



Allegheny County Department of Human Services

Request for Proposals

Provider to Manage Two Existing Permanent Supportive Housing Programs

RFP Posting:

Friday, March 29, 2019

Deadline for Questions:

3 p.m. Eastern Time on Friday, April 12, 2019

Submission Deadline:

3 p.m. Eastern Time on Friday, April 19, 2019

Estimated Award Decision/Notification:

Spring 2019

Allegheny County Department of Human Services
One Smithfield Street Pittsburgh, PA 15222

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Acronyms and Definitions

Unless the context indicates otherwise, the following capitalized words are defined as follows for purposes of this RFP:

1. Agreement: A contract negotiated between Allegheny County and the Successful Proposer to provide the Contract Services
2. Allegheny County: A home rule county and political subdivision of the Commonwealth of Pennsylvania
3. Continuum of Care (CoC): A geographically-based group of representatives which carries out the planning responsibilities of the HUD Continuum of Care Program
4. CoC Regulations: HUD's rules and regulations under the Homeless Emergency Assistance and Rapid Transition to Housing Act of 2009 (HEARTH Act). The rules and regulations are titled, "Homeless Emergency Assistance and Rapid Transition to Housing: Continuum of Care Program; Interim Final Rule," and can be found at 24 CFR Part 578.
5. Contract Services: The specific services which the Successful Proposer agrees to provide to the County in response to this RFP, as more particularly described in the Scope of Services in the Agreement
6. Coordinated Entry: A standardized method for connecting individuals and families experiencing homelessness to the resources available in a given geographic area
7. DHS: [Allegheny County] Department of Human Services
8. HEARTH Act: Homeless Emergency Assistance and Rapid Transition to Housing Act of 2009
9. HMIS: Homeless Management Information System, an information technology system used to collect client-level data and data on the provision of housing and services to homeless individuals and families and people at risk of homelessness
10. Housing First: A model to address homelessness, based on the following principles: 1) the provision of safe and affordable housing; 2) all people experiencing homelessness can achieve housing stability in permanent housing; 3) everyone is "housing ready;" 4) many people experience improvements in quality of life as a result of achieving housing; 5) people experiencing homelessness have the right to self-determination and should be treated with dignity and respect; and 6) the exact configuration of housing and services depends upon the needs and preferences of the population served.
11. HUD: [United States Department of] Housing and Urban Development
12. Participant: An individual or family served by the Permanent Supportive Housing programs, also referred to as a client
13. PSH: Permanent Supportive Housing, which is long-term housing with Supportive Services for homeless individuals with disabilities.
14. Proposal: A completed Response Form, with specified attachments, submitted in response to this RFP
15. Proposer: The individual, non-profit organization, or for-profit organization or business submitting a Proposal in response to this RFP
16. Response Form: The Word document in which Proposers respond to requested information about this RFP

17. RFP: Request for Proposals
18. Successful Proposer: The Proposer(s) selected by the County to provide the Contract Services
19. Supportive Services: Services designed to prepare a Participant to make a successful transition from homelessness to independence

The RFP at a Glance

Purpose

Through its Department of Human Services (DHS) and on behalf of the Allegheny County Continuum of Care (CoC), Allegheny County is soliciting Proposals from qualified Proposers to assume management of two U.S. Department of Housing and Urban Development (HUD)-funded Permanent Supportive Housing (PSH) Programs (collectively the Programs). The current provider will no longer be administering the existing Programs. In the first Program (Program 1), the current provider manages 24 scattered site units with 55 beds for households that 1) require treatment for substance use and mental health disorders and 2) have children under the age of 18 living in the household. In the second Program (Program 2), the current provider manages 19 scattered site units with 41 beds for families and individuals. The Successful Proposer will assume management for the Programs and will be required to maintain the same capacity and continue to serve the current Participants.

Award Details

DHS is seeking a qualified Proposer who will assume responsibility for administering the Programs starting in Spring 2019 through June 30, 2020, the duration of each HUD grant. The Successful Proposer must work with DHS to prepare a submission for DHS's annual funding application to HUD in order to secure continuation funds.

Total funding for Program 1 is \$407,028 (Spring 2019 through June 30, 2020). Funding will be prorated based on when the Programs are assumed by the Successful Proposer and the length of the Agreement.

Funding for Program 2 is broken into two funding periods. This program is currently in operation and has a budget of \$207,782 for November 1, 2018 through October 31, 2019. During first period, Spring 2019 through October 31, 2019, the Successful Proposer will receive funding that is prorated from the \$207,782, based upon when they assume management and the length of the Agreement. For the second funding period from November 1, 2019 through June 30, 2020, the Successful Proposer will receive \$145,689.

Program 1 provides funding for leased units and Program 2 provides funding for rental assistance.

Program	Projected Timeframe	Estimated Projected Funding	Units	Beds	Population
Program 1	Spring 2019 to June 30, 2020	\$407,028**	24	55	Families
Program 2	Spring 2019 to Oct. 31, 2019	\$207,782***	19	41	Individuals and families
	Nov. 1, 2019 to June 30, 2020*	\$145,689			
Total			43	96	

* The Successful Proposer must work with DHS to prepare a submission for DHS's annual funding application to HUD in order to secure continuation funds.

** Funding will be prorated based on when the Programs are assumed by the Successful Proposer and the length of the Agreement.

*** Total grant funding is \$207,782 for 11/1/2018 through 10/31/2019. Funding will be prorated from that total based on when the Programs are assumed by the Successful Proposer and the length of the Agreement. We estimate that the Successful Proposer would receive approximately \$95,000-100,000 for Spring 2019 through 10/31/2019.

Who can apply

Non-profit organizations and non-profit education organizations are eligible to submit a Proposal in response to this RFP. Entities do not need to have an existing contract with Allegheny County to apply, but a Proposer must meet all of Allegheny County's contractual requirements (see Section 6: Contract Requirements for Successful Proposers) and have the programmatic, financial and staffing capability to provide the Contract Services.

What's important to us

The Successful Proposer must initially serve the Participants currently in the Programs.

The Successful Proposer must be willing to manage both Programs.

The Successful Proposer must have the capacity to provide PSH in scattered site units to adults and families with documented disabilities, focusing on mental health and drug and alcohol. The Programs are not restricted from serving others with disabilities if a need is determined.

The Successful Proposer must operate the Programs based on the Housing First model.

All referrals will come from Allegheny County's Coordinated Entry. The Successful Proposer must participate in its Homeless Management Information System (HMIS) data collection system, unless prohibited by HUD regulations from participating in HMIS.

Timeline

Deadline for Proposers to submit questions about this RFP is 3 p.m. Eastern Time on Friday, April 12, 2019. Proposals must be submitted by 3 p.m. Eastern Time on Friday, April 19, 2019. We expect to notify Proposers of the County's decision to award an Agreement in Spring 2019.

Who we are

On behalf of Allegheny County, DHS is the issuing office for this RFP.

DHS is the largest department of Allegheny County government and provides publicly-funded services to more than 200,000 people annually, in areas including child welfare, behavioral health, aging, intellectual disability, homelessness and community services.

DHS, through its Office of Community Services, provides a safety net of resources to help those in critical need of shelter, with the goal of eventual independence and self-sufficiency.

More information about DHS is available at <http://www.alleghenycounty.us/human-services/index.aspx>

Section 1: Why We Are Issuing this RFP

DHS administers a HUD grant of approximately \$20.4 million, approximately \$13.4 million of which is currently allocated to PSH Programs across Allegheny County. PSH Programs provide long-term housing with Supportive Services for homeless individuals with disabilities. This type of supportive housing enables special needs populations to live as independently as possible in a permanent setting.

DHS service providers that administer a HUD-funded PSH program are required to comply with all rules and regulations of: 1) the Homeless Emergency Assistance and Rapid Transition to Housing Act of 2009 (HEARTH Act), HUD's Homeless Emergency Assistance, Rapid Transition to Housing: Continuum of Care Program (CoC) Rules and Regulations ("CoC Regulations"), found at 24 CFR 578 and 2) the Fair Housing Act. Proposers responding to this RFP will be subject to and should review and familiarize themselves with these federal laws, rules and regulations.

For more information about the HEARTH Act, please see:

<https://www.hudexchange.info/resources/documents/HomelessAssistanceActAmendedbyHEARTH.pdf>

For more information about CoC Regulations, please see:

<https://www.hudexchange.info/resources/documents/CoCProgramInterimRule.pdf>

For more information about the Fair Housing Act, please see:

https://www.hud.gov/program_offices/fair_housing_equal_opp

Section 2: What We Are Looking For

DHS is soliciting Proposals to assume management of two existing HUD PSH Programs in Allegheny County. The current provider no longer will be managing the existing Programs. Proposers must assume management of both Programs. In Program 1, the current provider manages 24 units with 55 beds for households that 1) require treatment for substance use and mental health disorders and 2) have children under the age of 18 living in the household. In

Program 2, the current provider manages 16 units with 38 beds for households with families and 3 units with 3 beds for households without families.

DHS is seeking a qualified Proposer who will assume responsibility for administering the Programs starting in Spring 2019 through June 2020. Initially, the Successful Proposer will serve all Participants currently in the Programs. Continued funding after June 2020 will be based on availability of HUD funds, performance of the Programs, and the needs of the CoC. If the Successful Proposer operates existing PSH programs, it may be possible to merge Programs 1 and 2 with those programs after June 2020.

A. Target Population

The Successful Proposer must manage at least 43 housing units in Allegheny County for adults who are experiencing homelessness, with and without children. Twenty-four units are reserved for households with at least one member diagnosed with a substance use and/or mental health disorder. The Successful Proposer must follow a Housing First model in the operation of the Programs. Participants in the Programs must be served without regard to previous criminal history, clean time, employment, credit worthiness or other barriers. For more information about the housing first model, please see the federal strategic plan to end homelessness (Open Doors): https://www.usich.gov/resources/uploads/asset_library/USICH_OpeningDoors_Amendment2015_FINAL.pdf

B. Service Description

Housing

The Successful Proposer must provide PSH consisting of 43 scattered site units in Allegheny County: 24 scattered site units in Program 1 and 19 scattered site units in Program 2. Some of these units are already secured; the Successful Proposer will need to secure additional units for the Programs over time.

Supportive Services

In addition to appropriate housing, the Successful Proposer must provide Supportive Services designed to prepare Participants to make a successful transition from homelessness to independence. The Successful Proposer may provide Supportive Services directly or through another agency under contract with the Successful Proposer. Supportive Services include the following:

- Assessment of service needs
- Assistance with moving costs
- Case management
- Child care
- Education services
- Employment assistance and job training
- Food assistance

- Housing search and counseling services
- Legal services
- Life skills training
- Mental health services
- Outpatient health services
- Outreach services
- Substance use treatment
- Transportation
- Utility deposits

C. Performance Outcomes

The Successful Proposer must track outcomes and meet the following CoC performance standards for the Programs within one year:

Metric	Proposed Benchmark
Maintain or increase income (adults only)	75%
Maintain or increase employment (adults only)	20%
Maintain or increase non-cash benefits (adults only)	85%
Have health insurance (adults and children)	100%
Remain in PSH or exit to permanent housing destinations	85%
Utilization	95%
Time from enrollment to move-in date (days)	30
Data timeliness – entries	85%
Data timeliness – exits	85%
Involuntary terminations	<5%

D. Referral and Outreach

The Successful Proposer must participate in the Allegheny County Coordinated Intake process. DHS expects that all referrals to the Programs will be made through DHS’s Coordinated Intake Unit. The Successful Proposer must accept all referrals and secure the units within 45 days of the initial referral.

E. HMIS

The Successful Proposer must participate in the Allegheny County Coordinated Intake process and enter all data into the HMIS. The Successful Proposer must adhere to all deadlines for entering data into HMIS and must: 1) record new Participants within three days of accepting them for service; 2) complete annual assessments within 60 days; and 3) record exits within three days of the Participant leaving.

F. Budget

As the Successful Proposer will be assuming operation of the Programs, the Successful Proposer will be expected to follow the Programs' current funding cost allocations for leased units, rental assistance, Supportive Services, operations and administrative expenses. There will be some, but limited, flexibility to change these cost allocations. The annual budget and cost breakdown for the Programs are as follows.

Program 1 provides funding for leased units. From its HUD grant, DHS will provide the Successful Proposer with up to \$407,028 for Program 1 (Spring 2019 through June 30, 2020). Funding will be prorated depending on when the Successful Proposer can assume responsibility for the Programs. The cost breakdown is:

Program 1 Budget	
Costs	Allocation
Leased Units	\$264,600
Supportive Services	\$82,272
Operating	\$37,800
Subtotal	\$382,672
Administration	\$22,356
Total	\$407,028

Program 2 provides funding for rental assistance. It is currently in operation and has an annual budget of \$207,782 for November 1, 2018 through October 31, 2019. Funding for Spring 2019 through October 31, 2019 will be prorated from that amount depending on when the Successful Proposer can assume responsibility for the Programs. DHS will work with the Successful Proposer to determine the cost breakdown for this funding period. The Successful Proposer will receive an additional \$145,689 for the funding period of November 1, 2019 to June 30, 2020. The cost breakdown for that funding period is:

Program 2 Budget for Nov. 1, 2019 to June 30, 2020	
Costs	Allocation
Rental Assistance	\$96,664
Supportive Services	\$41,376
Subtotal	\$138,040
Administration	\$7,649
Total	\$145,689

The Successful Proposer must provide 25% matching funds (funds or in-kind resources), which may be used toward Supportive Services and administrative expenses. If in-kind services are secured from another organization for this match, the Successful Proposer must have a memorandum of understanding in place with the organization prior to the HUD-executed contract.

Section 3: Proposal Requirements and Evaluation Criteria

Proposers must meet the following evaluation criteria and should address their qualifications by completing the questions and charts in the Response Form, which specifies format. Proposers should download and type their answers directly into the Response Form available on the www.alleghenycounty.us/dhs/solicitations webpage. The maximum score a Proposal can receive is 100 points, as outlined in the following sections.

A. Organizational Experience (20 points)

- Experience providing housing and Supportive Services (5 points)
- Experience in meeting HUD and organizational performance goals for PSH (5 points)
- Track record in leveraging federal, state, local and private sector funds (5 points)
- Organizational and management structure including evidence of internal communication, external coordination and an adequate financial accounting system (5 points)

B. Target Population and Approach (20 points)

- Staffing plan including staff qualifications, recruitment, training and performance management (5 points)
- Strategy to serve the target population and coordinate with outside partners (5 points)
- Plan to assume the Programs and ensure a smooth transition for the existing Participants (5 points)
- Strategy to effectively use funds and perform the scope of services within time parameters (5 points)

C. Housing Services (15 points)

- Plan to maintain the current scattered site units and secure additional units (5 points)
- Strategy for assisting Participants in securing and maintaining permanent housing (5 points)
- Organizational experience with the Housing First model and plan for using a Housing First model for the Programs (5 points)

D. Supportive Services (10 points)

- Plan to provide a variety of Supportive Services appropriate for the target population and with appropriate frequency (10 points)

E. Performance Outcomes (10 points)

- Strategy for tracking and achieving CoC performance standards (10 points)

F. Referral and Outreach (5 points)

- Ability to manage referrals through HMIS and to secure housing for Participants within the 30-day requirement (5 points)

G. HMIS (5 points)

- Experience with HMIS and a strategy for managing data with HMIS including monitoring timeliness of entries, exits, annual assessments and a plan to monitor data quality (5 points)

H. Financial Management and Budget (15 points)

- Fiscal and management capacity to manage funds for the Programs in a fiscally responsible manner (5 points)
- Budget and budget narrative that reflect a realistic estimate of the costs associated with implementing PSH (5 points)
- Ability to meet required 25% match. Matching funds, cash and in-kind resources may be used towards Supportive Services and administration. If in-kind services are secured from another organization for this match, the organization must have a memorandum of understanding in place prior to the HUD executed contract. (5 points)

Section 4: How to Submit a Proposal

4.1 Submission Process

- a. Proposers should take time to review and understand the RFP in its entirety including:
 - The background (see Section 1: Why We Are Issuing this RFP)
 - The narrative (see Section 2: What We Are Looking For)
 - The requirements (see Section 3: Proposal Requirements and Evaluation Criteria)
 - The evaluation process (see Section 5: How We Will Evaluate Your Proposal)
- b. Proposers must use the Response Form to develop your Proposal. Type your responses to each requested item directly into the Response Form. It is available at our Active Solicitations website with the RFP announcement at www.alleghenycounty.us/dhs/solicitations.
- c. Proposers must submit a complete Proposal, which includes the following attachments that are available on our Active Solicitations website:
 - Response Form
 - MWDBE documents
 - Allegheny County Vendor Creation Form
 - Audited financial reports for the last three years
 - W-9
- d. Proposers should not send any attachments other than those listed above and on the Response Form.

- e. If you do not have audited financial reports for the last three years, you may submit other financial documentation that attest to the financial health of your organization. Tax returns are the preferred alternative. Please note that providing financial documentation is a requirement of contracting through Allegheny County.
- f. Make sure to complete each section of the Response Form and to stay within any word counts or page limits that may be specified in the Response Form.
- g. **Proposals must be submitted electronically to DHSProposals@alleghenycounty.us no later than 3:00 p.m. Eastern Time on Friday, April 19, 2019 to be considered for review.**
- h. Please make sure to get your Proposal in before the deadline! If your Proposal is late, it will be rejected and will not be presented to the Evaluation Committee for review and scoring, as described in Section 5 below.
- i. You will receive an email when your Proposal is received. If you do not receive this notification within 48 hours of submitting your Proposal, please contact DHSProposals@alleghenycounty.us.

4.2 How to Contact DHS about this RFP

- a. All inquiries and questions must be submitted via email to DHSProposals@alleghenycounty.us.
- b. All information about the RFP, including answers to questions, changes and clarifications will be posted at our Active Solicitations website at www.alleghenycounty.us/dhs/solicitations.
- c. Please be sure to check this website regularly for answers to questions, additional information or changes to the RFP or the RFP process.

4.3 Other Information

- a. **The issuance of this RFP does not obligate the County to enter into an Agreement with any Proposers. The County reserves the right to reject any and all Proposals.**
- b. Any Agreement originating from this RFP is subject to all of the Terms and Conditions specified in Section 6: Contract Requirements for Successful Proposers.
- c. Proposers are responsible for all costs related to the preparation and submission of a Proposal.
- d. Proposals become the property of the County and may become part of any subsequent Agreement between the Proposer and the County.
- e. Successful Proposal(s) will be posted online in the DHS Solicitations Archive after an Agreement has been fully executed by the County and the Successful Proposer(s).
- f. Proposers also should be aware that all documents and materials submitted in response to this RFP are subject to requests made pursuant to Pennsylvania's Right-To-Know Law and that the County may have to make submitted documents and materials available to a requestor after an award of an Agreement is made.

Section 5: How We Will Evaluate Your Proposal

Proposals will be evaluated by an Evaluation Committee convened by DHS. The evaluation committee will assign scores based on the evaluation criteria in Section 3: Proposal Requirements and Evaluation Criteria using the scale listed in Section 5.1 b.

5.1 Evaluation Model

The evaluation process will consist of the following steps:

- a. An Evaluation Committee will be formed by DHS and may consist of some or all of the following:
 - Content experts from within DHS, selected for their expertise and/or experience
 - Representatives of foundations, educational institutions, community and civic organizations, businesses and/or non-profit agencies
- b. All Evaluation Committee members will individually review and score each Proposal. Each Evaluation Committee member will award points for each response on a Proposer's Response Form according to their expertise and best judgment of how the Proposal submitted by that Proposer meets the evaluation criteria in Section 3 using the following scale:
 - 0 – Not addressed in Proposal
 - 1 – Poor
 - 2 – Below expectations
 - 3 – Meets expectations
 - 4 – Exceeds expectations
 - 5 – Outstanding
- c. The Evaluation Committee members then will meet collectively to discuss the individual scores and evaluations of each committee member.
- d. DHS, on behalf of the County, shall have exclusive discretion to shortlist a reduced number of Proposals for more extensive review. In this case, DHS may request that shortlisted Proposers make a formal oral presentation to the Evaluation Committee. The Evaluation Committee will individually score the oral presentation using the following criteria and the scale outlined in 5.1b. The maximum score that an oral presentation can receive is 15 points:
 - Presentation demonstrates Proposer's ability to implement the proposed program effectively (5 points)
 - Proposer's answers to Evaluation Committee's questions (5 points)
 - Proposer's presentation is thoughtful and professional (5 points)
- e. At any time during the review process, DHS may contact a Proposer to discuss any areas of the Proposal needing clarification or further explanation.
- f. As part of determining Proposers' eligibility to enter into a contract with Allegheny County, all Proposers' financial audits or other documentation will be reviewed by DHS fiscal analysts to ensure Proposers' financial stability.
- g. The Evaluation Committee will submit their recommendation for award of an Agreement to the Director of DHS for his approval, who in turn will submit a request to the County

Manager for approval for the County to enter into an Agreement with the Successful Proposer(s).

- h. The County is under no obligation to award or enter into an Agreement with a Proposer as a result of this RFP. The County reserves the right to reject any and all Proposals.**
- i. All Proposers will be notified of their status following the final determination of which Proposer(s) will be awarded Agreements.
- j. Proposers not awarded an Agreement who are interested in receiving feedback regarding their submission may request a phone call at DHSProposals@alleghenycounty.us.

5.2 Other Requirements

For a Proposal to be eligible for evaluation, it must be:

- a. Received by the due date/time
- b. Properly formatted and include responses to all requested information
- c. Complete with all required forms and attachments

Proposals which do not meet the above requirements will be automatically rejected and will not be presented to the Evaluation Committee.

Section 6: Contract Requirements for Successful Proposers

In order to enter into an Agreement with the County, Proposers must be willing to comply with all contract requirements listed below and all standard terms and conditions contained in a County contract for provision of services to DHS and its offices. Additional details about contracting with Allegheny County are provided in the [DHS Contract Specifications Manual](#), available at www.alleghenycounty.us/dhs/solicitations.

6.1 Minority, Women or Disadvantaged Business Enterprise (MWDBE) Requirements

Allegheny County has MWDBE goals of 13% participation for Minority Business Enterprises and 2% participation for Women Enterprises, and expects that Successful Proposers will make a “good faith effort” in assisting the County in meeting these goals.

- a. All Proposals must include either of the following:
 - If your organization is able to meet the MWDBE contract goals, a completed MWDBE Participation Statement and MWDBE Contact Information form is required. You must also attach the MWDBE certifications of the firms you intend to use with the Participation Statement.
 - If your organization will request a waiver from participating in the MWDBE contract goals, a completed MWDBE Participation Statement, MWDBE Contact Information form and MWDBE Waiver Request are required.

- b. MWDBE forms and resources can be found at www.alleghenycounty.us/dhs/solicitations:
 - MWDBE Forms
 - [MWDBE Participation Statement](#)
 - [MWDBE Waiver Request](#)
 - [MWDBE Contact Information form](#)
 - MWDBE Resources
 - [MWDBE Contract Specifications Manual](#)
 - [MWDBE Response Checklist](#)
 - [Guide for completing the MWDBE Participation Statement](#)
 - [Sample Diversity Policy](#)
- c. For more information about MWDBEs, visit the [Allegheny County MWDBE website](#).

6.2 HIPAA Compliance

DHS is a covered entity under the Health Information Portability and Accountability Act (HIPAA). Therefore, a Successful Proposer must comply with all HIPAA requirements.

6.3 Cyber Security

- a. Successful Proposers must meet the minimum computer specifications which begin on page 14 of the [DHS Contract Specifications Manual](#), available at www.alleghenycounty.us/dhs/solicitations.
- b. All electronic devices must have sufficient security software and settings to minimize the risk of an information breach.
- c. Successful Proposers must also have policies in place to ensure that electronic devices are physically secure when not in use (e.g., locked in a vehicle trunk, password protected).

6.4 Equal Employment Opportunity and Non-Discrimination Requirements

By submitting a Proposal, a Proposer agrees to not discriminate against any employee, applicant for employment, independent contractor, client or any other person on the basis of race, color, religion, national origin or ancestry, sex, gender identity or expression, sexual orientation, disability, marital status, familial status, age (40 or over), or use of a guide or support animal because of blindness, deafness or physical disability.

6.5 New Provider Requirements

If awarded an Agreement, Successful Proposers who do not have current Allegheny County contracts will be required to complete the [DHS New Provider Application](#), available at <http://www.alleghenycounty.us/Human-Services/Resources/Doing-Business/Prospective-Providers.aspx>. While not required as part of your Proposal, Proposers may wish to review the requirements of this application.