selected for the roster through this RFQ can only be used to reimburse for eligible activities identified in 24 CFR 570.

For any questions regarding any aspect of this RFQ, contact:

Funding Process Coordinators:

Leslea Bowling, Leslea.Bowling2@seattle.gov

Kate Hoffman, Kate.Hoffman2@seattle.gov

RFQ APPLICATION

HOW TO COMPLETE THE APPLICATION

Applications will be rated only on the information requested in this RFQ and may include any clarifying information requested by HSD. Answer each narrative question completely. Do not include any materials not requested with your application. Submit applications via HSD Online Submissions System at <http://web6.seattle.gov/hsd/rfi/index.aspx> **OR** Email to HSD_RFP_RFQ_Email_Submissions@seattle.gov It is the responsibility of each applicant to ensure a confirmation of receipt from HSD is received. Applications that do not follow the required format may lose points.

Complete application packets are due by 12:00 p.m. (noon) on Thursday, September 10, 2026.

When submitting documents, name them as follows:

Document Type	Document Name
Application Cover Sheet (Attachment 2)	Cover Sheet
Core Narrative Response	Core Narrative
Emergency Shelter Developer Narrative Response	Developer Narrative
Emergency Shelter Operator Narrative Response	Operator Narrative
Behavioral Health Provider Narrative Response	Behavioral Health Provider Narrative
Current Fiscal Year Balance Sheet Report	Balance Sheet
Current Fiscal Year Income Statement Report	Income Statement
Current Fiscal Year Statement of Cash Flow	Statement of Cash Flow
Most Recent Audit Report	Audit Report
Most Recent Form 990 Report	Form 990

The RFQ Guidelines is a separate document that provides the background, overview, and requirements for the RFQ. HSD's Funding Opportunities webpage provides additional information on proprietary and confidential information, organization eligibility, data collection and reporting, contracting, fiscal sponsorship, audit requirements, appeals, expectations for culturally responsive services, Guiding Principles, Theory of Change, Results Based Accountability Plan, and the process for selecting successful applications.

NARRATIVE QUESTIONS & RATING CRITERIA

Required format for all written narrative responses:

- Typed and formatted to letter-size (8 ½ x 11-inch) document.
- One-inch margins, single spacing, and size 11-point font.
- Be no longer than:
 - Three (3) pages for the Core Narrative.
 - Three (3) pages for section B. Emergency Shelter Development Narrative.
 - Five (5) pages for section C. Emergency Shelter Operator Narrative.
 - Four (4) pages for section D. Behavioral Health Provider at Emergency Shelters Narrative.
- Any additional documents or attachments will not count towards the page limits.

Organizations may apply to be an emergency shelter developer, emergency shelter operator, and/or behavioral health provider at emergency shelters. To be considered for each area, an organization must submit a separate narrative response for each. All applicants must complete responses for section A, Core Narrative Questions. For organizations seeking to qualify as an emergency shelter developer, complete section B (Emergency Shelter Development Questions). For organizations seeking to qualify as an emergency shelter operator, complete section C (Emergency Shelter Operations Questions). For organizations seeking to qualify as a behavioral health provider at emergency shelters, complete section D (Behavioral Health Provider at Emergency Shelters

Questions). For organizations applying to more than one area, complete a separate response for section A, Core Narrative Questions, only once. Fully answer each question. Do not exceed the page limits for any narrative response. Responses will be evaluated against the rating criteria listed next to each section of questions. Highly rated responses will describe how the applicant will meet **all** rating criteria.

A. Core Narrative Questions (3 pages maximum)

ORGANIZATION DESCRIPTION	RATING CRITERIA	POINTS: 30
Background 1. Describe the organization’s history and mission and explain how they align with emergency shelter work. Summarize the organization’s experience from the past five years to demonstrate its capacity to rapidly scale for emergency shelter work. (5 points) Staffing 2. Provide a list of key personnel involved in emergency shelter work for development, operations, and/or behavioral health care. Include a brief job description for each role and note any relevant licensure, certifications, or prescribing authority. (5 points) 3. Describe the organization’s staffing approach for emergency shelter work, including processes for rapid recruitment, hiring, onboarding, training, supervision, and retention. Explain how this approach ensures adequate staffing levels over time. Describe how staff receive support and build confidence in their job performance. (5 points) Collaboration and Partnership 4. Describe the organization’s experience with formal and informal collaborations related to emergency shelter work. Identify collaborators from the past five years and explain how roles and responsibilities were defined. If the organization has not had collaborators in the past five years, describe how it would approach collaboration and establish roles and responsibilities. (5 points) Financial Management 5. Describe the organization’s financial management system. Explain how it establishes and maintains Generally Accepted Accounting Principles to ensure sound administrative procedures and internal controls. If the organization uses a fiscal sponsor, provide this information about the fiscal sponsor. (5 points)	Background 1. Applicant thoroughly describes its history and mission and clearly explains how they align with emergency shelter work. Applicant effectively summarizes its experience within the past five years to demonstrate its capacity to rapidly scale for emergency shelter work. (5 points) Staffing 2. Applicant demonstrates it has or proposes to have the necessary key personnel and expertise to successfully carry out emergency shelter for development, operations, and/or behavioral health care. Job descriptions and relevant qualifications are clearly identified. (5 points) 3. Applicant thoroughly describes a staffing approach for emergency shelter work, including processes for rapid recruitment, hiring, onboarding, training, supervision, and retention. Applicant clearly explains how adequate staffing levels will be maintained over time. Applicant effectively describes how staff receive support and build confidence in their job performance. (5 points) Collaboration and Partnership 4. Applicant demonstrates significant experience with formal and/or informal collaborations and partnerships related to emergency shelter work. Applicant identifies collaborators from the past five years and clearly explains how roles and responsibilities were defined. If the applicant has not collaborated in the past five years, it clearly describes how it would approach collaboration and determine roles and responsibilities. (5 points) Financial Management 5. Applicant clearly describes its financial management system and how it establishes and maintains Generally Accepted Accounting Principles, including administrative procedures and internal controls. If a fiscal sponsor is used,	

6. Describe the organization's capacity to meet expenses in advance of reimbursement. If it does not currently have this capacity, explain the steps it will take to develop it. If the organization uses a fiscal sponsor, provide this information about the fiscal sponsor. (5 points)	applicant provides the requested information about the fiscal sponsor. (5 points) 6. Applicant thoroughly describes its ability to meet expenses in advance of reimbursement. If the applicant does not have this capacity, it clearly explains the steps it will take to develop it. If a fiscal sponsor is used, applicant provides the requested information about the fiscal sponsor. (5 points)
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B. Emergency Shelter Developer Questions (3 pages maximum)

QUALIFICATIONS DESCRIPTION	RATING CRITERIA	POINTS: 25
Experience 1. Describe the organization's experience developing emergency shelter within the past five years. Specify the types of shelter developed and include details such as unit type and size, kitchen and hygiene facilities, common areas, and spaces designated for service provision. If the organization does not have this experience, describe any related experience and outline a plan to rapidly build capacity to perform emergency shelter development. (5 points) 2. Describe the organization's experience identifying, negotiating with, and managing trade-specific subcontractors to develop shelter, housing, or other similar facilities. If the organization does not have this experience, describe any related experience and outline a plan to rapidly build capacity to identify, negotiate with, and manage subcontractors. (5 points) Project Management 3. Explain how the organization manages project baselines for scope, schedule, and cost, including the tools, methods, and milestone-tracking practices used from project initiation through completion. If the organization does not have this experience, describe any related experience and outline a plan to rapidly build capacity for this work. (5 points) 4. Describe the organization's risk management practices for emergency shelter development projects. If the organization does not have this experience, describe any related experience and	Experience 1. Applicant provides a clear and thorough description of its experience developing emergency shelter within the last five years. The response identifies the types of shelter developed and includes details (e.g., unit types and sizes, kitchen and hygiene facilities, common areas, service-provision spaces). If applicant does not have this experience, it clearly describes related experience and outlines a realistic plan to rapidly build capacity to perform emergency shelter development. (5 points) 2. Applicant clearly describes its experience identifying, negotiating with, and managing trade-specific subcontractors to develop shelter, housing, or other similar facilities. If the applicant does not have this experience, it clearly describes relevant experience and outlines a realistic plan to rapidly build capacity to identify, negotiate with, and manage trade specific subcontractors. (5 points) Project Management 3. Applicant provides a detailed explanation of how they manage project baselines for scope, schedule, and cost, including the tools, methods, and milestone-tracking practices used from project initiation through completion. If applicant does not have this experience, it provides a clear description of relevant experience and outlines a realistic plan to rapidly build capacity for this work. (5 points) 4. Applicant thoroughly describes its risk management practices for emergency shelter development projects. If applicant does not have this experience, it provides a clear description of relevant experience	

outline a plan to rapidly build capacity for this work. (5 points) Compliance 5. Describe the organization's experience with local permitting and inspection processes for shelter, housing, or similar facilities. If the organization does not have this experience, describe any related experience and outline a plan to rapidly build capacity for this work. (5 points)	and outlines a realistic plan to rapidly build capacity for this work. (5 points) Compliance 5. Applicant clearly describes its experience with local permitting and inspection processes for shelter, housing, or similar facilities. If applicant does not have this experience, it provides a clear description of relevant experience and outlines a realistic plan to rapidly build capacity for this work. (5 points)
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C. Emergency Shelter Operator Questions (5 pages maximum)

QUALIFICATIONS NARRATIVE:	RATING CRITERIA	POINTS: 45
Experience 1. Describe the organization's experience operating emergency shelter within the past five years. Include the number and size of sites, hours of operation, participant eligibility requirements, services provided, and how these services support participant stabilization and housing outcomes. If the organization does not have this experience, describe any related experience and outline a plan to rapidly build capacity to operate emergency shelter. (5 points) Service Quality 2. Describe the organization's approach to emergency shelter operations and service delivery. How are practices evidence-based and trauma-informed? What best practices are implemented and what informs their development? If the organization does not have this experience, describe any related experience and outline a plan to rapidly build capacity for quality service delivery. (5 points) 3. Describe the organization's experience coordinating services with behavioral health, housing, human services, and medical providers. (5 points) Cultural Responsiveness 4. Describe the organization's experience working with the priority and focus populations listed in the RFQ Guidelines. Also describe the additional populations with whom the organization works, including couples, elders, families with children, immigrants and refugees, LGBTQIA+ people, people with physical health conditions, people in	Experience 1. Applicant provides a clear and thorough description of their experience operating emergency shelter in the past five years, including the number and size of sites, participant eligibility requirements, services provided, and how these services support stabilization and housing outcomes. If applicant does not have this experience, it clearly describes relevant experience and outlines a realistic plan to rapidly build capacity to operate emergency shelter. (5 points) Service Quality 2. Applicant clearly describes its approach to shelter operations and service delivery. It explains how practices are evidence-based and trauma-informed, identifies the best practices implemented and what informs those practices. If the applicant does not have this experience, it clearly describes relevant experience and outlines a realistic plan to rapidly build capacity for quality service delivery. (5 points) 3. Applicant demonstrates a strong history of coordinating services with behavioral health, housing, human services, and medical providers. (5 points) Cultural Responsiveness 4. Applicant clearly describes its experience with the priority and focus populations named in the RFQ Guidelines and any additional populations with whom it works. Applicant demonstrates an understanding of the unique characteristics, experiences, and needs of these groups. If applicant has limited experience with priority and focus populations, it clearly outlines the steps that would	

recovery, pregnant people, women, youth, and young adults. Explain their unique characteristics, experiences, and needs. If the organization's experience with the priority and focus populations is limited, outline the steps that would be taken to provide culturally responsive services. (5 points) 5. Describe how input is gathered from the people with whom the organization works. Explain how the input informs the culturally responsive services, policies, and day-to-day practices at the organization. (5 points) Performance and Data 6. Describe how success is measured in the services provided relevant to operating emergency shelter. Explain how participant outcomes or results are documented and how these data are used to inform services. If the organization operated emergency shelter in 2025 using HMIS, explain any differences between actual performance and what is reported in HMIS. (5 points) 7. Explain how the Homeless Management Information System (HMIS) or comparable database is used, including the capacity to enter data in the field and ability to enter data accurately and on time. (5 points) Operations 8. Describe the organization's experience conducting community engagement. Explain how the approach builds trust, addresses concerns, and uses community input to strengthen services. Provide examples of past efforts and successful outcomes. (5 points) 9. Describe the organization's experience managing emergency shelter sites. Explain how operational needs such as safety, accessibility, sanitation, and participant services are addressed. Provide any responsibilities related to equipment maintenance, repairs, and coordination with property owners. If the organization does not have this experience, describe any related experience and outline a plan to rapidly build capacity for this work. (5 points)	be taken to provide culturally responsive services. (5 points) 5. Applicant clearly describes how it gathers input from the people with whom it works. Applicant thoroughly explains how the input informs culturally responsive services, policies, and daily practices at the organization. (5 points) Performance and Data 6. Applicant clearly describes how success is measured in the services provided relevant to operating emergency shelter. Applicant thoroughly explains how it documents participant outcomes or results and uses these data to inform services. If applicant operated emergency shelter in 2025 using HMIS, it clearly explains any differences between actual performance and HMIS data. (5 points) 7. Applicant thoroughly explains its use of HMIS, or comparable database, including field-based data entry capacity, data accuracy, and timeliness. (5 points) Operations 8. Applicant provides a detailed description of its community engagement experience. Applicant clearly explains how its approach builds trust, addresses concerns, and uses community input to strengthen services. Applicant provides examples showing successful engagement and outcomes. (5 points) 9. Applicant clearly describes its experience managing emergency shelter sites. Applicant explains how operational needs such as safety, accessibility, sanitation, and participant services are addressed. Applicant describes responsibilities related to equipment maintenance, repairs, and coordination with property owners. If applicant does not have this experience, it clearly describes relevant experience and outlines a realistic plan to rapidly build capacity for this work. (5 points)
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D. Behavioral Health Provider at Emergency Shelters Questions (4 pages maximum)

QUALIFICATIONS NARRATIVE	RATING CRITERIA POINTS: 40
Experience - Describe the organization’s experience providing behavioral health care for mental health conditions and substance use disorders to unhoused or unstably housed people within the past five years. Include participant eligibility requirements, services provided, and how these services support participant stabilization and housing outcomes. If the organization does not have this experience, describe any related experience and outline a plan to rapidly build capacity to provide behavioral health care to unhoused or unstably housed people. (5 points) - Describe the organization’s experience providing behavioral health care in shelter and housing settings. Explain how services support stabilization and help participants build the skills needed to obtain and maintain housing. If the organization does not have this experience, describe how it would establish behavioral health care in these settings and outline a plan to rapidly build capacity. (5 points) Service Quality - Describe the organization’s approach to providing behavioral health care for mental health conditions and substance use disorders, including any required level-of-care frameworks. How are practices evidence-based and trauma-informed? What best practices are implemented and what informs their development? If the organization does not have this experience, describe any related experience and outline a plan to rapidly build capacity for quality service delivery. (5 points) - Describe the organization’s experience coordinating services with shelter, housing, human services, and other medical providers. (5 points) Cultural Responsiveness - Describe the organization’s experience working with the priority and focus populations listed in the RFQ Guidelines. Also describe the additional populations with whom the organization works,	Experience - Applicant provides a clear and thorough description of their experience providing behavioral health care for mental health conditions and substance use disorders to unhoused or unstably housed people within the past five years, including participant eligibility requirements, services provided, and how services support participant stabilization and housing outcomes. If the applicant does not have this experience, it clearly describes relevant experience and outlines a realistic plan to rapidly build capacity to provider behavioral health care to unhoused or unstably housed people. (5 points) - Applicant clearly describes its experience providing behavioral health care in shelter or housing settings. Applicant thoroughly explains how services support stabilization and help participants build skills to obtain and maintain housing. If applicant does not have this experience, , it clearly describes any relevant experience and outlines a realistic plan to rapidly build capacity. (5 points) Service Quality - Applicant clearly describes its approach to providing behavioral health care for mental health conditions and substance use disorders, including any required level-of-care frameworks. It explains how practices are evidence-based and trauma-informed, identifies the best practices implemented and what informs those practices. If applicant does not have this experience, it clearly describes relevant experience and outlines a realistic plan to rapidly build capacity for quality service delivery. (5 points) - Applicant demonstrates a strong history of coordinating services with shelter, housing, human services, and other medical providers. (5 points) Cultural Responsiveness - Applicant clearly describes its experience with priority and focus populations named in the RFQ Guidelines and any additional populations with whom it works. Applicant demonstrates an understanding of the unique characteristics, experiences, and needs of these groups. If applicant has limited experience with priority and focus

including couples, elders, families with children, immigrants and refugees, LGBTQIA+ people, people with physical health conditions, people in recovery, pregnant people, women, youth, and young adults. Explain their unique characteristics, experiences, and needs. If the organization's experience with the priority and focus populations is limited, outline the steps that would be taken to provide culturally responsive services. (5 points) 6. Describe how input is gathered from the people with whom the organization works. Explain how the input informs the culturally responsive services, policies, and day-to-day practices at the organization. (5 points) Performance and Data 7. Describe how success is measured in the behavioral health services provided by the organization. Explain how participant outcomes or results are documented and how this data is used to inform services. (5 points) 8. Explain how the organization's healthcare information software or database is used, including the capacity to enter data in the field and ability to enter data accurately and on time. (5 points)	populations, it clearly outlines the steps that would be taken to provide culturally responsive services. (5 points) 6. Applicant clearly describes how it gathers input from the people with whom it works. Applicant thoroughly explains how the input informs culturally responsive services, policies, and daily practices at the organization. (5 points) Performance and Data 7. Applicant clearly describes how success is measured in the behavioral health services provided. Applicant thoroughly explains how is documents participant outcomes or results and how these data are used to inform services. (5 points) 8. Applicant thoroughly explains the healthcare information software or database used, including field-based data entry capacity, data accuracy, and timeliness. (5 points)
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REQUIRED FINANCIAL DOCUMENTS

All applicants are required to submit the following financial documents with their application. However, these documents will only be reviewed and evaluated for applicants recommended for the roster by the rating panel. These documents do not count toward the page limits for any of the narrative response sections. Applications that do not include these documents will be incomplete and may not be considered for the roster. For any questions about the required financial documents or their review and evaluation, contact Olga Smith at Olga.Smith@seattle.gov.

- ☐ A copy of the following financial statement reports for the current fiscal year signed by the organization's Chief Financial Officer (CFO), Finance Director, Board Treasurer, or equivalent role attesting to the accuracy of the reports:
 - Balance Sheet Report (also called a Statement of Financial Position)
 - Income Statement Report (also called a Profit and Loss Statement or Statement of Revenues and Expenditures)
 - Statement of Cash Flow

Note: Current fiscal year is based on your organization's fiscal year (for example, January 1, 2025 to December 31, 2025, or July 1, 2024 to June 30, 2025, etc.). Provide the most recent financial statement reports available.

- ☐ A copy of your organization's most recent audit report

Note: an audit report is a written opinion of an independent certified external auditor regarding an organization's financial statements covering the period of the organization's most recent fiscal year end. The report is written in a standard format as mandated by Generally Accepted Auditing Standards (GAAS). GAAS requires or allows certain variations in the report, depending on the circumstances of the audit work that the auditor engaged in.

If an audit report has not been conducted recently or is unavailable, then a copy of your organization's most recent full fiscal year unaudited Balance Sheet Report, Income Statement Report, and Statement of Cash Flow signed by the CFO, Finance Director, or Board Treasurer should be submitted. Unaudited financial statement reports are ones that have not been subjected to an independent verification and review process. These reports remain unaudited until they are reviewed and approved by an independent, certified, external auditor.

☐ A copy of your organization's most recently completed Form 990 report

Note: Form 990 is an Internal Revenue Service form that provides the public with financial information about a nonprofit organization. If the 2025 Form 990 is not complete, send your 2024 Form 990.

If a simplified Form 990 (N or EZ) was filed, then a copy of your organization's most recent full fiscal year Balance Sheet Report, Income Statement Report, and Statement of Cash Flow signed by the CFO, Finance Director, or Board Treasurer should be submitted.

If your organization is a corporation, submit a Form 1120 in lieu of a Form 990.

If your organization is a limited liability company (LLC) or partnership, submit a Form 1065 in lieu of a Form 990.

If your organization is a sole proprietorship, submit a Form 1040 Schedule C in lieu of a Form 990.

COMPLETED APPLICATION REQUIREMENTS

Application Submittal

The proposal **must** include:

- ☐ A completed and signed Application Cover Sheet (Attachment 2)
- ☐ A completed Core Narrative Response that is a maximum of three (3) pages
- ☐ A completed Emergency Shelter Developer Narrative Response that is a maximum of three (3) pages if applying for this area
- ☐ A completed Emergency Shelter Operator Narrative Response that is a maximum of five (5) pages if applying for this area
- ☐ A completed Behavioral Health Provider Narrative Response that is a maximum of four (4) pages if applying for this area
- ☐ A signed copy of current fiscal year's Balance Sheet Report
- ☐ A signed copy of current fiscal year's Income Statement Report
- ☐ A signed copy of current fiscal year's Statement of Cash Flow
- ☐ A copy of most recent audit report
- ☐ A copy of most recent Form 990 report

Fiscal Sponsorship:

- ☐ If you have a fiscal sponsor, attach a signed letter of agreement from that organization's Director or other authorized representative.

Completed applications are due by **9/10/2026 at 12:00 p.m.** Pacific Time.

Proposals must be submitted through the HSD Online Submission System **OR** via email. No faxed, mailed, or in-person delivery of proposals will be accepted. Allow ample time for uploading and confirmation receipt.

You may apply through **one** of the following methods only. Please note HSD will consider your latest submission as the final submission if there are multiple attempts in applying. Once your application has been submitted, you will receive a written confirmation:

1. **Via HSD Online Submission System** (<http://web6.seattle.gov/hsd/rfi/index.aspx>). HSD advises uploading proposal 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. If you encounter issues with the online submission system, please email Ann-Margaret Webb at Ann-Margaret.Webb@seattle.gov.

OR

2. **Via Email** HSD_RFP_RFQ_Email_Submissions@seattle.gov. Email attachments are limited to 30 MB. **The subject heading must be titled: Shelter Expansion Roster RFQ.** Any risks associated with submitting a proposal by email are borne by the applicant. Applicants will receive an email acknowledging receipt of their application.

HSD Proprietary and Confidential Information

The State of Washington's Public Records Act (Release/Disclosure of Public Records) Under Washington State Law (reference RCW Chapter 42.56, the Public Records Act) states that all materials received or created by the City of Seattle are considered public records. These records include but are not limited to: RFP/Q narrative responses, budget worksheets, board rosters, other RFP/Q materials, including written/or electronic

correspondence. In addition, HSD RFP/Q application materials are released to rating committee members and all rating committee members must sign and adhere to a Confidentiality and Conflict of Interest Statement.

Personal identifiable information entered on these materials is subject to the Washington Public Records Act and may be subject to disclosure to a third-party requestor.

List of Attachments & Related Materials

1. Attachment 1: Application Checklist
2. Attachment 2: Application Cover Sheet

Attachment 1 - Application Checklist

This checklist is to help you ensure your application is complete prior to submission. Please do not submit this form with your application.

HAVE YOU....

- ☐ **Read and understood the following additional documents found on the [Funding Opportunities Webpage](#)?**
 - ☐ HSD Agency Minimum Eligibility Requirements
 - ☐ HSD Client Data and Program Reporting Requirements
 - ☐ HSD Contracting Requirements
 - ☐ HSD Fiscal Sponsor Requirements
 - ☐ HSD Audit Requirements
 - ☐ HSD Funding Opportunity Selection Process
 - ☐ HSD Appeal Process
 - ☐ HSD Commitment to Funding Culturally Responsive Services
 - ☐ HSD Guiding Principles
 - ☐ HSD General Terms and Conditions Agreement Example
- ☐ **Completed Cover Sheet (Attachment 2)?***
- ☐ **Completed responses to the Core Narrative Questions within the three (3) page limit? (all applicants)**
- ☐ **Completed responses to the Emergency Shelter Developer Narrative Questions within the three (3) page limit? (applicant specific)**
- ☐ **Completed responses to the Emergency Shelter Operator Narrative Questions within the five (5) page limit? (applicant specific)**
- ☐ **Completed responses to the Behavioral Health Provider at Emergency Shelters Narrative Questions within the four (4) page limit? (applicant specific)**

All narrative responses must be typed and formatted to a letter-size (8 ½ x 11) document, single spaced, size 11 font, with 1-inch margins. Any additional documents or attachments will not count towards these page limits.
- ☐ **Included a signed copy of your current fiscal year's Balance Sheet Report?***
- ☐ **Included a signed copy of your current fiscal year's Income Statement Report?***
- ☐ **Included a signed copy of your current fiscal year's Statement of Cash Flow?***
- ☐ **Included a copy of your most recent audit report?***
- ☐ **Included a copy of your most recent Form 990?***
- ☐ **Included a signed letter of agreement from your fiscal sponsor if you have one?***

**These documents do not count against the narrative response page limits.*

All applications are due to the City of Seattle Human Services Department by **12:00 p.m. Pacific Time on Tuesday, 9/10/2026**. See Section I for submission instructions.

Attachment 2 - Application Cover Sheet

1. Applicant Name:			
2. Applicant Executive Director:			
3. Applicant Primary Contact: Name: _____ Title: _____ Address: _____ Email: _____ Phone #: _____			
4. Organization Type: ☐ Non-Profit ☐ For Profit ☐ Public Agency ☐ Other (Specify): _____			
5. Federal Tax ID or EIN:		6. Unique Entity ID (UEID):	
7. DUNS Number:		8. WA Business License Number:	
9. Roster Consideration (select all that apply) ☐ Site Developer ☐ Shelter Operator ☐ Behavioral Health Provider			
10. Provide a high- level (200 words or less) qualifications description: 			
11. Contract Compliance Attestation: Has your organization had any service contract terminated due to non-compliance by any funder in 2025 or 2026? ☐ No ☐ Yes If yes, please state the funder and cause: _____			
Authorized physical signature of applicant/lead organization <i>To the best of my knowledge and belief, all the 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 the contractual obligations if the applicant is awarded funding. If awarded funding, I will submit financial documents within 4 business days of request or may forfeit awarded funds.</i> Name and Title of Authorized Representative: _____ Signature of Authorized Representative: _____ Date: _____			