



**REQUEST FOR PROPOSALS  
for  
PROJECT BASED RAPID RE-HOUSING OPPORTUNITIES FOR SINGLE  
INDIVIDUALS VULNERABLE TO COVID-19**

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Issued by:  
THE CITY OF PHILADELPHIA ("City")  
Office of Homeless Services  
On:  
July 23, 2020

**Proposals are accepted on a rolling basis through  
5 p.m. on December 31, 2020  
Submit by August 26, 2020 for first available contract term**

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James F. Kenney, Mayor  
Elizabeth G. Hersh, Director, Office of Homeless Services

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## **I. Project Overview**

### **A. Introduction; Statement of Purpose**

The Office of Homeless Services (OHS) is seeking proposals from eligible non-profit applicants (“providers”) to operate Project-Based Rapid Re-Housing projects that can be quickly implemented and move people experiencing homelessness (“participants”) into housing. OHS is specifically seeking projects proposing the use of SRO-type structures where single individuals have their own space but also the benefit of shared community space. No renovation funding is available through this Request for Proposals.

### **B. Project Background**

Special Emergency Solutions Grants Program funds (ESG-CV) were allocated to Philadelphia by HUD as authorized by the Coronavirus Aid, Relief, and Economic Security Act (CARES Act). These special ESG-CV funds are to be used to prevent, prepare for, and respond to the COVID-19 pandemic among individuals and families who are homeless or receiving homeless assistance; and to support additional homeless assistance and homelessness prevention activities to mitigate the impacts of COVID-19.

With this RFP, the Office of Homeless Services ESG-CV funds will be used to provide housing relocation and stabilization services and short-and/or medium-term project-based rental assistance (PBRA) as necessary to help individuals or families living in shelters or in places not meant for human habitation move as quickly as possible into permanent housing and achieve stability in that housing.

The City has a goal to provide housing opportunities to up to 250 vulnerable individuals who are experiencing homelessness and to decrease the possibility that they will contract COVID-19 by offering a non-congregate sleeping environment. To achieve this goal, OHS anticipates awarding several rounds of contracts, funding permitted, and will allow for submission of proposals through December 31, 2020.

Through this RFP, OHS is also seeking to address racial inequalities by increasing affordable housing opportunities for people of color, especially Black people, who make up 80% of those experiencing homelessness in Philadelphia. The City is actively seeking providers for this program who are minority operators.

### **C. Eligible Applicants**

Private non-profit organizations that meet the following criteria, with documented tax-exempt status under Section 501(c)(3) of the 1986 IRS Code as amended, may apply for this opportunity:

- No part of the net earnings of which inure to the benefit of any member, founder, contributor, or individual;
- Has a voluntary board;
- Has a functioning accounting system that is operated in accordance with generally accepted accounting principles, or has designated a fiscal agent that will maintain a functioning accounting system for the organization in accordance with generally accepted accounting principles; and
- Practices nondiscrimination in the provision of assistance.

The eligible non-profit applicant or partner/s must demonstrate the financial management capacity and experience to carry out the project as detailed in its project application and to administer Federal funds. In addition, the application must demonstrate:

- Five (5) years organizational experience successfully providing services to individuals and/or families experiencing homelessness;
- At least three (3) years of experience successfully providing housing and case management services to the target population;
- Established partnerships with providers of mainstream resources and benefits, as well as other relevant service providers;
- Financial solvency and administrative capacity to operate a program of the indicated scope;
- Demonstrated track record of being an equal opportunity employer, without any founded charges of unfair hiring or promotions within the past ten years;
- Freedom from debt to the Federal Government, State of Pennsylvania, or the City of Philadelphia for nonpayment of taxes, fines, judgments, liens or fees.

#### **D. Project Requirements**

Projects awarded funding through this opportunity must comply with the following requirements:

- All [HUD Emergency Solutions Program \(ESG\) regulations](#), as detailed in [24 CFR §576](#);
- Operate using a Housing First approach, which is a model of housing assistance that prioritizes rapid placement and stabilization in safe, decent and affordable housing for people experiencing homelessness as quickly as possible, thus ending their homelessness. Although a person experiencing homelessness may benefit from supportive services, such as mental health or substance abuse counseling, permanent housing provided with a Housing First approach does not have service participation requirements or preconditions (such as sobriety or a minimum income threshold);
- Only accept participant referrals from the Coordinated Entry and Assessment-Based Housing Referral System (CEA-BHRS);
- Enter client-level data into the Homeless Management Information System (HMIS);
- [CoC written standards for the use of this assistance](#), which includes policies and procedures for providing rapid re-housing housing assistance
- The [Philadelphia CoC Nondiscrimination Policy](#)
- The [Philadelphia Continuum of Care Emergency Transfer Plan for Victims of Domestic Violence, Dating Violence, Sexual violence, Human Trafficking, or Stalking](#)

Special Conditions and Requirements for CARES Act funding for ESG:

1. Serving youth who lack 3<sup>rd</sup> party documentation or live in unsafe situations
  - a. Youth aged 24 and under who see assistance shall not be required to provide third-party documentation that they meet the homeless definition in 24 CFR 576.3 as a condition for receiving assistance
  - b. Unaccompanied youth aged 24 and under (or families headed by youth aged 24 and under) who have an unsafe primary nighttime residence and no safe alternative to that residence shall be considered homeless for purposes of assistance provided by any private nonprofit organization whose primary mission is to provide services to youth aged 24 and under and families headed by youth aged 24 and under
2. Restriction on CARES Act Funds

- a. People experiencing homelessness shall not be required to receive treatment or perform any other prerequisite activities as a condition for receiving assistance

## **II. Scope of Work**

### **A. Activities and Services**

Funded projects will provide housing relocation and stabilization services and short-and/or medium-term project-based rental assistance (PBRA) as necessary to help individuals or families living in shelters or in places not meant for human habitation move as quickly as possible into permanent housing and achieve stability in that housing. Specific activities and services include the following, as applicable:

1. Housing Relocation and Stabilization Services
  - a. Financial Assistance
    - (1) Rental application fees
    - (2) Security deposits
    - (3) Last month's rent
    - (4) Utility deposits
    - (5) Utility payments
    - (6) Moving costs
  - b. Services
    - (1) Housing Search and Placement
    - (2) Housing Stability Case Management
    - (3) Mediation
    - (4) Legal services
    - (5) Credit repair
2. Rental Assistance
  - a. Short-Term Rental Assistance
  - b. Medium-Term Rental Assistance
  - c. Payment of Rental Arrears

The rapid re-housing provider must assist each program participant, as needed, to obtain:

1. Appropriate supportive services, including assistance in obtaining permanent housing, medical health treatment, mental health treatment, counseling, supervision, and other services essential for achieving independent living; and
2. Other Federal, State, local, and private assistance available to assist the program participant in obtaining housing stability

Housing stability case management services must be provided at least monthly to participant households receiving ongoing (more than one month) rental assistance. Providers must develop a plan to assist the program participant to retain permanent housing after the ESG assistance ends, taking into account all relevant considerations, such as the program participant's current or expected income and expenses; other public or private assistance for which the program participant will be eligible and likely to receive; and the relative affordability of available housing in the area.

HUD's requirements and restrictions for project-based rental assistance include:

- Compliance with Fair Market Rent (FMR) limits and rent reasonableness
- Compliance with Minimum Habitability Standards
- Compliance with Lead-Based Paint regulations
- Rental Assistance Agreement and Lease Standards:
  - The rental assistance agreement must set forth the terms under which rental assistance will be provided
  - Each participant receiving rental assistance must have a legally binding, written lease (between the owner and participant) for the rental unit, unless the assistance is solely for rental arrears.
  - Leases must have an initial term of one year

## **B. Eligible Costs**

Only activities listed in the ESG interim rule at 24 CFR 576 are eligible under the ESG-CV allocation. If an activity is not listed, it is not considered an eligible cost for this funding source.

1. Housing Relocation and Stabilization Services (§576.105)	
(a) Financial Assistance Costs – ESG funds may be used to pay housing owners, utility companies, and other third parties for the following costs:	
(1) Rental application fees	• Application fee that is charged by the owner to all applicants
(2) Security Deposits	• Equal to no more than 2 months' rent
(3) Last Month's Rent	• Paid to the owner of housing at the time the security deposit and first month's rent are paid
(4) Utility Deposits	• Standard utility deposit required by the utility company for all customers (i.e. gas, electric, water/sewage)
(5) Utility Payments	• Up to 24 months of utility payments per participant, per service (i.e., gas, electric, water/sewage), including up to 6 months of arrearages, per service
(6) Moving Costs	• Moving costs, such as truck rental, hiring a moving company, and/or payment of temporary storage fees for up to 3 months
(b) Services Costs – ESG funds may be used to pay the costs of providing the following services:	
(1) Housing Search and Placement	<p>Services or activities necessary to assist program participants in locating, obtaining, and retaining suitable permanent housing, include the following:</p> <ul style="list-style-type: none"> <li>• Assessment of housing barriers, needs and preferences;</li> <li>• Development of an action plan for locating housing;</li> <li>• Housing search;</li> </ul>

	<ul style="list-style-type: none"> <li>• Outreach to and negotiation with owner;</li> <li>• Housing search and outreach to and negotiation with owner;</li> <li>• Assistance with submitting rental applications and understanding leases;</li> <li>• Assessment of housing for compliance with ESG requirements for habitability, lead based paint, and rent reasonableness;</li> <li>• Assistance with obtaining utilities and making moving arrangements;</li> <li>• Tenant counseling</li> </ul>
(2) Housing Stability Case Management	<p>ESG funds may be used to pay cost of assessing, arranging, coordinating, and monitoring the delivery of individualized services to facilitate housing stability for a program participant who resides in permanent housing or to assist a program participant in overcoming immediate barriers to obtaining housing. Component services and activities consist of:</p> <ul style="list-style-type: none"> <li>• Using the coordinated entry system to conduct the initial evaluation and re-evaluation;</li> <li>• Counseling;</li> <li>• Developing, securing, and coordinating services including Federal, state, and local benefits;</li> <li>• Monitoring and evaluating program participant progress;</li> <li>• Providing information and referrals to other providers;</li> <li>• Developing an individualized housing and service plan</li> </ul>
(3) Mediation	<ul style="list-style-type: none"> <li>• Mediation between the program participant and the owner or person(s) with whom the program participant is living, to prevent the program participant from losing permanent housing in which they currently reside.</li> </ul>
(4) Legal Services	<p>Legal services that are necessary to resolve a legal problem that prohibits the program participant from obtaining or maintaining permanent housing permanent housing.</p> <p>Eligible costs include:</p> <ul style="list-style-type: none"> <li>• Hourly fees for legal advice and representation Costs</li> <li>• Fees based on the actual service performed (i.e., fee for service), but only if the cost would be less than the cost of hourly fees</li> </ul>

	<ul style="list-style-type: none"> <li>• Client intake, preparation of cases for trial, provision of legal advice, representation at hearings, and counseling</li> <li>• Filing fees and other necessary court costs</li> </ul> <p>Legal representation and advice may be provided for:</p> <ul style="list-style-type: none"> <li>• Landlord/tenant matters</li> <li>• Child support</li> <li>• Guardianship</li> <li>• Paternity</li> <li>• Emancipation</li> <li>• Legal separation</li> <li>• Resolution of outstanding criminal warrants</li> <li>• Orders of protection and other civil remedies for victims of domestic violence, dating violence, sexual assault, and stalking</li> <li>• Appeal of veterans and public benefit claim denials</li> </ul>
(5) Credit Repair	Services necessary to assist program participants with critical skills related to household budgeting, managing money, accessing a free personal credit report and resolving personal credit problems
2. Rental Assistance (§576.106)	
(a) Short-Term Rental Assistance	<ul style="list-style-type: none"> <li>• Up to 3 months of assistance</li> </ul>
(b) Medium-Term Rental Assistance	<ul style="list-style-type: none"> <li>• 4 to 24 months of assistance</li> </ul>
(c) Payment of Rental Arrears	<ul style="list-style-type: none"> <li>• One-time payment up to 6 months, including any late fees on those arrears</li> </ul>

The current FMR limits for the Philadelphia-Camden-Wilmington metropolitan area are as follows:

Unit Size	2020 FMR
SRO	\$648
Efficiency	\$864
1-bedroom	\$1,013

Applicants may request up to 8% of the ESG grant for administrative activities. Costs for staff and overhead directly associated with carrying out activities under Housing Relocation and Stabilization Services (§576.105) or Rental Assistance (§576.106) **are not** administrative costs but are eligible costs as part as those activities. Eligible administrative costs include:



1. General management, oversight and coordination. Costs of overall program management, coordination, monitoring, and evaluation. These costs include, but are not limited to, necessary expenditures for the following:
  - a. Salaries, wages, and related costs of staff, the staff engaged in program administration.
  - b. Administrative services performed under third-party contracts or agreements, including general legal services, accounting services, and audit services; and
  - c. Other costs for goods and services required for administration of the program, including rental or purchase of equipment, insurance, utilities, office supplies, and rental and maintenance (but not purchase) of office space.

### **III. Proposal Format, Content, and Submission Requirements; Selection Process**

#### **A. Proposal Format**

Applicants are required to submit electronic responses only to Roberta Cancellier at [Roberta.Cancellier@phila.gov](mailto:Roberta.Cancellier@phila.gov). Proposals must be typed in 12-point font, double-spaced, with 1-inch margins and numbered pages. Proposals must include the following information, in the sections and order indicated.

1. Applicant Profile and Project Summary Form – proposal cover page  
Complete “Attachment 1: Applicant Profile & Project Summary Form,” including signature by the person authorized to issue the proposal on behalf of the Applicant.
2. Statement of Qualifications; Relevant Experience (5 pages maximum)
  - a. Describe the Applicant’s organizational background, including number of years in operation, primary mission, any significant experience, and any other information about the organization that Applicant deems pertinent to this RFP.
  - b. Describe the diversity of staff, leadership and Board
  - c. Describe your experience in effectively utilizing public funding (ie, federal, State, or local government funds) to provide rental assistance and housing relocation and stabilization services. Provide concrete examples that illustrate your organization’s experience and expertise. Include the following in your response:
    - i. Experience in helping participants locate, move into, and maintain housing;  
AND
    - ii. Experience administering rental assistance, including calculating client rental portion, maintaining client housing files, and ensuring timely rental payments to landlords; AND
    - iii. Experience providing person-centered services that assist participants with moving from homelessness to housing stability
  - d. Provide the address of the proposed project based structure. If you are proposing to lease the structure for the project, describe how your organization forms and maintains positive relationships with landlords. In your response, be sure to address the following:
    - i. How your organization ensures clear, on-going communication between landlords, and program staff, and program participants
    - ii. How your organization identifies and recruits new landlords

- iii. How your organization has maintained positive relationships with landlords during the Stay at Home order and in light of the need for social distancing
    - iv. Strategies your organization has implemented to continue moving clients into housing despite the limitations resulting from COVID-19 and the need for social distancing.
  - e. Describe the experience of the applicant operating program(s) with using the Housing First approach and incorporating trauma-informed care practices, as well as adopting these principles at an organizational level.
  - f. Describe the applicant's history of collaborating with community partners and working across systems to serve the target population.
  - g. Describe the applicant's financial capacity to administer the grant, including the accounting system that will be used to administer the grant and any financial procedures that might have that may impact the implementation of the grant.
  - h. Describe the basic organization and management structure of the applicant sub-recipients (if any). Include a description of internal and external coordination, and structures for managing basic organization operations.
3. Proposed Scope of Work (10 pages maximum)
- Provide a proposed scope of work that describes the project at full operational capacity, as well as how full capacity will be achieved over the term requested in this application. It must be consistent with other parts of this application and must:
- a. Identify the target population, including the number of single adults and the number of families with children to be served when the project is at full capacity;
  - b. Describe the housing proposed to be used for this project in detail, including
    - Ownership structure, zoning, and property condition.
    - Maintenance responsibilities. Who will take care of routine and emergency maintenance requests
    - Location including the neighborhood conditions and accessible community amenities.
    - Attach documentation of ownership or if the property will be leased, an agreement to lease.
  - c. Describe how the proposed project will be designed to operate using a Housing First approach, ensuring there are no barriers to entering and sustaining residence in the project for participants that meet HUD's eligibility criteria for the project.
  - d. Describe the applicant's coordination with partners. How will the project leverage or deliver Medicaid and other mainstream services to participants?
  - e. Describe how the project will address racial inequalities and housing discrimination.
  - f. Describe how the services will be culturally competent.
  - g. Describe how services will be delivered with an understanding of the vulnerabilities and experiences of trauma survivors, including the prevalence of and physical, social, and emotional impact of trauma. Describe how the applicant will integrate knowledge about trauma into policies, procedures, practices, and service environments, recognizing and responding to signs of trauma in staff, clients, and others.

- h. Describe projected outcomes, including, but not limited to:
    - Housing stability: retention in permanent housing or moving to other permanent housing;
    - Increase in income, earned and other;
    - Connection to mainstream benefits
  - i. Provide a project timetable, including:
    - A detailed plan for rapid implementation of the program;
    - The month and year in which the project will begin to enroll eligible participants;
    - The month and year in which the project will achieve full occupancy.
  - j. Describe staffing and management plan and method for assuring effective and timely completion of all work, including with no delay in service provision to participants, or the leasing of units for reasonable rents. Please include the case manager to program participant ratio
4. Project Budget, using the forms found in Attachment 2 to request rental assistance, housing relocation and stabilization services, and administration funding for the proposed project, as applicable. Note that the budgets are for one year of funding only.

## **B. Selection Process**

OHS will base its selection on criteria that include, but are not limited to:

1. Superior prior experience of Applicant and staff
2. Superior quality, efficiency and fitness of proposed solution for City Department
  - Provides a clear picture of the proposed target population and demonstrates a thorough understanding of their housing and service needs, including a recognition that needs will change over time;
  - Presents a feasible timeline and detailed strategy for rapid implementation of the program;
  - Reflects an understanding of the requirement to participate in HMIS and accept referrals into the proposed project from the CEA-BHRS process;
  - Demonstrates understanding and commitment to Housing First Approach, participant choice and involvement, and using a trauma-informed approach;
  - Demonstrates capacity to calculate annual income/tenant rent and work with landlords;
  - Demonstrates understanding of:
    - Housing needs of the target population and of the relevant neighborhoods, markets, and “community amenities” (i.e., shopping, schools, public transportation, health care, recreation, social services) that will best meet those needs;
    - Availability of proposed rental units within current Fair Market Rent limitations;
    - Neighborhood conditions and accessibility of community amenities and the capacity to assist participants to find the widest possible choice of housing units.
  - Proposal includes actionable plan for leveraging services for and coordinating with other providers to increase the effectiveness of the proposed program;

- Applicant has clear plan to progressively engage households by assessing their needs on an ongoing basis, and provide appropriate assistance as needed;
  - Applicant describes a clear, strong, and reasonable method for working with each head of household to determine the type, amount, and duration of financial assistance needed to secure permanent housing.
3. Administrative and operational efficiency, requiring less City oversight and administration
- Strong organizational structure for managing operations and for internal and external coordination that supports a reasonable expectation of capacity to complete this project;
  - Clear and *accurate* calculations on its Budget Detail Forms;
  - Demonstrated capacity to administer grants effectively
  - Proposed budget is reasonable for the level of services provided, based on the type of project, population served, and number of households to be served;

## IV. Proposal Administration

### A. Procurement Schedule

RFP Posted	Thursday, July 23, 2020
Applicant Questions Due	Wednesday, July 29, 2020
Answers Posted on Office of Homeless Services Website	Friday, August 7, 2020
Proposals will be accepted on a rolling basis through December 31, 2020, with the First Phase proposals due Wednesday, August 26, 2020 by 5 p.m.	Wednesday, August 26, 2020
Applicant Selection	Friday, September 4, 2020
Contract Execution	Thursday, October 1, 2020
Commencement of Work	Thursday, October 1, 2020

The above dates are **estimates only** and the City reserves the right, in its sole discretion, to change this schedule. Notice of changes in the due date for Applicant questions, and the date for proposal submission will be posted on the Office Homeless Services' website. The other dates/times listed may be changed without notice to prospective Applicants.

### B. Questions Relating to the RFP

All questions concerning this RFP must be submitted in writing via email to Roberta Cancellier at [Roberta.Cancellier@phila.gov](mailto:Roberta.Cancellier@phila.gov) no later than 5 p.m. on Wednesday, July 29, 2020, and may not be considered if not received by then. The City will respond to questions it considers appropriate to the RFP and of interest to all Applicants, but reserves the right, in its discretion, not to respond to any question. Responses will be posted on the Office Homeless Services' website at <http://philadelphiaofficeofhomelesssservices.org/about-us/contracting-opportunities/> by Friday, August 7, 2020. Responses posted on the City's website become part of the RFP upon posting. The City reserves the right, in its discretion, to revise responses to questions after posting, by posting the modified response. No oral response to any Applicant question by any City employee or agent shall be binding on the City or in any way considered to be a commitment by the City.

### C. Term of Contract

It is anticipated that the initial term of the First Phase of Contracts shall commence on October 1, 2020 (the “Initial Term”) and, unless sooner terminated by the City pursuant to the terms of the Contract, shall expire up to twelve months thereafter, on September 30, 2021. The City may, at its sole option, amend the Contract to add up to three (3) additional successive one-year terms (“Additional Terms”). Additional Terms depend upon funding availability. Except as may be stated otherwise in such amendment, the terms and conditions of this Contract shall apply throughout each Additional Term.

**Attachment 1: Applicant Profile and Project Summary Form**  
**City of Philadelphia Office of Homeless Services ESG-CV Rapid Re-Housing**

Applicant name: <a href="#">Click here to enter text.</a> Applicant address: <a href="#">Click here to enter text.</a>	
Applicant phone: <a href="#">Click here to enter text.</a> Applicant website: <a href="#">Click here to enter text.</a>	
DUNS Number: <a href="#">Click here to enter text.</a> Tax ID or EIN: <a href="#">Click here to enter text.</a>	
Country and State of org. formation: <a href="#">Click here to enter text.</a> Faith-Based Organization: <input type="checkbox"/> Yes <input type="checkbox"/> No	
Registered to do business in Philadelphia and/or Pennsylvania? <input type="checkbox"/> Yes <input type="checkbox"/> No Years in operation: #	
Registered as a <input type="checkbox"/> Minority-Owned Business <input type="checkbox"/> Woman-Owned Business <input type="checkbox"/> Disabled-Owned Business <input type="checkbox"/> Disadvantaged Business? If so, certifying agency: <a href="#">Click here to enter text.</a>	
Has applicant ever received a federal grant, directly or through a State or local agency? <input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>Name of Proposed Project:</b> <a href="#">Click here to enter text.</a>	
Households to be served at maximum capacity: #	
Household Type(s): <input type="checkbox"/> Households without children	
Congressional District in which Project is located (if site-based): <a href="#">Click here to enter text.</a>	
City Council District in which Project is located (if site-based): <a href="#">Click here to enter text.</a>	
Does/will the project use <a href="#">Energy Star</a> products/appliances (if site-based)? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	
Application Contact Person: <a href="#">Click here to enter text.</a> Phone: <a href="#">Click here to enter text.</a>	
Job Title: <a href="#">Click here to enter text.</a> Email: <a href="#">Click here to enter text.</a>	

Activities	Annual Request
Rental Assistance	<a href="#">Click here to enter text.</a>
Housing Relocation and Stabilization Services (includes financial assistance and services)	<a href="#">Click here to enter text.</a>
<b>SubTotal (Add all lines above)</b>	<a href="#">Click here to enter text.</a>
Administration (up to 8% of subtotal above)	<a href="#">Click here to enter text.</a>
<b>Total Annual Funding Request</b>	<a href="#">Click here to enter text.</a>

**Authorized Representative** To the best of my knowledge and belief, all data in this application are true and correct. The application has been duly authorized by the governing body of the applicant and, if funded, the applicant will comply with all program regulations.

Signature of Authorized Representative:

Typed Name of Authorized Representative: [Click here to enter text.](#)  
 Title: [Click here to enter text.](#)

Date: [Click here to enter text.](#)