

**BEFORE THE BOARD OF COUNTY COMMISSIONERS
LEWIS COUNTY, WASHINGTON**

IN THE MATTER OF:

RESOLUTION NO. 23-061

ISSUE A REQUEST FOR PROPOSALS TO ENGAGE
IN COLLABORATIVE PROGRAM DESIGN FOR
OPERATIONS OF A NIGHT-BY-NIGHT OR
EQUIVALENT SHELTER AND HOUSING PIPELINE
PROPULSION POINT

WHEREAS, Lewis County, like all communities in Western Washington, has seen an increase in homelessness over the prior decade; and

WHEREAS, to provide emergency housing for those in need, the County previously established a cold weather shelter, which became a temporary night-by-night shelter; and

WHEREAS, as the need grew, the County adopted a Housing Initiative to complement its 5-year plan to prevent homelessness, envisioning a robust housing pipeline in which those in need can find emergency housing and then step up in to more permanent and better housing options, as well as improved lives, on the path to their maximum level of self-sufficiency; and

WHEREAS, a key part of this vision is an efficient, effective, and permanent shelter at a known location—a first rung on the stepladder out of homelessness; and

WHEREAS, such a shelter's operations are a complex, important undertaking that must satisfy a large number of community concerns, mesh successfully into a web of existing supportive services, and be cost-effective and self-sustaining over time; and

WHEREAS, the need for such a shelter is current, so it should start as soon as practicable, but it also must be done well so as to meet community needs over time; and

WHEREAS, Lewis County solicited citizens' input on how such a shelter should operate to match their values via a public forum, and endeavors to incorporate such values into an accountable, community-responsive program; and

WHEREAS, Lewis County solicited service providers' input on how such a shelter should operate to best use their existing supportive services, and endeavors to incorporate such efficiencies into an effective program; and

WHEREAS, Lewis County obtained a Rural Technical Assistance (RTA) grant for expert technical work to realize the goals set forth above, including assistance with program formulation, financial planning, and architectural design; and

WHEREAS, Lewis County now seeks the expertise, experience, creativity, and innovation of a provider, who will join a collaborative process in which the applicant, the County, technical consultants, and a citizen advisory committee design an interim and final program for the shelter responsive to all of these needs.

NOW THEREFORE BE IT RESOLVED that the Request for Proposals for operations of a Night-by-Night Shelter or equivalent, inviting applicants to engage in collaborative program design with the County, technical consultants, and a citizen advisory committee, shall issue. The Clerk of the Board shall take all necessary and advisable steps to disseminate and publish the information.

DONE IN OPEN SESSION this 14th day of February, 2023.

APPROVED AS TO FORM:
Jonathan Meyer, Prosecuting Attorney

BOARD OF COUNTY COMMISSIONERS
LEWIS COUNTY, WASHINGTON

Robert Bradley

By: Robert Bradley,
Deputy Prosecuting Attorney

Sean D. Swope

Sean D. Swope, Chair

ATTEST:



Scott J. Brummer

Scott J. Brummer, Vice Chair

Rieva Lester

Rieva Lester,
Clerk of the Lewis County Board of
County Commissioners

Lindsey R. Pollock, DVM

Lindsey R. Pollock, DVM, Commissioner

**Lewis County Public Health &
Social Services**



Request for Proposals (RFP)

**Night-by-Night or 24-Hour Emergency Shelter and
Housing Pipeline Propulsion Point
Collaborative Program Design and Operations
2025 NE Kresky Ave, Chehalis
(Public Services building)**

For contracts beginning May 1, 2023

Request for Proposals Timeline

Release of RFP	February 14, 2023
Project proposals due via email	March 28, 2023
Presentations	April 3-7, 2023
BOCC Approval	April 18, 2023
Contracts begin	May 1, 2023

**All proposal submissions are due March 28, 2023 by 4 pm via email
to:**

Taylor.Arrington@lewiscountywa.gov

The above dates are an estimate and may be adjusted by Lewis County in its sole discretion. Applicants should treat the deadline for proposal submission as firm. However, Lewis County retains the right to extend that deadline to a later date. If it does so, Lewis County will post the extension with any other materials pertaining to the RFP and otherwise attempt to inform applicants and potential applicants of the extension, to give all of them the benefit of it.

Introduction

Lewis County has issued a “Request for Proposals” to interested and qualified agencies. Applicants must provide a proposal and budget that covers how their agency will provide the noted deliverables in the following program area:

**Night-by-Night or 24-Hour Emergency Shelter and
Housing Pipeline Propulsion Point
Collaborative Program Design and Operations
located at 2025 NE Kresky Ave (Public Services building)**

The RFP is intended for applicants with the necessary capacity and experience to successfully deliver emergency shelter services for a minimum of 25 individuals, with an ability to scale up during hazardous weather events, who are unsheltered within Lewis County. A successful facility must serve not merely as emergency housing, but also as an entrance and propulsion point into the pipeline for housing and supportive services to help clients step up into more permanent housing and improved, more self-sufficient lives.

Available funds must not supplant existing programs or services but provide new and/or expanded services. The applicant should have interest and capacity to pursue capital and operations funding for the long-term operation of the facility, such as through a potential long-term lease with a 40-year use restriction for providing emergency shelter.

Moreover, an important component of this work will be collaborative design of the shelter program at this site, in which the provider will work with Lewis County staff, an advisory panel, and Rural Technical Assistance consultants to design an interim and final shelter program in this location. This is the work that will begin May 1.

The RFP will open February 14, 2023 and all proposals are due by 4:00 p.m. March 28, 2023.

The County reserves the rights to recommend contract amounts less than the maximum budget and to reject all proposals, or any proposal that is non-responsive to this Request for Proposals. This RFP does not obligate the County to pay any costs incurred by respondents in the preparation and submission of their proposal. Furthermore, the RFP does not obligate the County to accept or contract for any expressed or implied services.

Successful applicants will work with Lewis County staff to negotiate formal contracts with specific deliverables, timelines, and outcomes. The County will be responsible for monitoring all recipients of funds to ensure alignment with fund requirements and contract deliverables. Contracts may be structured to offer an opportunity to evaluate and revise as necessary after the initial three-month period of the agreement.

I. Decision Making Process

- A. Proposals for this funding will be reviewed by a selection committee comprised of Public Health & Social Services staff, other county staff, and/or community members. The committee or county staff may ask questions of an individual applicant concerning a proposal submitted.

- B. Written proposals will be evaluated for completeness and eligibility as set forth herein. All recommendations will be shared with the Lewis County Board of County Commissioners (BOCC). All final funding decisions will be made by the BOCC.
- C. Lewis County, in its sole judgment, reserves the right to determine which proposals best meet the County's needs. The County retains the right to reject any or all proposals or to waive formalities with or without cause.

II. Applications

- A. Any party, public or private, may apply to provide services under this program, provided it can meet the requirements set forth.
- B. Proposed projects should be evidence-based and best practices; however, emerging/promising practices may be considered.
- C. Applications/Attachments must include the following information:
 - a. Organizational Information
 - i. Name of the organization principal(s)
 - ii. Contact name, phone number, and email address
 - iii. Physical and mailing addresses
 - iv. List of current board members and organizational chart, including staff first and last names
 - v. List of current organization volunteers in housing/homeless services
 - vi. Washington State Business License number
 - vii. Nonprofit organizations: Agency Certification of nonprofit Status

III. Important Considerations

- A. Capacity to operate the project on a cost-reimbursement basis
- B. The project must be scalable based on available funding and collaborative program design. This may include, among other things, scaling a 24-Hour Shelter proposal down to a Night-by-Night Shelter proposal.
- C. Expenditures for administrative overhead (indirect costs) shall be a maximum of 10% of the grantee's total annual award amount
- D. Ability to receive and incorporate ongoing updates, tools, and best practices from Lewis County PHSS
- E. Demonstrate working partnerships with local homeless services and other relevant providers
- F. The ability to utilize and track performance measures as dictated by PHSS

- G. Ability to successfully manage funding over the course of the grant term
- H. Capacity to development additional funding sources for the interim or final programs
- I. Responsiveness to community-identified values and concerns
- J. Capacity for and proposals regarding collaborative program design

IV. Scoring

- A. The selection committee will score proposals according to the criteria and percentage values identified below:

Statement of need – description of program clients, proposed services’ impact, and alignment within county housing services	20%
Detailed description of proposed program approach, both generally and with respect to identified community concerns	40%
Staff and organizational experience	15%
Evaluation, including measurability and processes to improve program	25%

- B. The selection committee, in its discretion, may further define these criteria and implement a scoring tool to allocate value within these percentages.

2021 Homeless Housing Services Application Instructions

All required sections and exhibits must be answered.

Application Submission:

1. Submit one copy of the completed application electronically via email, including the Exhibits.
2. All budgets and forms are in prescribed format. Applications are limited to this format.
3. A minimum 11-point font is required for use in response to all narrative questions. A minimum 10-point font is required for use in the Project Budget (Exhibit A).
4. Answer each question fully. Accurate information and completed forms are required. Ensure responses describe the specific proposed project, and not the agency's general mission. The more clearly the project and the services proposed are described, the better the application will be understood. Applicants are strongly encouraged to thoroughly read the RFP and questions, being careful to respond to these accurately and completely.
5. Include only the specific supporting documentation requested. Do not attach other materials such as cover letters, annual reports, newsletters, brochures and general letters of support. If included, these will be disregarded and discarded.
6. All application pages, budgets, and forms should include the project and agency name in the footer.

Applicants must email a signed electronic copy to the address listed below. Please submit a PDF version of the entire application, including all Sections and Exhibits. Applications will not be accepted in person or by fax.

All applications are due by **March 28, 2023 by 4 p.m.**
No late or incomplete applications will be considered.
Submit signed electronic copies of applications to:
Taylor.Arrington@lewiscountywa.gov

Complete applications consist of the following Required Materials

1. Complete Application Cover Sheet (Section I) with a signature by an authorized official.
2. Complete Project Narrative (Section II).
3. Complete Agency Capacity and Experience (Section III).
4. Complete Community Responsiveness (Section IV).
5. Complete Budget Narrative (Section V).
6. Complete Budget Workbook (Section V, Exhibit A).

Incomplete or late applications will not be considered. Applications are considered complete if all Required Materials are submitted.

Applications submitted without all the Required Materials (five items above) will not pass threshold review.

Threshold Criteria: Applications must meet threshold criteria below in order to be considered for funding. Threshold review, which will be completed by County staff.

Criteria:

1. Application is submitted on time.
2. Application package is complete (all Required Materials are included).
3. Project is an eligible intervention, and applicant shows the capacity to operate the project and expend funds in a timely manner.
4. Project is consistent with the goals of the PHSS Five-Year Housing and Homeless Strategic Plan which is located at:
https://lewiscountywa.gov/media/documents/5_year_Housing_Homeless_Strategic_Plan_2020.pdf

If an application does not meet all of the four above criteria, the application will not be reviewed for funding.

I. APPLICATION COVER SHEET – RFP

Project Title:

Agency name:

Contact Information For Project Applicant:

*Primary contact for
this application:*

Mailing address:

*Application contact
phone*

*Application email
address:*

*Tax Identification
Number #:*

Proposed Project Location/Address: _____

Does this Project currently receive funding from another funding source: Yes

No If yes, indicate the funding source(s) and current contact amount:

Brief Project Description: (limit to three sentences)

Budget :

Homeless Housing Funds Requested:

Other Project Funds:

Total Project Budget:

Annual Agency Budget:

II. PROJECT NARRATIVE

Note: Please answer the questions in the body of the narrative. Enter your answer to each question in the space below that question. Do not delete the questions.

Keep answers targeted and brief

INTRODUCTION: This project will involve the applicant bringing its experience and program ideas into a collaborative forum in which the applicant, the County, Rural Technical Assistance consultants, and an advisory committee design and interim and final shelter program for this site. The interim program should be designed to start as soon as practicable, without significant renovation to the site. The final program should maximize the effectiveness of the program and may involve significant renovation of the site, such as through the applicant obtaining state grant funding with the support of the County. Applicants should provide their program proposals below to demonstrate their depth of experience, innovation, and competency, but with an understanding that these are to be a springboard for collaborative program design.

- 1. PROJECT SUMMARY:** Provide a brief description of the proposed services/activities to be provided; include a description of how the project is aligned with the PHSS Housing Homeless Strategic Plan.

Overwrite this text with your answer

- 2. TARGET POPULATION:** Describe the target population(s) and subpopulation(s) to be served by the proposed project and their unique service needs. If the project will prioritize a particular subset of the target (sub)population(s), please describe the prioritized population and why it was chosen. Describe your experience working with this (sub)population(s) and knowledge/understanding of this (sub)population(s)' unique service needs.

Overwrite this text with your answer

- 3. OUTREACH AND ACCESS:** Describe how the proposed project will reach and be accessed by the targeted population(s), any anticipated barriers to project access, and how these barriers will be addressed. Also describe any exclusion criteria used by the project, why these criteria were selected (indicate if funding requirement), and how these exclusion criteria are supported by best practices. Attach a copy of the project's intake/screening criteria.

Overwrite this text with your answer

- 4. COMPLEMENTARY SERVICES/ACTIVITIES, AND COORDINATION:** Describe other services/activities, projects and agencies that will provide services or resources to project participants. Include a description of any formal agreements and history of partnerships in the community and linkages to mainstream resources.

Overwrite this text with your answer

- 5. PROJECT OUTPUTS:** The overall goal of this RFP is to provide a year-round night-by-night emergency shelter or a year-round 24-hour shelter that is also a connection point to services and more permanent housing that move clients toward self-sufficiency; the proposed outputs and outcomes must reflect these goals.

- 1. Size/Style of Project:** Is your program night-by-night or 24-hours? How many units (or beds) are in your program and what capacity will you have to scale up during hazardous weather events?

Overwrite this text with your answer

2. Describe any potential barriers to achieving the identified output(s) and the strategy for overcoming these barriers in order to meet the proposed performance target(s).

Overwrite this text with your answer

6. **OVERSIGHT OF OUTPUTS/OUTCOMES:** Describe the plan for project oversight as it relates to measuring and evaluating project output(s) and outcome(s). Also indicate the title of the person(s) responsible for tracking/compiling/measuring information and the frequency for doing so, the title of the person(s) responsible for monitoring/evaluating progress and the frequency for doing so, the methods used for measurement/evaluation, and how project oversight will improve outputs/outcomes.

Overwrite this text with your answer

III. AGENCY CAPACITY and EXPERIENCE

Note: Please answer the questions in the body of the narrative.

Enter your answer to each question in the space below that question.

Do not delete the questions.

-Keep answers targeted and brief-

1. Describe your agency's experience providing homeless housing and/or services and your capacity to manage type(s) these types of project(s) at your agency:
Overwrite this text with your answer
2. Describe your agency's experience managing and accounting for public funding:
Overwrite this text with your answer
3. Describe any audit or monitoring findings your agency has had in relation to agency audit or program-monitoring performance by any of your agency's funders, or from any external entity with the last three years. Please describe any corrective action plan(s) and state if it is either in progress (providing detail on the status for implementation) or has been completed (provide description of final resolution):
Overwrite this text with your answer
4. Explain any organizational restructuring that occurred within the last 24 months. Provide details of the restructuring, the timeframe for which this is occurring and the status of the change. Make sure to discuss: Organizational changes, programmatic changes, and changes to business systems (financial, human resources, etc.)
Overwrite this text with your answer
5. Describe turnover in key positions in the past 24 months in those areas of the agency that administer or support the programs in this application. Along with the description, include the number of positions/FTEs for each category. Describe your plan and timeframe for filling, training, or covering duties of any vacant positions:
Overwrite this text with your answer
6. List the qualifications (e.g. education, training, experience) of the staff members and volunteers who will provide services and those who will supervise and oversee the project. Also include a roster of the Board of Directors with length of service and affiliations.
Overwrite this text with your answer
7. Describe your agency policies, practices, services and systems that **promote fairness and opportunity** for all people, particularly communities that are disproportionately represented among the homeless population, to include: people of color and LGBTQ.
Overwrite this text with your answer
8. Describe your working partnerships with other service providers in Lewis County, and how your project will enable such providers to transition participants out of the night by night shelter to transition or permanent housing.
Overwrite this text with your answer

9. This program will require compliance with all applicable state and federal laws concerning fair housing and equal opportunity, as well as non-establishment of religion in the operation of the program. Please describe your organization's experience or capacity to comply with these requirements.

Overwrite this text with your answer

10. Please attach the previous 2 years of your organization's financial statements.

IV. COMMUNITY RESPONSIVENESS

Background. Lewis County conducted a public forum on the benefits and problems of a night-by-night shelter facility. The community identified the following [not in any order of priority]:

Benefits of the Shelter	Problems to be Addressed
Serves a humanitarian purpose and moral imperative by showing we care about, and addressing, the basic needs of our most vulnerable populations.	Neighborhood impacts based on its location, such as nearby encampments or congregation, unsafe or unsanitary conditions for the occupants and community, and crimes or trespass nearby. Intentionality about the location was a key theme.
Provides a stable foundation on which occupants can seek to build better lives, and around which other services providers can predictably situate complementary services.	Policies/procedures for critical practical concerns, such as availability of transport; security for the occupants, staff, community; behavioral- and physical-health readiness; long-term facilities maintenance; and facility rule enforcement.
Creates job opportunities for housing services staff and others.	Focusing on Lewis County residents and ensuring self-sufficiency and a path to permanent housing for participants
Increases public safety and the perception thereof, and allows laws to be enforced.	Stigma against homelessness in the community, dissuading some from using the shelter
Centralizes services and outreach for people experiencing homelessness.	Promoting intervention and follow-through to break cycle, build trust, and target root-cause solutions beyond what the shelter alone can do
Gives the local community control over program to meet legal requirements for emergency housing.	Safely accommodating diverse populations including families with children, the elderly, un/underemployed, mentally ill, substance users, or people being released from institutions
Reduces costs to law enforcement, emergency, and healthcare services.	Sustaining the shelter program permanently

In an accompanying survey, multiple participants raised concerns that the shelter would have insufficient capacity or wouldn't do enough to move people out of homelessness or help them long-term. The participants suggested that the shelter be nested within a hub of supportive services addressing mental and physical health, substance abuse, life-coaching, education, job training, peer support, transitional housing / bridge to permanent housing, transportation, childcare, and daytime storage. They recommended that it engage public, private, and faith-based community partners to ensure that service providers are active, available, and committed to serve this population/facility.

Furthermore, Lewis County hosted a session for providers to discuss shelter models, and how a shelter should function to best dovetail with existing available services. To assist applicants in producing their proposals, the full notes from that both the public forum and provider session are available here: <https://cloud.lewiscountywa.gov/owncloud/index.php/s/9rYAS0oVBXCP36U>

**Note: Please answer the questions in the body of the narrative.
Enter your answer to each question in the space below that question.
Do not delete the questions.
-Keep answers targeted and brief-**

1. Please describe how your agency's proposal will retain and/or promote the benefits identified above:
Overwrite this text with your answer
2. Please describe how your agency's proposal will address and/or minimize the problems identified above:
Overwrite this text with your answer
3. Please describe how your agency's proposal will create meaningful, long-term benefits for its users and reduce their future need for shelter services:
Overwrite this text with your answer
4. Please describe how your agency could sustain its proposed program indefinitely, both in terms of its model and potential funding sources, specifying proposed funding sources from the applicant, the county, the state, or other sources:
Overwrite this text with your answer
5. If your proposal has different options/scaling at different funding levels (e.g., 24-hour at one funding level, night-by-night at another funding level), please describe the major differences between the different options/scaling regarding (a) program benefits or problems, and (b) long-term program viability and funding:
Overwrite this text with your answer
6. Please describe your agency's ideas for or experience with collaborative program design, such as is proposed for developing the interim and final program at this site:
Overwrite this text with your answer

V. BUDGET NARRATIVE

Note: Please answer the questions in the body of the narrative.

Enter your answer to each question in the space below that question.

Do not delete the questions.

-This Section V may not exceed 3 pages, including Exhibit A-

1. **BUDGET:** Complete one (1) Project Budget for FY2021. The budget workbook is attached as Exhibit A.
 - ✓ Budgets should be complete and accurate, including a specific description of each cost in order to demonstrate that the costs are reasonable, well-supported, and justified.
 - ✓ Budgets should include all other financial resources to be used in the project to demonstrate that there are sufficient resources to support the successful implementation of the project.

2. What additional funds will be leveraged? (A) Please identify which funds have been secured, applied for or are anticipated to be applied for in the future. (B) Indicate any in-kind resources that will support the project.

Overwrite this text with your answer

3. If the proposed project is funded at a level lower than requested, at what amount of funding can you still deliver meaningful service? Due to the limited availability of resources it is often necessary to fund proposed projects at levels below the levels requested. Describe if the project can be scaled up or down depending on the availability of funding and whether and how the project will continue to be effective and operate in compliance with applicable funding regulations and requirements.

Overwrite this text with your answer

4. If not previously addressed above, please describe any differences in funding your agency envisions for an interim program as opposed to the final program.

Overwrite this text with your answer

Exhibit A

BUDGET WORKBOOK

Agency Name: _____ Project Title: _____

Expenditure Category	Project Total	Funding Requested
Personnel Costs		
Salaries & Wages (breakdown of FTE position title and annual salary required)		
Payroll Taxes and Employee Benefits		
Total Personnel Costs		
Operating Costs		
Administrative Costs		
Total Personnel Costs:		
Total Operational Costs:		
Total Administrative Cost:		
Total Project Expense:		

Application Approval and Signature: The signatory declares that he/she is an authorized official of the applicant organization, is authorized to make this application, is authorized to commit the organization in financial matters, and will assure that any funds received as a result of this application are used for the purposes set forth herein.

Organization: _____

Name: _____

Title: _____

Signature: _____

Date: _____

LEWIS COUNTY NOTICE TO PROVIDERS FOR:

REQUEST FOR PROPOSALS (RFP)

**Night-by-Night or 24-Hour Emergency Shelter and
Housing Pipeline Propulsion Point
Collaborative Program Design and Operations**

Lewis County is seeking providers to operate a night-by-night or 24-hour emergency shelter who will engage in collaborative program design with county staff, consultants, and citizen representatives. The facility must serve not merely as emergency housing, but also as an entrance and propulsion point into the pipeline for housing and supportive services to help clients step up into more permanent housing and improved, more self-sufficient lives.


Interested providers should review the RFP and submit signed electronic copies of applications via email to Taylor.Arrington@lewiscountywa.gov by 4:00 PM Pacific time on March 28, 2023.

The Request for Proposals and supporting documents are available for review on the Lewis County website, <https://lewiscountywa.gov/offices/commissioners/bocc-legal-notice/>, or at the Lewis County Board of County Commissioners' office, 351 NW North St, Chehalis WA 98532 during regular business hours.

For more information about the project and submittal requirements, contact Eric Eisenberg at 360-740-1235 or Eric.Eisenberg@lewiscountywa.gov.

Lewis County is an equal opportunity and affirmative action employer.

DATED this 14th day of February, 2023.



Clerk of the Board of County Commissioners
Lewis County, WA



PUBLISH: The Chronicle, Feb 16
The Seattle Daily Journal, Feb 17
The Portland Daily Journal, Feb 17
The Ellensburg Daily Record, Feb 18
The Aberdeen Daily World, Feb 17 or thereafter
Lewis County Web Site @www.lewiscountywa.gov

BOCC AGENDA ITEM SUMMARY

Resolution:

BOCC Meeting Date: Feb. 14, 2023

Suggested Wording for Agenda Item:

Agenda Type: Legal Notice

Issuing a Request for Proposals to Engage in Collaborative Program Design for Operations of a Night-by-Night or Equivalent Shelter and Housing Pipeline Propulsion Point

Contact: Eric Eisenberg

Phone: 360-740-1235

Department: PHSS - Public Health & Social Services

Description:

This resolution releases a request for proposals to operate a permanent night-by-night shelter, or equivalent. A successful facility must serve not merely as emergency housing, but also as an entrance and propulsion point into the pipeline for housing and supportive services to help clients step up into more permanent housing and improved, more self-sufficient lives. Providers are asked to submit proposals demonstrating their capacity, experience, and innovation in running a shelter in response to identified community concerns about how the shelter should operate, as well as service provider feedback about how to connect the shelter to existing services. The proposals will be a springboard into a collaborative program design process in which the applicant, the County, technical consultants, and a citizen advisory committee design an interim and final program for the shelter. The interim program is meant to be operational sooner, with fewer changes needed to the shelter building; the final program is meant to involve more significant renovations and represent an efficient, effective, community-responsive long-term program.

Approvals:

User	Status
PA's Office	Pending

Publication Requirements:

Publications:

The Chronicle, Feb 16;
The Seattle Daily Journal, Feb 17;
The Portland Daily Journal, Feb 17;
The Ellensburg Daily Record, Feb. 18;
The Aberdeen Daily World, Feb 17 or thereafter

Additional Copies:

Justia Madrigal, PH&SS

Cover Letter To: