



# Application Q & A

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EMERGENCY SOLUTIONS GRANTS (ESG)

# New Items for 2025

Ralph M. Perrey, Executive Director



[Recipient Name]  
[Organization Name]  
[Address]  
[City, State, ZIP Code]

Subject: Letter of Commitment for [Project Name] – Emergency Solutions Grant Application

Dear [Recipient's Name],

On behalf of [Partner Organization Name], I am pleased to express our commitment to supporting [Lead Organization Name] in its application for funding through the Emergency Solutions Grant (ESG) program. Our organization recognizes the critical need to provide housing and supportive services for individuals and families experiencing or at risk of homelessness, and we are committed to being an active partner in this initiative.

As part of our partnership, [Partner Organization Name] will provide the following services to support the [Project Name]:

- [Service 1] – [Briefly describe, e.g., case management, mental health services, job training, rental assistance, etc.].
- [Service 2] – [Describe additional support, e.g., transportation assistance, financial counseling, medical referrals, etc.].
- [Service 3] – [Include any other relevant contributions, such as in-kind support, staffing, or facilities usage].

We are committed to delivering these services in collaboration with [Lead Organization Name] and ensuring that individuals served through this program receive the comprehensive support they need to achieve housing stability and long-term success. We anticipate serving approximately [#] individuals/families annually through this partnership.

[Partner Organization Name] has the capacity, experience, and resources to fulfill this commitment, and we look forward to working together to enhance the impact of the ESG-funded project. Should you require any additional information regarding our role in this initiative, please do not hesitate to contact me at [Phone Number] or [Email Address].

Sincerely,

[Authorized Representative Name]  
[Title]  
[Partner Organization Name]  
[Phone Number]  
[Email Address]



Andrew Jackson Building Third Floor - 502 Deaderick St. - Nashville, TN 37243  
[THDA.org](http://THDA.org) - (615) 815-2200 - Toll Free: 800-228-THDA

THDA is an equal opportunity, equal access, affirmative action employer.



- Partner Letters

- Please identify agencies you are partnering with to provide services using ESG funding. These partnerships must be presented on the partners letterhead, be signed by the partners responsible party, and clearly state the item or service the partner brings to the project.
- What is the reasoning behind this new requirement?
  - Demonstrates Collaboration and Capacity
  - Verifies Service Commitments
  - Ensures Program Feasibility
  - Strengthens Funding Justification
  - Provides Accountability and compliance

# New Items for 2025

## ESG DATA COLLECTION (HMIS) BUDGET FORM

The grantee may use ESG funds to pay the costs of contributing data to the HMIS designated by the Continuum of Care for the area, including the costs of:

Purchase or lease of computer hardware	
Purchase of software or software licenses	
Purchase or lease of equipment (telephones, fax/printers, furniture, etc.)	
Technical Support	
Lease of Office Space	
Utility payments (electricity, gas, water, phone, internet)	
Salaries	
Staff Training (must be HUD-sponsored and approved)	
Staff travel	
Participation fees charged by HMIS Lead	
<b>Total</b>	\$ 0.00

If the grantee is the **HMIS lead agency**, as designated by the Continuum of Care in the most recent fiscal year Continuum of Care Homeless Assistance Grants Competition, it may also use ESG funds to pay the costs of:

Hosting and maintaining HMIS software or data	
Backing up, recovering, or repairing HMIS software or data	
Upgrading, customizing and enhancing HMIS	
Administering the system	
Reporting to providers, the CoC and HUD	
Conducting training on using system, including travel	
<b>Total</b>	\$ 0.00

<b>Grand Total</b>	\$ 0.00
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If the subrecipient is a victim services provider or a legal services provider, it may use ESG funds to establish and operate a comparable database that collects client-level data over time (i.e., longitudinal data) and generates unduplicated aggregate reports based on the data. Information entered into a comparable database must not be entered directly into or provided to an HMIS.

Activities funded under Data Collection must comply with HUD's standards on participation, data collection, and reporting under a local HMIS.

- If a grantee is awarded funding for ESG components, they will be eligible for HMIS/Data Collection funding.
- The request of HMIS/Data Collection Funding must be reasonable for the ESG project.
- If HMIS/Data Collection Funds are requested - the applicant must submit a Data Collection (HMIS) Budget Form with the application

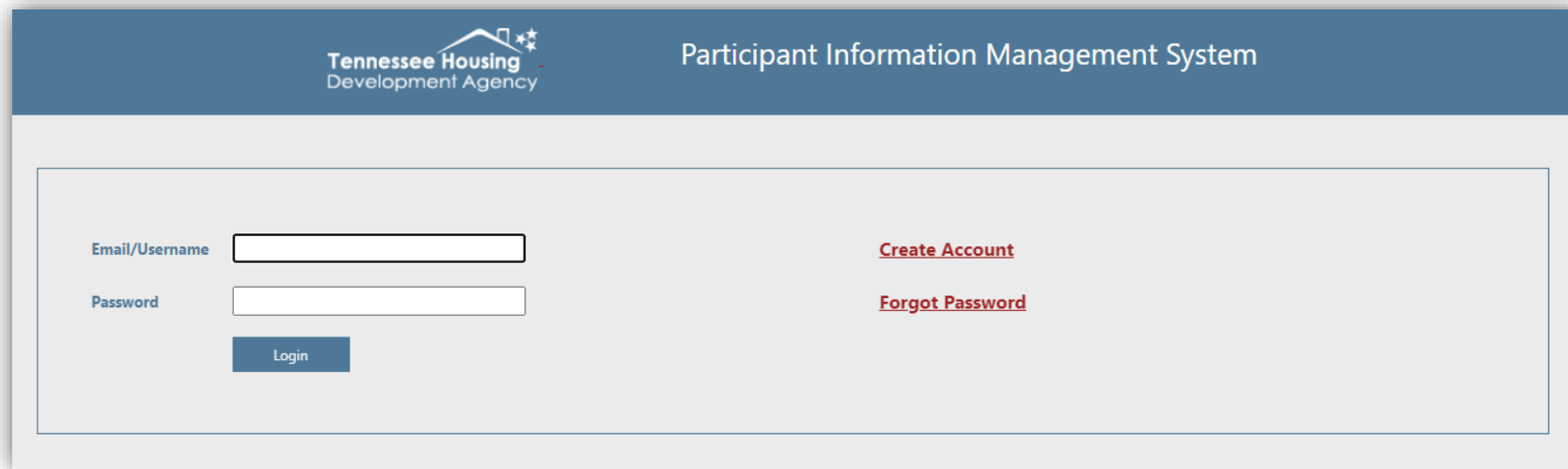
# Certificate of Existence

- The Secretary of State website has been recently updated.
- Please give yourself extra time to get your Certificate of Existence this year.
- You may need to submit additional documentation on the site to access your certificate.

The screenshot shows the Tennessee Secretary of State website's Charity and Business Filing System. The header includes the Tennessee Secretary of State logo and navigation icons for Businesses, Charities, Civics, Elections, Publications, Library & Archives, Safe At Home, Hearings, and Contact Us. The main heading is "Charity and Business Filing System". Below this, a welcome message states: "Welcome to TNCaB, Tennessee's Charity and Business Filing System". A note explains that users must create an account the first time they use TNCaB. A list of features includes: viewing all filings, saving drafts, and editing/resubmitting rejected filings. The interface includes a "Home" link, a "Search" section with "Search for existing entity" and "Verify a Certificate" buttons, a "File a Complaint" section with a "File Complaint on a Charity" button, an "Already have an Account" section with "Enter Username (email address) and Password to Login" fields, "Username" and "Password" input boxes, "Login" and "Forgot Password" buttons, and a "Need an Account?" section with a "Create Account" button.

# Participation Information Management System (PIMS)

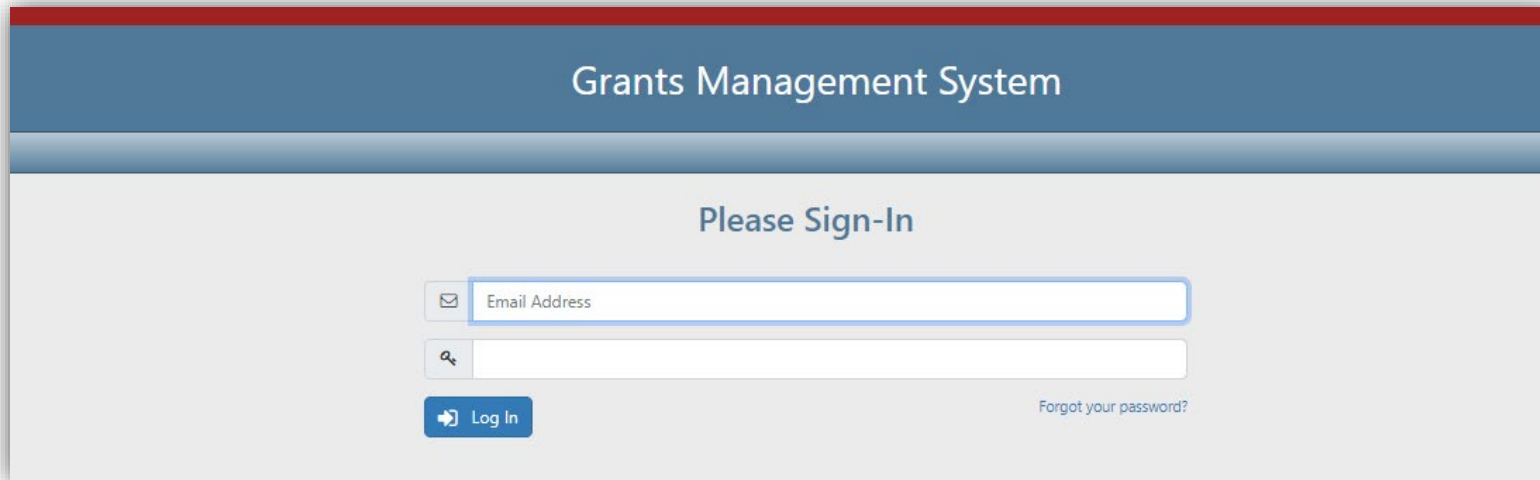
- Please use the PIMS User Manual to Log-in and complete Threshold and Documentation Requirements prior to accessing the Grants Management System (GMS)
- The PIMS User Manual and Log-In can be accessed through this link:
  - <https://thda.org/government-nonprofit-partners/participant-information-management-system-pims>
- After you have submitted and been approved through PIMS, you will receive an email and gain access to the Grant Management System (GMS). It can take up to two days to be approved for PIMS access



The screenshot shows the login interface for the Participant Information Management System (PIMS). At the top, there is a dark blue header with the Tennessee Housing Development Agency logo on the left and the text "Participant Information Management System" on the right. Below the header, the main content area is light gray and contains a login form. The form has two input fields: "Email/Username" and "Password". Below the "Password" field is a blue "Login" button. To the right of the input fields, there are two red links: "Create Account" and "Forgot Password".

# Grants Management System (GMS)

- The Grants Management System, or “GMS,” is THDA’s web-based system for entering and submitting grant applications. GMS streamlines the application process for applicants, helps reduce errors, significantly decreases paper waste, and eliminate the need to mail or hand-deliver applications.
- To Log-in, Navigate to <https://gms.thda.org> (Google Chrome is recommended for GMS.)
  - If you are a prior applicant or current grantee-please log in with same information used previously
  - If you are new to GMS, use the link provided in your PIMS approval Email



Grants Management System

Please Sign-In

Email Address

Log In

Forgot your password?

# User Setup

- Depending on the type of applicant, grant applications can have several people involved in the process. For any given grant, there could be:
  - One or more employees at the county/city level/non-profit who enter the information
  - A project administrator working in conjunction with the applicant
  - The Mayor, Board Chair or Executive Director who will ultimately sign the application
- GMS allows you to assign each of these types of users with different permission levels.
- Select Manage User to add or make changes to users permitted to work on the application.

The screenshot shows the 'Grants Management System' interface. On the left, there are 'Announcements' and 'Programs' sections. The 'Programs' section contains a table with columns for 'Available Programs', 'Entity Name', 'Role', and 'Status'. Below the table, there are navigation controls. On the right side of the table, there is a 'Manage Users' button circled in red, with a red arrow pointing to it.

The screenshot shows two sections of the Grants Management System interface. The top section is titled 'Invite New User' and contains a 'Type' dropdown menu with options 'Please Choose A Role Type', 'Program Manager', and 'Program User'. There is also an 'Email' input field and a 'Send' button. The bottom section is titled 'Manage Existing Users' and contains a table with columns for 'Program Name', 'Name (FN, LN)', 'Email', 'Entity', 'Role', 'Status', and 'Edit/Reset PW' buttons. The 'Edit' buttons for the 'Program Manager' and 'Program User' rows are circled in red.

Program Name	Name (FN, LN)	Email	Entity	Role	Status	Edit	Reset PW
Home 2019	Test ProgramAdministrator	TestProgramAdministrator@thda.org	Test Business 1	Program Administrator	Active	Edit	Reset PW
Home 2019	Test ProgramManager	TestProgramManager@thda.org	Test Business 1	Program Manager	Active	Edit	Reset PW
Home 2019	Test ProgramUser	TestProgramUser@thda.org	Test Business 1	Program User	Active	Edit	Reset PW

# To Begin the Application

- Click on the house icon in the upper left to return to the home screen. You can always access this button at any point in the application process.
- Under the *Available Programs* header, click the link for the appropriate THDA program and application year to begin the application process.

Tennessee Housing Development Agency

Grants Management System

Announcements

Programs

Available Programs	Entity Name	Role	Status	Manage Users
2020 HOME CHDO Mini Round	Southwest TN CDC	Program Manager	Submitted	Manage Users
2023 HOME Urban/Rural	Surgoinsville	Program Manager	Submitted	Manage Users
<b>2025 ESG</b>	Allen Inc	Program Manager	Editing	Manage Users



# Section 1- Application

- Enter the required information for your Non-Profit: Organization Type, Legal name, Street Address, Federal Tax ID, Unique Entity Identifier (UEI), Federal Legislative Districts and the Grantee Fiscal Year
- If you do not know your Legislative Districts- click Lookup near the box for each district, this will open new windows to search for your district.

The screenshot shows a web application interface for 'Program: 2024 ESG' with the applicant 'Allen Inc'. The form is titled 'Application' and includes a sidebar with navigation options like 'Application', 'Contacts', 'General Information', etc. The form fields are as follows:

- Organization Type: Non Profit
- Organization Legal Name: Allen Inc
- Main Office Street Address: 502 Deaderick St
- Street Address 2: (empty)
- City: Nashville
- Zip: 37243
- County: Davidson
- Mailing address same as office location
- Federal Tax ID: 45-2369542
- DUNS Number: 123468978
- Federal Legislative District - House: (empty)
- State Legislative District - House: (empty)
- State Legislative District - Senate: (empty)
- Grantee Fiscal Year: July 2024 to June 2025

At the bottom of the form, there is a 'Save' button and a 'Next >' button. A red arrow points to the 'Save' button, and a red box highlights it with the text: 'Make sure to click Save at the bottom of each page before moving on to next section'. A dialog box is open in the bottom right corner with the title 'Are you sure you want to leave?' and the message: 'You've made changes on this page which aren't saved. If you leave you will lose these changes.' The dialog box has 'Leave This Page' and 'Stay Here' buttons.

# Section 2- Contacts

- You will need to add your Application Contact, Signatory Contact and HMIS & Reporting Contact
- Click Add New Contact and a new Add/Edit Contact box will appear.
  - Complete all required fields, and then click the Update button to return to the Contacts section.
  - Complete this process for each application contact.
  - Cell Phone number is not required.

The screenshot shows a web application interface for managing contacts. On the left, a sidebar contains a menu with items like 'Program: 2024 ESG', 'Application', 'Contacts', 'General Information', 'Activity Costs', 'Program Design', 'Agency Capacity', 'Fiscal Capacity', 'Indirect Costs', 'Coordination with CoC', 'Documents', and 'Validate & Submit'. The 'Contacts' item is selected. The main content area is titled 'Contacts' and contains a message: 'Add all contacts to populate the selection in section 2 on this page. Only enter a contact once, no matter how many roles they may hold.' Below this message is a table with one row containing a '+ Add New Contact' button. A modal window titled 'Add/Edit Contact' is open, displaying the following fields: Prefix (dropdown), First Name (text), Last Name (text), Title (text), Company Name (text), Street Address (text), Street Address 2 (text), City (text), State (dropdown), Zip (text), Phone (text), Cell Phone (text), and Email (text). At the bottom right of the modal are 'Update' and 'Cancel' buttons. The 'Update' button is highlighted in blue. Below the modal, there is a pagination control showing '1' of 10 items and a dropdown menu labeled 'Application Contact'.

# Section 2- Contacts

- After all your application contacts are added, select the appropriate person for each contact:
  - Application Contact- Person filling out the application
  - Signatory Contact- Must be the Executive Director, Board Chair or Mayor (local governments)
  - HMIS & Reporting Contact- Person to be contacted for annual reporting.
- You can use the same person for more than one contact.

Program: 2024 ESG Applicant: Allen Inc

**Contacts** All items in bold are required

1. Add all contacts to populate the selection in section 2 on this page. Only enter a contact once, no matter how many roles they may hold.

Contact Name	Company Name	Email	Phone Number	
Joe Smith	Housing First	ED@housingfirst.org	(615) 815-2038	<a href="#">Edit</a> <a href="#">Delete</a>
Jane Doe	Housing First	CM@housingfirst.org	(615) 815-2038	<a href="#">Edit</a> <a href="#">Delete</a>
Day TaEntry	Housing First	DE@housingfirst.org	(615) 815-2038	<a href="#">Edit</a> <a href="#">Delete</a>

2. Make a selection for all contacts

Application Contact: Jane Doe

Signatory Contact: Joe Smith

HMIS & Reporting Contact: Day TaEntry

Joe Smith  
Jane Doe  
Day TaEntry

[Save](#) [Next >](#)

The Signatory Contact must be the Executive Director, Board Chair or Mayor (Set-Aside Cities) and will be responsible for certifying your application for submission.

You can Edit or Delete contacts if you make a mistake.

# Section 3- General Information

- Answer all questions.
- For the Service Area question, select all applicable counties from the drop-down list.
- The CoC's will auto-populate depending on which counties you select.
- Selected counties will be highlighted blue.
- Note: If you select “Yes” for Prior State ESG Funding, new fields will appear. Select the Most Recent Year from the drop-down list and enter the amount awarded.

Program: 2024 ESG

Application  
Contacts  
**General Information**  
Activity Costs  
Non-Profit Checklist  
Program Design  
Agency Capacity  
Fiscal Capacity  
Indirect Costs  
Coordination with CoC  
Shelter  
Rapid Re-Housing  
Data Collection (HMIS)  
Documents  
Validate & Submit

### General Information

**All items in bold are required**

Is the Organization a Victim Service Provider?  Yes  No

What is your Service Area? Carter x Greene x Unicoi x x

Which CoC will be served by Applicant using these ESG Funds? Appalachian Regional Coalition on Homelessness

Faith-Based Organization?  Yes  No

Prior State ESG Funding?  Yes  No

Identify Most Recent Year 2023 Amount \$ 119,667.00

Are you applying to an ESG Set-Aside City in addition to this competitive application?  Yes  No

Have changes been made to your ESG Written Standards since your last application submission to THDA?  Yes  No

Save Next >

# Section 4- Activity Costs

- The minimum award is \$35,000.00 and the maximum is \$125,000.00
- You will enter the amount of funding you're applying for per Activity. This will make the application section available for each activity you wish to apply for.
- 100% Match is required for the total ESG project. Match does not have to come from the same activity in which funding is being requested.
- For more information about eligible ESG match please visit the [HUD Exchange](#).

**Program: 2024 ESG**

Application  
Contacts  
General Information  
**Activity Costs**  
Non-Profit Checklist  
Program Design  
Agency Capacity  
Fiscal Capacity  
Indirect Costs  
Coordination with CoC  
Shelter  
Rapid Re-Housing  
Data Collection (HMIS)  
Documents  
Validate & Submit

Street Outreach \$ 0.00

Shelter Activities (Essential Services + Operations) \$ 68,005.00

Homelessness Prevention \$ 0.00

Rapid Re-Housing \$ 45,821.00

Data Collection (HMIS) \$ 2,277.00

**Activities Total:** \$116,103.00

Type	Dollar Value			
Other Non-ESG HUD Funds	\$0.00			<input type="button" value="Edit"/> <input type="button" value="Remove"/>
Other Federal Funds	\$0.00			<input type="button" value="Edit"/> <input type="button" value="Remove"/>
State Government	\$0.00			<input type="button" value="Edit"/> <input type="button" value="Remove"/>
Local Government	\$0.00			<input type="button" value="Edit"/> <input type="button" value="Remove"/>
Private Funds	\$0.00			<input type="button" value="Edit"/> <input type="button" value="Remove"/>
Fees	\$0.00			<input type="button" value="Edit"/> <input type="button" value="Remove"/>
Program Income	\$0.00			<input type="button" value="Edit"/> <input type="button" value="Remove"/>
Other	\$116,103.00	Value of Real Estate	Property Value	<input type="button" value="Edit"/> <input type="button" value="Remove"/>
<b>Match Total: \$116,103.00</b>				

# Section 5- Non-Profit Checklist

## Non-Profit Checklist

Please confirm the following documents have been uploaded and submitted through THDA's Participant Information Management System (PIMS):

- A. Documentation of an IRS designation under Section 501(c)(3) or 501(c)(4) of the federal tax code. A 501(c)(3) non-profit organization may not submit an application until they have received their designation from the IRS. A 501(c)(4) non-profit applicant must provide documentation satisfactory to THDA, in its sole discretion, that the non-profit has filed the necessary material with the IRS and received a response from the IRS demonstrating 501(c)(4) status.
- B. Copy of Organizational Charter
- C. Copy of Organizational By-laws
- D. List of Board members, including: name, occupation, role on the Board, a description of the member's primary contribution to the Board, length of service to the Board, date the term of service expires, home address, phone number, and email address. (Form is provided on PIMS website to capture information).
- E. Business plan or strategic management plan that demonstrates the agency's short term and long term goals, objectives, and plans to achieve them.
- F. The most recent financial audit or audited financial statements of the organization. If the issuance date of the financial audit or audited financial statement is more than 12 months prior to the date of the application, a statement signed by the Executive Director or Board Chairman must be provided indicating reasons for the delay in obtaining an updated audit.
- G. Applicant/Board Member and Corporate Disclosure Forms *completed, signed by the organization's Executive Director and each Board Member and notarized.*
- H. Applicant/Board Member and Corporate Disclosure Form completed, *signed by the Chairman of the Board or Executive Director on behalf of the organization and notarized.*

 Save  Next >

- This is to ensure that you have uploaded all required documents into PIMS.
- If you have any questions about the documentation that you have previously uploaded, please reach out to someone on our team to email us at [ESG@thda.org](mailto:ESG@thda.org) and we will confirm that we have the required documentation.
- Failure to upload the correct documents can result in a 5 point deduction, so please ensure all documentation is uploaded and correct.

- Grantees with greater than \$1,000,000 in federal funding (2 CFR § 200.501), please submit:
  - Financial Audit dated no more than 12 months prior to the date of application window. If the issuance date of the financial audit or audited financial statement is more than 12 months prior to the date of the application, a statement signed by the Executive Director or Board Chairman must be provided indicating reasons for the delay in obtaining an updated audit.
- Grantees with \$1,000,000 or less in federal funding are exempt from needing a single audit, please submit:
  - A letter signed by the Executive Director or Board Chairman stating your agency receives less than \$1,000,000 in federal funding and an audit is not required.
  - AND 990 or other tax form showing grantee is in positive financial situation.

H. Should be Corporate Disclosure Form

# Section 6- Application Questions

- The next few sections are the application questions around program design, agency capacity, fiscal capacity, indirect costs, and component specific questions.
- Please ensure that you are answering all questions as if we do not know your agency or programs.
- Please double check and ensure all questions are answered and accurate, if you are copy and pasting answers, make sure those answers are still true to your agency.
- If you are applying for emergency shelter, ensure you are providing a description of the services your organization is providing.
- You can click save at the bottom of each screen and return at any time.

**Program Design**  
Agency Capacity  
Fiscal Capacity  
Indirect Costs  
Street Outreach  
Shelter  
Rapid Re-Housing  
Homelessness Prevention

## Services

Applications may receive a maximum of 7 points based on the number of emergency shelter services provided in the shelter using ES. Provision of services from outside service providers should be evidenced by a formal agreement, such as a contract or memorandum application.

Note that a referral to another provider is insufficient for the Application to be awarded points under this criterion.

- Child Care
- Education Services
- Employment Assistance and Job Training
- Outpatient Health Services (may only provide if inaccessible or unavailable from other sources in the area)
- Legal Services
- Life Skills Training
- Outpatient Mental Health Services (may only provide if inaccessible or unavailable from other sources in the area)
- Outpatient Substance Abuse Treatment Services



# Section 7- Documentation

- There are two sections to upload documentation on this screen Required and Optional.
- Please reference the [ESG- Non-Profit Checklist](#) on our website for the full list of documentation needed for the application.

**While there are document titles to guide you through the required uploads, it is very important to also reference the Non-Profit Document Checklist to ensure all required documents are uploaded and there are no errors.**

Required Documents

Certificate of Existence  
Select files... Drop files here to upload

Board Resolution Authorizing the Submission of this Application  
Select files... Drop files here to upload  
Board Resolution - ESG 2-6-24.pdf  
Size: 248 KB Upload Date: 2/9/2024 9:30 AM

Explanation of Any Other Programs Operated by the Organization  
Select files... Drop files here to upload  
Annual Operating Funds 23 24.pdf  
Size: 148 KB Upload Date: 2/9/2024 10:55 AM  
Explanation of Any Other Programs Operated by the Organization.pdf  
Size: 12 KB Upload Date: 2/9/2024 10:55 AM

Certification of Local Governments/ Shelter Standards  
Select files... Drop files here to upload  
Shelter Standards NA signed.pdf  
Size: 239 KB Upload Date: 2/9/2024 9:31 AM

ESG Written Standards  
Select files... Drop files here to upload  
2023 West TN CoC ESG Policies and Procedures.pdf  
Size: 229 KB Upload Date: 2/9/2024 10:56 AM

## Documentation to be uploaded and submitted in THDA's Grants Management System (GMS):

- A. If the nonprofit is organized and existing under the laws of Tennessee, a current Certificate of Existence from the Tennessee Secretary of State's office. The certificate must be purchased from the Secretary of State's office and must be dated no more than **30 days** prior to the application due date.  
  
OR  
  
If the nonprofit is organized and existing in a state outside of Tennessee, (1) a current Certificate of Existence from the office of the Secretary of State in which the organization is organized and existing and dated no more than **30 days** prior to the application due date AND (2) a Certificate of Authorization to do business in Tennessee from the Tennessee Secretary of State and dated no more than **30 days** prior to the application date.
- B. Attach the resolution by the Board of Directors authorizing the submission of this application.
- C. Attach the minutes of the most recent Board meeting at which this application were discussed.
- D. Documentation of operating funds from other sources, including how much annually and from what sources.
- E. Explanation of any other programs operated by the organization, including the program(s) and its funding source(s). Do not include a description of the future activities proposed in this application for which funds are sought.
- F. Certification of Shelter Standards (only if applying for shelter funding)
- G. Certification of Local Government (only if applying for shelter funding)
- H. Written Standards for ESG program which aligns with 24 CFR 576.400(e)(3)
- I. Certification of Consistency with Con Plan (WITHIN LOCAL HUD CONSOLIDATED PLAN)
- J. Certification of Matching Funds



# Section 7- Documentation (SET-ASIDE CITIES)


- Set-Aside cities will need to upload required documents for sub-grantees including the following:
  - ESG Written Standards
  - Sub-Grantee Form (can be found on our ESG THDA webpage)
  - Consistency with the Consolidated Plan
  - Shelter Standards (if applicable)
- Financial Audit should be uploaded to PIMS

**Application Documents**


All documents uploaded must be PDF format.  
Documents and forms provided by THDA can be acquired from here: [THDA Documents](#)

**Sub-grantee Name**


**ESG Written Standards**

  - ESG Policies and Procedures 2023 (1).pdf  
Size: 230 KB Upload Date: 3/29/2023 8:19 AM


**Sub-grantee Form**

 2023 ESG Application-Set-Aside sub-grantees form (2).pdf  
Size: 141 KB Upload Date: 3/29/2023 8:19 AM

**Consistency with the Consolidated Plan**

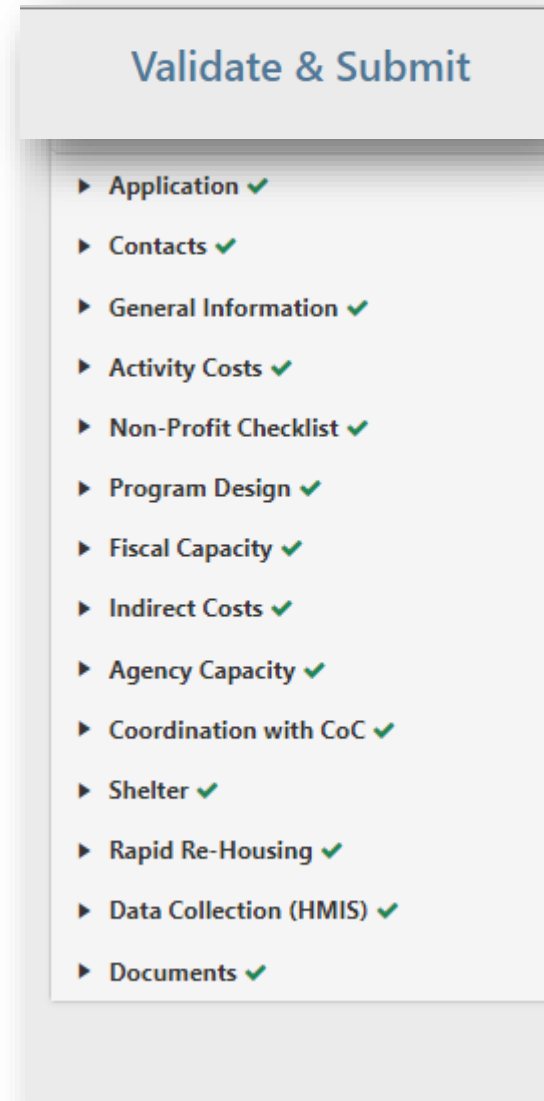
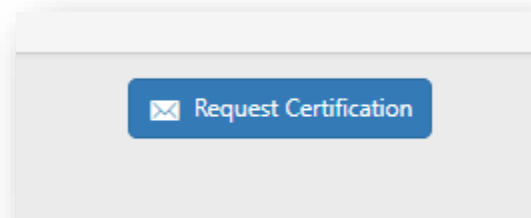
 Consistency with Con Plan Form- Signed (1).pdf  
Size: 41 KB Upload Date: 3/29/2023 8:19 AM

**Shelter Documentation**

 2023-ESG-Application-Shelter-Standards (1) (2) (1).pdf  
Size: 172 KB Upload Date: 3/29/2023 8:19 AM

# Section 7- Validate & Submit

- When all sections are complete you will see checkmarks by each section.
- You will need to select “Request Certification” at the bottom of the screen. This will generate an email to your “Signatory Contact” identified in Section 2.
- The signatory contact will be able to review & print the application before certifying to it ready for submission.
- After the application is certified, you will need to return to GMS and click “Submit” at the bottom of the screen.
- This will generate an email letting you know that application was successfully submitted. If you are unsure if it was submitted, please reach out to [ESG@thda.org](mailto:ESG@thda.org) and we can confirm.



# Questions

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FOR ADDITIONAL QUESTIONS, PLEASE EMAIL  
[ESG@THDA.ORG](mailto:ESG@THDA.ORG)