

LEAD SAFE

CLEVELAND COALITION

REQUEST FOR QUALIFICATIONS FOR A LEAD SAFE CHILD CARE ADMINISTRATOR

EMAIL CONTACT: Gretchen H. Kunkel, leadsafecleveland@gmail.com

Background

The Lead Safe Cleveland Coalition (LSCC) was created in 2019 to address the public health crisis of lead poisoning. The cornerstone of the LSCC's work is supporting the City of Cleveland's Lead Safe Certification law which requires residential rental properties built before 1978 to be proactively certified as lead safe. Lead is an environmental toxin that affects the brain, heart, bones, kidneys, and nervous system, and there are no safe levels once it is in the bloodstream. Lead poisoning occurs when lead builds up in the body, often over months or years, causing serious problems. Unfortunately, many of these problems are not detected until years after exposure. The current system often requires a child to be poisoned *before* taking action. The LSCC is implementing an alternative, preventative approach that not only saves money, but also protects Cleveland's children from lead poisoning.

While a different setting from homes, child care is a critical piece in preventing children from being poisoned by lead in the spaces where they spend considerable time. The LSCC is launching a lead safe child care pilot that will build upon its work in lead safe homes and adapt it for lead safety in child care settings. The pilot will establish a replicable lead safe standard and proactive model for child care for Cleveland, the state, and even the nation.

Intent of this Request for Qualifications (RFQ)

To select one or more experienced Administrators who will craft, administer, evaluate, improve, and scale a pilot that implements proactive lead safe repairs in child care facilities of all types across Cleveland, Ohio.

Anticipated Contract Term

The anticipated term for contracts resulting from this RFQ may last up to five (5) years. Actual contract terms may vary, depending upon the scope of work and project needs. Applicants selected for the resulting contract must be available to commence work on January 1, 2023. The anticipated contract term for this RFQ is January 1, 2023, to September 30, 2027. An initial six-month ramp-up contract will commence on January 1, 2023, and end on June 30, 2023. The first full fiscal year will begin July 1, 2023.

Anticipated Budget

The anticipated budget for all executed contracts will total no more than \$3.5M over five years. The actual annual contract budget per Administrator may vary depending upon the scope of work, project needs, number of selected Administrators, and final Lead Safe Home Fund budget negotiations.

Non-assignment

The work and services associated with this RFQ will be performed by the selected Administrator(s). The Administrator(s) retains the right to employ any person required to assist with accomplishing the scope of work at the Administrator's expense.

Schedule

- August 29, 2022 – RFQ issued
- September 7, 2022, 3:00 pm ET – Pre-Response Conference
- **September 21, 2022, 12:00 pm ET – Deadline for RFQ Responses**
- On or around October 21, 2022 – Administrator(s) selected
- On or around November 4, 2022 – Selected Administrator(s) submit their preliminary scopes of work and budgets
- By December 31, 2022 – Administrator(s) under contract with Enterprise Community Partners, with work to begin on January 1, 2023

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II. BACKGROUND

A. Lead Poisoning

No amount of lead exposure is considered safe, yet a Case Western Reserve University study found over 25% of Cleveland children tested positive for lead poisoning prior to kindergarten. Cleveland’s lead poisoning rates are about four times the national average. The problem is even more severe in specific Cleveland neighborhoods like Glenville and Clark-Fulton, where a disproportionate number of children of color live, often in substandard housing.

At even low levels, lead exposure can damage a child’s developing brain and cause lifelong, often irreversible, problems that affect education, behavior, and health. A 2020 report released by Case Western Reserve University’s Center on Urban Poverty and Community Development underscored the downstream consequences of childhood lead poisoning.

The report detailed the findings from a research project that— using data over a 20-year period— tracked the life outcomes of more than 10,000 children in Cleveland with elevated blood-lead levels compared to a control group of students who did not have elevated lead levels. By comparing these carefully matched groups, researchers were able to focus on the impact of lead poisoning on both

people and public systems. The report found:

- 1) Children with elevated blood-lead levels had a 27% lower chance of being on-track for kindergarten than children who do not have elevated lead levels.
- 2) Children with elevated lead levels were 25-30% more likely to enter the juvenile justice system, and 34% more likely to be incarcerated as adults (age 18 to 23).
- 3) By age 23, those with elevated lead levels were more likely to have relied on public assistance programs, such as Temporary Assistance for Needy Families (53% more likely), homeless services (40% more likely), and Supplemental Nutrition Assistance Program (17% more likely).

Black children are disproportionately affected by lead poisoning compared to their white counterparts, and lead exposure was concentrated in areas of disinvested neighborhoods—areas historically tied to segregation, redlining, and subprime lending.

B. Lead Safe Cleveland Coalition

The Lead Safe Cleveland Coalition (LSCC) is an inclusive, public-private partnership formed in 2019 to address lead poisoning in the community. The LSCC represents more than 500 members and 140 organizations, state and local governments, and families impacted by lead. All these different leaders and organizations believe the same thing: No child should be poisoned by lead. The LSCC approach protects Cleveland’s children by merging smart, adaptable public policies; knowledgeable agencies willing to collaborate; proven community programs and leaders; and public and private sector accountability.

The Coalition is led by a diverse Steering Committee composed of Committee Chairs, individuals directly impacted, civic leaders, at large members, and City of Cleveland representatives. The Steering Committee oversees the affairs of the Coalition, ensuring its viability while pursuing its mission, purpose, and guiding principles.

With community voice embedded in all aspects, to date, the LSCC has worked on:

- 1) Championing the successful implementation of Cleveland’s lead safe certification;
- 2) Supporting, evaluating, and adapting workforce development, community engagement, and the hotline operations of the Lead Safe Resource Center;
- 3) Supporting, evaluating, and adapting home repair loans, grants, and incentives administration of Lead Safe Home Loans and Grants;
- 4) Setting and meeting fundraising goals for Lead Safe Home Fund;
- 5) Advocating for local, state, and federal investments and policies to create more lead safe spaces and lead poisoning interventions; and
- 6) Telling the story of lead poisoning prevention in Cleveland to bolster community engagement, strengthen the base, and expand membership.
- 7) Championing the successful implementation of Cleveland’s lead safe certification;
- 8) Supporting, evaluating, and adapting workforce development, community engagement, and the hotline operations of the Lead Safe Resource Center;
- 9) Supporting, evaluating, and adapting home repair loans, grants, and incentives administration of Lead Safe Home Loans and Grants;
- 10) Setting and meeting fundraising goals for Lead Safe Home Fund;
- 11) Advocating for local, state, and federal investments and policies to create more lead safe spaces and lead poisoning interventions; and
- 12) Telling the story of lead poisoning prevention in Cleveland to bolster community engagement, strengthen the base, and expand membership.

C. Key Partners

Many organizations support the work of the LSCC. These organizations and their responsibilities are presented below.

- Enterprise Community Partners facilitates the LSCC and, on behalf of the LSCC, serves as the official contracting entity of the LSCC's main tool, the Lead Safe Home Fund.
- Mt Sinai Health Foundation, Enterprise Community Partners, and the United Way of Greater Cleveland are the three fiscal agents for the Lead Safe Cleveland Coalition. These organizations hold investments made to the Lead Safe Home Fund and make payments to administrators who execute the programs and services of the Fund based on the contracts administered by Enterprise Community Partners.
- Currently, there are two Administrators of the Lead Safe Home Fund. Environmental Health Watch serves as the Administrator for the Lead Safe Resource Center, which includes lead safe certification navigation, community engagement, and workforce development. CHN Housing Partners is the Administrator for the Lead Safe Home Loans and Grants.
- The City of Cleveland and other public sector partners are critical leaders and co-creators with the LSCC. The LSCC and its Lead Safe Home Fund largely exist to support the functions of the City of Cleveland, foremost including the Lead Safe Certification.
- Lead Safe Home Fund Investors come from every sector: public, private, corporate, and philanthropic. Collectively, their investments support all of the work of the LSCC and its Lead Safe Home Fund.
- Numerous other organizations and individuals participate as members of the LSCC, including leaders on the Steering Committee and working committees and subcommittees: Governance, Resource Development, Community Engagement, Research and Evaluation, Policy, Educational Interventions, Special Events, and Workforce Development. Relevant to this RFQ is the Child Care Settings Subcommittee under the Policy Committee. This subcommittee identifies and implements appropriate system and/or policy changes to improve lead safety in child care settings.

D. Lead Safe Home Fund

One of the fundamental pillars of the LSCC's approach is the creation and capitalization of the Lead Safe Home Fund. The Lead Safe Home Fund is a first-of-its-kind, public-private solution to make homes lead safe. The Lead Safe Home Fund supports effective, enforceable, and equitable solutions for property owners and families. To date, it has achieved these solutions through two critical, interrelated functions: 1) a spectrum of Lead Safe Home Loans and Grants; and 2) a Lead Safe Resource Center to provide system navigation, workforce development, community engagement, and more.

The Lead Safe Home Fund is modeled on best practices and informed by a depth and breadth of research into the needs of property owners and the condition of their properties. Working in coordination with existing resources and programs, the Lead Safe Home Fund was originally built to:

- **Focus on prevention.** The Fund proactively improves living conditions so children do not ingest or inhale lead hazards in or around the home.
- **Be strategic.** The Fund provides access to Lead Safe Home Loans and Grants for property owners who lack the resources to remediate their homes.
- **Coordinate services and public education and engagement.** The Fund supports a one-stop-shop Lead Safe Resource Center to serve families, property owners, and the broader community on all things related to lead poisoning prevention.
- **Train and develop the workforce.** The Fund, through the successful implementation of the Lead Safe Resource Center, offers training courses to build a lead safe workforce.

- **Be flexible and responsive.** The Fund appropriately targets and maximizes resources through expert, third-party administrators.
- **Complement the Lead Safe Certification system.** The City of Cleveland adopted groundbreaking legislation requiring residential rental units built before 1978 to proactively achieve lead safety. The Fund provides resources and incentives to help property owners comply with the law.

In 2022, the Lead Safe Home Fund experienced a significant increase in funding due to a \$52.5M pledge from the Cleveland Clinic, a \$17M pledge from the City of Cleveland, and a \$1M federal earmark passed in March. With this new revenue, the Fund has approximately \$115.3M to spend over seven years. Given this new budget, the LSCC is expanding the Lead Safe Home Fund programming and capacity, now referenced as Lead Safe Home Fund 2.0. In broad strokes, expanded programming will encompass:

- **Additional workforce development.** To meet the accelerated and expanded Lead Safe Grants and Loans demand, the LSCC will build on its existing lead safe worker training curriculum and collaborate with community-based organizations to hire/train in-house lead safe workers.
- **Relocation assistance for families facing displacement.** The LSCC will identify, fully form, and launch pilot programs that support families facing displacement due to lead. These programs will also serve as proofs of concept to help families facing other types of displacement.
- **Lead safe child care (subject of this RFQ).** The LSCC will launch, analyze, improve, and scale a fully developed pilot program to become a best practice model for proactively protecting children from lead hazards in child care settings.
- **Additional grants to property owners.** The LSCC will deploy financial assistance for property owners to create lead safe homes.

E. Commitment to Racial Equity and Social Justice

The LSCC is unwavering in its commitment to racial equity and social justice. Recognizing that Black and Brown children continue to bear the disproportionate burden of lead exposure, the LSCC has structured itself to encourage unity, racial equity, inclusion, and power-sharing in the broader community.

The LSCC subscribes to 10 guiding principles. One principle (*Genuine Community Partnership*) calls for the LSCC to develop genuine community partnerships, where the voices of people directly affected by lead are full partners in the project design and implementation. Another (*Solidarity and Collaboration*) requires the LSCC to act in solidarity and collaboration with groups working on similar issues with compatible visions, treating each other with justice and respect, both on an individual and an organizational level. Lastly, the LSCC operates with *Integrity*, working in a mode of community-centeredness by “walking its talk.” The LSCC acknowledges that it must live out the values it is struggling for and work toward justice, peace, and community.

III. SCOPE OF WORK

A. Statement of Need

The LSCC is seeking one or more experienced Administrators to administer, evaluate, iterate, and scale a [pilot program](#) that implements lead safe interim controls in child care facilities. The Administrator(s) should have a strong understanding of all aspects of child care and have knowledge and understanding of the lead issue. The five-year program encompasses an initial pilot followed by immediate evaluation and scaling of that pilot into a full program. The estimated timeline for the pilot is 18 months. The estimated timeline for the pilot evaluation and subsequent full program scaling and implementation is

over the following four years. The timeline for the full program implementation will modify based on the data collected during the pilot.

B. Scope of Work

During the pilot and subsequent program implementation, the Administrator's responsibilities will include:

- Identifying, assessing, remediating, and clearing child care facilities, including monitoring how costs vary by facility type and physical condition of the actual facility at hand;
- Providing professional development and technical education for participating child care providers. Many providers will be far more motivated to engage in lead poisoning prevention efforts if they can earn credits for their education/training efforts;
- Offering operational support to child care providers, including stipends and other resources covering the loss of income due to remediation work. A lot of remediation work can be done without creating displacement. The pilot will need to monitor the level of disruption, loss of income, or changes in attendance;
- Either directly or through an evaluation subcontractor, engaging in continuous data collection efforts, including establishing and publishing standardized quantitative and qualitative metrics to track pilot implementation; and
- Developing and disseminating outreach materials in collaboration with the LSCC. Some basic materials could include general lead poisoning prevention education and special assistance to facilities where a unique situation may need to be addressed.

For the pilot program, participating child care providers will fall into three (3) main categories: Child Care Facilities, Family Child Care (Type A), and Smaller Family Child Care (Type B). The Child Care Settings Subcommittee budgeted for the participation of 20 child care providers during the pilot, with 10 representing a Child Care Center, one representing a Family Provider Type A, and nine (9) representing a Family Provider Type B.

The pilot will determine an average cost and assess potential challenges and benefits of a proactive, lead safe approach in the child care industry. The pilot will document the feasibility and challenges met along the way to ease implementing a bigger, broader lead poisoning prevention effort in child care settings. The pilot will also develop a definition for an applicable lead safety standard in the child care industry. More details about the pilot are included as an attachment to this RFQ.

The Administrator role is substantial and critical to the LSCC's success. The Administrator(s) will be an active and essential partner in executing the details of the pilot program and the subsequent program implementation. The Administrator(s) will work closely with the Child Care Settings Subcommittee and the LSCC to provide seamless service delivery in partnership with the other LSCC administrators.

The Administrator(s) will perform program reporting, measurement, and evaluation as needed and/or required. Respondents should be established service providers currently working with Cleveland residents. Respondents should have a strong track record of authentic community engagement and experience administering citywide services and/or programs.

Respondents should be comfortable serving as a spokesperson for the Lead Safe Child Care project, including answering questions from the LSCC and its partners, elected leaders, and the public.

This scope of work is a general guide to the work expected to be performed and is not a complete listing of all services that may be required or desired.

C. Additional Program Background

The child care industry is a vast web of small businesses and enterprises with diverse needs. Lead safe child care, although a different arena than lead safety in homes and rental units, is a critical piece in preventing children from being poisoned by lead. But even beginning to understand what lead poisoning in the child care industry could look like raises many questions. How would lead safety be defined within child care? Would the most cost-effective option of interim controls or lead abatement make more sense for this industry? Would that recommendation change depending on the type of facility in question? To gain a clearer, fuller picture of the child care industry and begin to answer some of these questions, the LSCC commissioned a report on lead safety in child care spaces. The report, "[Building the Way to a Healthier Future: Investigating a Path Forward to Ensure Ohio's Youngest Children are Safe from Lead Paint Hazards in Child Care Settings](#)," written by Groundwork Ohio, outlines where the system stands today, highlights gaps, and provides potential remedies and considerations in terms of policy, advocacy, public education, and enforcement.

The Lead Safe Home standard and the interim control curriculum used to bring that standard to rental homes in the City of Cleveland is a starting point for this work. In addition, the State of Ohio Administrative Code, Section 510, states that child care facilities must be "free of lead hazards" as opposed to being "lead-free." With the completion of the Groundwork Ohio report, the LSCC Child Care Settings Subcommittee developed a pilot program that builds on these parameters and adapts them for lead safety in child care settings to establish a replicable standard and model for child care across Ohio and even the nation.

The pilot is one part of a wide range of investments and support that the child care industry desperately needs. There are deep, systemic, and elevated needs from the child care industry that need to be viewed in context alongside lead poisoning prevention. The pilot is structured to be sensitive to the myriad difficulties facing this industry while proposing a crucial intervention to address the decades-long public health crisis of lead poisoning in Ohio.

The pilot will not just have all the knowledge the LSCC had at its inception, but also everything built since 2019. This pilot will have access to qualified lead safe workers trained by a tried, tested, and vetted curriculum. These workers are already robustly engaged in remediating and clearing rental units for the City of Cleveland's Lead Safe Certification. This pilot will have the broader context and knowledge of the Groundwork Ohio report. And most importantly, this pilot will have the invaluable benefit of a coalition built by the community and for the community.

D. Budget and Timeline

The expected budget and timeline for this work are *up to* \$3.5M over five years. Actual amounts available in a year will vary depending on the scope of work, number of selected Administrators, and the availability of funds.

E. Additional Information

Below is a list of resources providing additional background for your response.

- [Groundwork Ohio report: Building the Way to a Healthier Future](#)
- [Lead Safe Child Care Pilot Scope of Work](#)
- [Lead Safe Cleveland Coalition](#)
- [About the Lead Safe Cleveland Coalition and its Guiding Principles](#)
- [Lead Safe Home Fund Investor Report, October 2021](#)

IV. SUBMISSION

A. Eligibility

This RFQ is open to mission-driven entities seeking to make a difference in the lives of Cleveland's children and families. Entities should have robust internal controls, a healthy financial position, and a strong track record. Additionally, the organization must demonstrate successful experience working in partnership with the communities providing technical assistance, capacity building, program development, and/or organizational/program support or services.

Specifically, to be eligible to apply, respondents must:

- Have familiarity with Cleveland and its neighborhoods, and preferably a strong track record of work in Cleveland;
- Have a strong understanding of all aspects of child care;
- Commit to program partnership for the entire term of the project;
- Have relevant program experience;
- Demonstrate financial strength and stability;
- Provide strong recommendations from the program and funding community; and
- Demonstrate clear support from their Board of Directors.

Respondents must offer services in an accessible and non-discriminatory manner regardless of race, color, religion, gender, national origin, citizenship status, age, disability, sexual orientation, gender identity, veteran status, or any other protected class.

The LSCC will not fund organizations that require membership in certain religions or advance a particular religious faith. Faith-based organizations may be eligible if they welcome and serve all members of the community regardless of religious belief.

B. Proposal Content

Interested entities should submit a response, which includes the following components.

- **A Cover Letter (One Page Maximum)**
- **A Table of Contents**
- **Organizational Contact Information (One Page Maximum)**
 - Share organization name, tax ID, address, phone number, and website.
 - State proposal contact person's name, title, address, phone number, and email address.
- **Project Understanding and Proposed Approach (Four Pages Maximum)**
 - Describe your understanding of the purpose and scope of this project.
 - Describe your approach to fulfilling the project's scope of work.
 - Identify existing and potential partners and partnership opportunities related to this project.
 - Outline the potential or anticipated project challenges and how they might be addressed.
 - Provide a preliminary expense budget based on your approach and understanding of the project.
- **Prior Experience and Organizational Ability (Two Pages Maximum)**
 - Explain what makes your organization uniquely qualified to serve as the Lead Safe Child Care Administrator.

- Detail the organization’s previous experience relevant to this project.
- Identify potential areas of operational opportunity for the organization and strategies to address them as it relates to this project. Strategies may include but are not limited to adequacy of assigned staff, support staff, administrative resources, equipment, and research tools.
- **Project Management and Methodology (Six Pages Maximum)**
 - Describe practices and measures used within the organization to manage complex projects, including, but not limited to, staff supervision, training and development, and relevant organization accreditations or certifications that would be deployed for this project.
 - Describe the technical assistance the organization currently provides to consumers and partners in the community.
 - Provide an overview of the organization’s current partnerships and/or collaboration and identify the organization’s role within the group. Describe how these partnerships and/or collaborations will inform the approach to partnership in the role of Administrator.
 - Describe your project management approach, including your methods and infrastructure (e.g., software and technology) to track, measure, and report status, measure effectiveness, and demonstrate impact.
- **Attachments**

The following documents should be combined into one pdf document, starting with a table of contents.

 - Organization leadership and biographies
 - Board roster
 - Board oversight policies and procedures
 - Staff chart, including existing staff who will be assigned to this project and what positions will be created for this project
 - Current year’s organizational budget
 - Current Certificate of Good Standing
 - Statement of Diversity and Inclusion
 - Most recent Form 990 and three years of audits
 - Proof of insurance
 - Two client references illustrating successful services provided within the last three years
 - One letter of support signed by the Board President
 - One letter of reference from one of the organization’s top three funder partners

C. Response Package and Format

Complete but straightforward and concise responses are recommended for ease of review by the Review Committee. Documents should use a font size no smaller than 11 points and page margins of at least 1” on all sides (excluding headers and footers). Text in tables can be smaller but should still be readable. Marketing and sales-type information should be excluded. All parts, pages, figures, and tables should be numbered and clearly labeled.

D. Time and Place for Submission of Responses

Responses must be received by **12:00 pm ET on Wednesday, September 21, 2022**. Responses must be submitted electronically in pdf format via email to leadsafecleveland@gmail.com. The subject line of the email should read “Statement of Qualifications for LSCC Child Care Administrator.” Late submissions will not be considered.

V. EVALUATION AND SELECTION

A. Evaluation Criteria

The RFQ responses will be evaluated based on the following criteria.

- Strong program and mission alignment with the LSCC's mission to protect children and families from lead exposure;
- Strong board and managerial leadership;
- Demonstrated commitment to racial equity, diversity, inclusion, and social justice;
- Ability and history of providing services in an equitable, accessible, non-discriminatory, and compassionate manner;
- Understanding of the child care industry;
- Clear ability to articulate the programming needs of the Lead Safe Child Care Pilot and Program;
- Exceptional track record, ability to build program infrastructure, and ability to sustain organizational operations for 10+ years;
- Board of Directors and funder support to be a lead poisoning prevention implementation entity;
- Be in good financial health and standing according to generally accepted accounting practices;
- Track record of delivering stated outcomes in other programs or partnerships;
- Ability to serve as a spokesperson on projects with a high degree of public scrutiny;
- Ability to work in partnership to achieve goals; and
- Effective and efficient delivery of quality services is demonstrated in relation to the budget approach and allocation. The allocation is reasonable and appropriate.

B. Review Committee

Representation on the Review Committee will include Steering Committee, Fiscal Agent, and Executive Committee members from the LSCC; key investor representatives; and subject matter experts. This committee will be responsible for evaluating and rating responses, conducting interviews, and performing other reference checks and vetting as needed.

C. Selection Process

The Review Committee will evaluate responses based on the evaluation criteria and interviews if invited. If selected, the LSCC will negotiate the specific scope of services, budget, deliverables, and timeline with the Respondent. Once approved, contracts will be drafted and executed.

D. Timeline for Evaluation and Selection

The evaluation and selection timeline is as follows:

- September 21, 2022, 12:00 pm ET – Deadline for RFQ Responses
- September 22 – October 21, 2022 – Respondent reviews, scoring, and interviews take place
- On or around October 21, 2022 – Administrator(s) is selected
- On or around November 4, 2022 – Selected Administrator(s) submits their preliminary scopes of work and budgets
- By December 31, 2022 – Administrator(s) under contract with Enterprise Community Partners, with work to begin on January 1, 2023

VI. INQUIRIES

A. Questions

Questions regarding this RFQ should be emailed to Consultant Gretchen H. Kunkel at leadsafecleveland@gmail.com. No oral inquiries will be accepted.

B. Clarifications or Additional Information

Any clarification or additional information that may substantially affect the outcome of this RFQ will be posted on the [LSCC website](#). It is the Respondents' responsibility to check this website for any updates.