**REQUEST FOR APPLICATIONS (RFA)** #**1006**

**TITLE:** *Subminimum Wage To Competitive Integrated Employment (SWTCIE) Demonstration Model Pilot Project*

**ISSUE DATE:** February 28, 2023

**FUNDING AGENCY:** Department of Health and Human Services (DHHS)

 NC Division of Vocational Rehabilitation Services (NCDVRS)

 805 Ruggles Drive

 2801 Mail Service Center

 Raleigh, NC 27699

**IMPORTANT NOTE****:** Indicate agency or organization (Contractor) name and RFA number on the front of the application or envelope or package, along with the date for receipt of applications specified below.

Applications, subject to the conditions made a part of hereof, will be received until 5:00 p.m., April 1, 2023 for furnishing services described herein. Applications received by the deadline above will be in consideration for a September 1, 2023 award. Applications received after 5:00 p.m., April 1, 2023 will not be considered.

SEND ALL APPLICATIONS ELECTRONICALLY AS WELL AS THE ORIGINAL SIGNED DOCUMENT AND TWO (2) COPIES DIRECTLY TO:

Direct all inquiries concerning this RFA to: Dvr-swtcie.rfa@dhhs.nc.gov.

**Mailing Address:** NCDVRS SWTCIE Demonstration Model #1006

NC Division of Vocational Rehabilitation Services

2801 Mail Service Center

Raleigh, NC 27699-2801

**Street/Hand Delivery Address:**

NCDVRS SWTCIE Demonstration Model #1006 RFA

NC Division of Vocational Rehabilitation Services

805 Ruggles Drive, Haywood Building

Raleigh, NC 27603

NOTE: Written questions concerning the specifications in the RFA will be received until close of business on March 7, 2023. A summary of all questions and answers will be presented in a MS Teams meeting scheduled for March 9, 2023 at 10:00 am. The Applicant is encouraged to follow this meeting link:

[Click here to join the meeting](https://teams.microsoft.com/l/meetup-join/19%3Ameeting_ZTA2ZWI5ZWMtODBjZS00NmM1LTk5Y2EtNmFmYmYzMjAyMWZk%40thread.v2/0?context=%7b%22Tid%22%3a%227a7681dc-b9d0-449a-85c3-ecc26cd7ed19%22%2c%22Oid%22%3a%22c3da92c8-8d82-41de-95b9-2287d78b29f3%22%7d)

Questions and responses will be emailed to all Applicants at the conclusion of the meeting.

TABLE OF CONTENTS

[I. INTRODUCTION 3](#_Toc128066849)

[II. BACKGROUND 3](#_Toc128066850)

[III. PURPOSE 4](#_Toc128066851)

[IV. ELIGIBILITY 4](#_Toc128066852)

[V. SCOPE OF SERVICES (PERFOMANCE REQUIREMENTS) 5](#_Toc128066853)

[VI. SWTCIE CUSTOMIZED EMPLOYMENT 10](#_Toc128066854)

[VII. COMBINED GRANT FUNDING FOR THREE PILOT SITES 12](#_Toc128066855)

[VIII. PROGRAM PERFORMANCE/ STANDARDS 13](#_Toc128066856)

[IX. Performance Monitoring/Quality Assurance Plan 14](#_Toc128066857)

[X. APPLICATION PROCESS SUMMARY DATES 15](#_Toc128066858)

[XI. EVALUATION CRITERIA 15](#_Toc128066859)

[XII. THE PROCUREMENT PROCESS 16](#_Toc128066860)

[XIII. GENERAL INFORMATIOIN ON SUBMITTING APPLICATIONS 17](#_Toc128066861)

[XIV. ATTACHMENTS 19](#_Toc128066862)

[**Attachment A: Application Checklist** 20](#_Toc128066863)

[**Attachment B: Application Face Sheet** 21](#_Toc128066864)

[**Attachment C: Cover Letter** 22](#_Toc128066865)

[**Attachment D: Contractor Application** 23](#_Toc128066866)

[**Attachment E: SWTCIE Program Staff Position Descriptions** 24](#_Toc128066867)

[**Attachment F: Regional Map** 31](#_Toc128066868)

# **INTRODUCTION**

The mission of the North Carolina Department of Health and Human Services (NCDHHS) is to advance the health and well-being of all North Carolinians. One of our priority strategies to advance that mission, as highlighted in our strategic plan, is to support people with disabilities and older adults in leading safe, healthy, and fulfilling lives. As a part of that strategy, NC DHHS is committed to expanding opportunities for individuals with disabilities to fully engage in their communities by transforming the services and systems that support people with disabilities in achieving their employment goals. The North Carolina Division of Vocational Rehabilitation Services (NCDVRS) was awarded funding through the Department of Education, Office of Special Education and Rehabilitative Services Rehabilitation Services Administration through the Disability Innovation Fund known as Model Demonstration Project 84.421D: Subminimum Wage to Competitive Integrated Employment (SWTCIE).

# **BACKGROUND**

NCDHHS believes that all individuals have the right to live and work in integrated settings and earn competitive wages and benefits in competitive integrated employment (CIE) if they elect to do so. CIE means working in the community alongside other employees without disabilities, earning at least minimum wage and getting the same workplace benefits and opportunities as other employees doing the same job. Through the NC Subminimum Wage To Competitive Integrated Employment (SWTCIE) Project, the state will implement pilot demonstration programs aimed at providing individuals with intellectual or other developmental disabilities (I/DD) the support to pursue CIE in the fields of travel, green energy, and essential worker roles such as public schools or medical settings. NC will collaborate with individuals, families, providers, caregivers, and guardians, local, state and federal partners, advocacy organizations, and other stakeholders to build upon the success of its existing employment efforts. The creation of the Stakeholder Engagement Advisory (SEA) as a part of the SWTCIE effort in NC will ensure a person-centered, collective impact framework throughout the project. This effort will result in 300 individuals successfully achieving and sustaining CIE and will inform best and innovative practices to further inform the field. NCDVRS received $13,852,567 over a five-year grant period to effectively establish the needed CIE pilots that offer the complex services and supports needed to help those with I/DD enter, maintain and enjoy CIE.

Consistent with the goals of the NC Olmstead Plan and the Departmental Priority of Developing a Strong and Inclusive Workforce, the SWTCIE Project provides a unique opportunity to pilot key models to advance CIE for those who elect to pursue it. These pilots will provide a robust array of employment services to SWTCIE participants including but not limited to vocational rehabilitation services, customized and supported employment services, benefits counseling, day and community supports, and long-term supports. The project will also include engagement of employers to disability sensitivity training on the importance of including individuals with I/DD as an important part of their workforce. This project will help individuals with I/DD participate in the broader community, develop meaningful relationships with peers with and without disabilities, and build new skills and self-esteem. It offers a pathway leading to more informed choices, employment opportunities, and greater economic independence. Through the implementation of these pilots, additional employment assistance, services and job supports will be for persons with I/DD previously employed in non-CIE settings as well as students with disabilities planning to enter those settings.

# **PURPOSE**

The purpose of this solicitation is to fund three NCDVR regionally based contractors, to provide an enhanced array of evidence-based employment services and at least four support services, along with targeted outreach to employers in three of NC’s growth industries in travel and hospitality, green jobs, and essential workers. The targeted applicants are current Department of Labor 14C Certificate holders who offer state funded Adult Vocational Developmental Programs (ADVP) and have a desire to innovatively expand their business model as a part of the SWTCIE project. Furthermore, the targeted applicant is in partnership with one or more industries in the occupational categories of clean energy/green jobs, essential workers, and/or travel and hospitality.

# **ELIGIBILITY**

One award per NCDVRS region will be granted to an applicant who meets the following criteria:

* 1. Must hold a current 14C certificate and pay subminimum wages.
	2. Must provide state funded Adult Developmental Vocational Program services.
	3. Must provide evidence of knowledge of the local labor market, identify an employer in at least one of the defined occupational categories of essential workers, clean energy/green jobs, and/or travel and hospitality industry potential employers and must indicate interest in establishing a Memorandum of Understanding with employer(s) in at least one of the defined occupational categories of essential workers, clean energy/green jobs, and/or travel and hospitality industry.
	4. Must be interested in expanding business model to innovative service delivery hub.
	5. Must have the organizational capacity to meet the goals and objectives outlined in the RFA including support for leadership.
	6. Must pursue accreditation in employment services through Commission on Accreditation of Rehabilitation Facilities (CARF), Council on Accreditation (COA), or Council on Quality and Leadership (CQL) within three years of grant award.

This grant funding ends September 30, 2027.

# **SCOPE OF SERVICES (PERFOMANCE REQUIREMENTS)**

The SWTCIE Project will focus on providing enhanced employment services and supports to those individuals with I/DD that are presently served in segregated employment settings and earning subminimum wage or considering segregated, subminimum wage. SWTCIE project participants will receive increased employment and supportive services to reach CIE including increased information to promote Informed Choice, Peer Mentoring, customized and supported employment, case management, benefits counseling, transportation assistance, supportive meaningful day activities, and long-term job coaching.

This SWTCIE grant will support a focus on transition for non-CIE, licensed Community Rehabilitation Program (CRP) or ADVP settings into integrated employment and training centers. To become an employment training center, a CRP or ADVP must develop integrated work activities, offer enhanced employment services, and offer supports to create a meaningful week for individuals seeking or engaged in CIE in the greater community. These community-based programs will transition individuals with significant disabilities currently engaged in commensurate wage skills training to at least minimum wage work. Participants will receive specialized SWTCIE customized employment services which will include: employment training and placement services, employment coaching, case management services, long term supports, transportation, benefits counseling, peer mentoring, assistive technology/accommodation supports and meaningful day supports.

The SWTCIE Project will regularly utilize data for continuous quality improvement and refinement including significant model refinement where indicated**.** SWTCIE progress reports will include details regarding participation totals, successes and challenges faced, evaluation results and data on the number of individuals with I/DD that transitioned to long-term CIE and the services provided to them.

The SWTCIE grant supports 6 staff **per pilot site** to accomplish Phases One through Six in close partnership with NCDVRS. SWTCIE funded contractor staff include the following at each pilot site:

1 part time Peer Mentor

1 Full time SWTCIE Navigator

2 Full time Employment Specialists

1 Full time Benefits Counselor

1 Full time Administrative Specialist

The SWTCIE Project consists of the following six phases:

**Phase One: Orientation to CIE**

**Phase Two: Identification of Individual Needs**

**Phase Three: Coordination of Individual Services**

**Phase Four: Implementation of Employment Options**

**Phase Five: Assessment of Individual Performance**

**Phase Six: SUCCESSFUL Case Closure**

**Phase One: Orientation to CIE**

Phase One will orient individuals with I/DD and their families to the option of CIE while recognizing the concerns and fears associated with transition and change. SWTCIE participants and their families may have concerns about supervision, safety, transportation or finances. Communication, education and other supports and services are critical to ensuring that individuals and families have access to the information they need.SWTCIE will take a multifaceted approach including a SWTCIE Navigator and Peer Mentor. The SWTCIE Navigator will contact individuals employed in non-competitive/nonintegrated employment settings and their family, caregiver or guardian to provide information about available CIE including the SWTCIE services and supports. The SWTCIE Navigator will coordinate enhanced outreach through group and individual meetings with individuals and families. It is expected that the frequency and intensity of this outreach will decrease over time as individuals and their families become fully informed about CIE and as they begin to see their peers successfully transition to CIE. SWTCIE Peer Mentors will be an important part of the orientation process. Individuals often benefit from speaking to a peer with similar experiences. SWTCIE Peer Mentors are individuals with I/DD who have successfully transitioned to CIE and are available to talk with others about their experiences. SWTCIE Peer Mentors will be employed part-time (15-20 hours per week) and paid using SWTCIE grant funds. It is expected that SWTCIE Peer Mentors will be engaged in CIE outside of the SWTCIE Peer Mentorship program, and therefore most Peer Mentors will only be available for part-time employment. Through this process individuals with I/DD and their families can make an informed choice about exploring CIE. SWTCIE Project staff will ensure that the identification of individual needs is based on informed choice. All project staff will be well-trained and able to express full understanding that every person, regardless of disability status, is able to make choices when given information, opportunity and support to do so. If the participants choose to continue, they will move to Phase 2.

**Phase Two: Identification of Individual Needs**

During Phase Two, the SWTCIE Navigator will assist the individual in a process of identifying their individual needs for successful transition to CIE. The Navigator will refer the individual to appropriate agencies, coordinate benefits counseling and other supports, and enhance communication with family members, caregivers, and guardians. Benefits, risks and next steps will be discussed. SWTCIE Navigators will provide individuals with the opportunity to visit, observe and talk with people working in CIE to help inform their individual decision making. Additionally, SWTCIE will take a “dual customer” approach during this phase to identify employers that will match well with individuals.

**Benefits Counseling:** Benefits counseling will be made available for all project participants to ensure that the individuals, families, caregivers and guardians are aware of the impact of employment on Supplemental Security Income (SSI), Social Security Disability Insurance (SSDI), Medicaid or other assistance programs. The SWTCIE Project will have a Benefits Counselor assigned to each pilot region that will give initial and ongoing benefits counseling, education and information to SWTCIE participants and their families above what the Work Incentives Planning and Assistance program provides. SWTCIE Benefits Counselors will: (1) Analyze how work and earnings may impact SSI, SSDI, healthcare and other public benefits. (2) Provide proactive follow-up services to ensure that work incentives are properly applied and resolve benefit-related problems. (3) Offer long-term work incentives management on a scheduled, continuous basis to support employment efforts. (4) Provide ongoing financial literacy ot the individual and their families.

**Informing Family Members:** Families, caretakers and guardians involved in the individual’s decision-making process must be fully engaged when the choice has been made to pursue CIE. The SWTCIE Navigator will provide information on supported decision-making, fair wages and hours, skills development, safe and healthy workplaces, and employment related supports for success, transportation, assistive technology, long-term support, and other needs.

**Outreach to the Business Community and Employers:** The Identification Phase also includes the dual customer outreach to the business community and employers across the state must be engaged to participate as potential pilot CIE employer sites. These employers will be equipped with information on disability sensitivity and their job opportunities will be assessed for a match with clients’ talents and abilities to increase SWTCIE success. Employers will be informed about job carving, job sharing, as well as customized and supported employment services so that they have the knowledge they need to begin to diversify their workplaces successfully. The SWTCIE team must establish a Memorandum of Agreement with at least one employer during Phase 2.

**Toolkit and Resources:** The SWTCIE Navigator will assist project participants in creating their own individualized toolkit to identify life skills areas, resources, providers, and other information to help guide the individual with I/DD. The Toolkit could include information and resources for, but not limited to (1) Advocacy & Legal Services (Rights of Individuals with I/DD), (2) Assistive Technology Services, (3) Benefits Counseling, (4) Home and Community Based Services, (5) Medical Services (Physician, Dental, OT, PT, Speech), and (6) Support Services (e.g., transportation).

**Phase Three: Coordination of Individual Services**

Each individual will have unique service and support needs based on their individual choices and preferences. The SWTCIE Navigator will ensure that individuals are connected to the resources needed to achieve their CIE goals. Individuals who have made an informed choice to pursue CIE will be referred to NCDVRS for support and services.

**DVRS Expedited Eligibility:** If an individual receives SSI/SSDI benefits, they will be presumed eligible for NCDVRS services with no financial needs assessment required. The eligibility process will be expedited for individuals presumed eligible, following a standardized process.

**Individualized Plan for Employment (IPE)**: NCDVRS conducts a comprehensive assessment with the individual and their family, caregiver, or guardian to assess their strengths, interests, skills, and needs and to identify any barriers to employment. This assessment will inform the Individualized Plan for Employment (IPE). The IPE will include the individual’s employment goals, the services and supports needed to achieve those goals, and a list of the people, agencies and providers that will assist the individual in achieving their goals. The IPE may include vocational counseling and career exploration, employment assessments, training, job development/placement, assistive technology evaluations, and rehabilitation engineering services. These services will be provided collaboratively alongside SWTCIE project services to support success and will be a foundational piece of the individual’s toolkit which is developed in Phase Two.

**Supportive Services:** The SWTCIE Navigator will coordinate with the LME/MCO Coordinator to establish support services that may include transportation, ongoing job support, community living services, and planning for long-term success of CIE.

**Phase Four: Implementation of Employment Options**

The SWTCIE project plans to ensure success through the following services:

**Supported Internship Experience:** Supported internships provided through NCDVRS are defined as structured, paid work experiences within an individual's chosen field of employment that are intended to provide exposure to the field and generate job skills in a CIE setting. Supported internships also help individuals build confidence and develop the “soft skills” needed for their chosen work setting. The length of supported internships varies based on the individual and the availability of the internship opportunity by the employer. Supported internships may not exceed 28 hours per week or extend beyond 18 weeks or 504 hours beyond the date of initiation. Wages for these internships are funded by NCDVRS and are based on market value. Individuals may not accrue or earn overtime for a supported internship. Wages from supported internships are considered earned income;therefore, the impact of these wages on public benefits such as SSI and SSDI will need to be considered. Individuals who engage in a supported internship program will be provided benefits counseling to ensure they are aware of this impact. The SWTCIE Employment Specialist will work with the individual to identify other support needs during the internship, including job coaching, transportation, assistive technology, and other supports and services are provided during supportive internships. The SWTCIE Employment Specialist and DVRS staff will be responsible for identifying and securing the internship. Internship requirements include detailed task analysis, weekly reporting and monthly team meetings with all involved to discuss progress and navigate barriers.

**Customized Employment Services:** The Customized supported employment model assumes that all individuals, regardless of the nature or extent of their disabilities, should have the opportunity and support to work in the community. There are no prerequisite skills required. The SWTCIE project will maximize the success of the customized employment model as defined by the Rehabilitation Services Administration by coupling it with additional supports (service-navigation, ongoing transportation, supportive meaningful day activities and long-term job coaching) that remain in place to support the client in successful CIE placement. The success of this model of service delivery is recognized through an early effort established in western North Carolina known as Community Activity and Employment Transitions (CAET). This model evolved with the development of Medicaid funded in-lieu-ofservices in the western NC and the Community Living Facilities and Supports (CLFS) service in the east leading to expanded opportunities for individuals with I/DD to gain CIE, and full community integration. The SWTCIE Navigator and LME/MCO Coordinator are instrumental in coordinating the additional supports. See Section VI. SWTCIE Customized Employment.

**Employment Related Support Services:** Individuals with disabilities often experience obstacles to employment. Supports are available to overcome common employment related barriers. The SWTCIE Navigator will understand the supports available to each unique individual and how to maximize each resource for the individual.

**Phase Five: Assessment of Individual Performance**

In Phase Five, an individual becomes employed in CIE and their progress is monitored for performance. Before CIE placements, the individual with I/DD and his/her family will address all barriers and identify solutions. For 3 months or longer if needed, SWTCIE staff will remain in contact weekly with the SWTCIE participant to assist where needed and offer encouragement and support. Once stable on the new CIE job, NCDVR will assure a smooth transfer to long-term support services and close the NCDVR case. If future difficulties arise that cannot be resolved with the long-term service provider in a way that maintains CIE, the individual with I/DD will return to NCDVR for job retention services, if needed.

**Long-Term Services and Supports** (LTSS) serve individuals who are among North Carolina’s most vulnerable citizens. LTSS, as defined by the Centers for Medicare and Medicaid Services, include care provided in the home, in community-based settings or in facilities, such as nursing homes; care for people of all ages with disabilities who need support because of age, physical, cognitive, developmental or chronic health conditions, or other functional limitations that restrict their abilities to care for themselves. Supported employment can be provided long-term for ongoing job support and includes long-term follow-up. The SWTCIE grant will be used to ensure LTSS are funded to meet an individual’s needs during the life of the grant. SWTCIE participants will have access to these various pathways and supports to reach CIE regardless of economic need or status as funded by the SWTCIE grant project and are coordinated through the LME/MCO.

**Phase Six: SUCCESSFUL Case Closure**

For NCDVRS to determine that an eligible individual has been successfully rehabilitated, the eligible individual’s case record must contain information that verifies that:

1. The individual with I/DD has achieved CIE according to the employment outcome that is described in the individual’s IPE and is consistent with the individual’s strengths, resources, priorities, concerns, abilities, capabilities, interests, and informed choice in a competitive integrated setting that provides wages according to the NC minimum wage standard or greater.
2. The individual with I/DD has maintained the employment outcome for an appropriate period of time, but not less than 90 days, necessary to ensure the stability of the employment outcome, and the individual no longer needs NCDVRS services, but may continue to be supported by long-term services and supports.
3. At the end of the appropriate period of time, the individual with I/DD and the rehabilitation counselor verifies the employment outcome to be satisfactory and agree that the individual is performing well in the employment.
4. The individual with I/DD is informed through appropriate modes of communication of the availability of post-employment services. The SWTCIE participant will continue to receive SWTCIE program services according to need for the life of the grant. SWTCIE Navigators will work with them to identify resources beyond the grant funding to assure a lifetime of success.

# **SWTCIE CUSTOMIZED EMPLOYMENT**

Customized Employment as defined by the Rehabilitaiton Services Administration identifies the following principles:

1. “Tailored to meet the unique strengths, needs, interests, and informed choice of the individual so that he or she can achieve an employment outcome in CIE
2. Enables individuals with disabilities and employers the opportunity to negotiate job tasks and/or reassign basc job duties to improve overall production in the workplace
3. Allows an employer to examine its specific workforce needs and fulfuill those needs with a well-matched employee
4. Offers a variety of supports and service that addresses whole-person needs/barriers in order to support work goals.”

This solicitation includes funding through incentive milestones for Customized Employment as defined by Rehabilitation Services Administration in Years two through five and will end September 30, 2027. SWTCIE Customized employment incentive milestone rates and deliverables are not guaranteed at the conclusion of the grant period after September 30, 2027. Contracted funds for SWTCIE customized employment milestones will be issued through a subsequent contract with performance standards with both rates and deliverables redefined in alignment with the traditional VR supported employment milestone payment structure approved at the time of contract execution. Continued funding at the conclusion of the SWTCIE grant for supported employment must be pursued through the appropriate Request for Application for Community Partnership.

The Contractor shall provide services to eligible Division SWTCIE participants during the contract period in one or more of the following areas:

**SWTCIE Customized Employment (SWTCIE CE)**

1. **CE Milestone 1: SWTCIE Intake and Orientation**
2. **CE Milestone 2: Job Development and Retention**
3. **CE Milestone 3: Intensive Training and Stabilization**
4. **CE Milestone 4: 90 Day Post Stabilization**
5. **CE Milestone 1: SWTCIE Intake and Orientation**

SWTCIE Intake and Orientation refers to a set of strategies that explore the lives of persons with disabilities as a means of gaining necessary information and perspective as opposed to traditional approaches that require individuals to perform and compare their performance against others or standards as an indication of one’s skills and needs. The SWTCIE Intake and Orientation includes the SWTCIE team comprised of the Navigator, Employment Specialist, Peer, and Benefits Counselor. The SWTCIE team works closely with the applicant, the family, friends, contacts, VR counselor, direct service personnel and others to discover all the useful information which exists in order to create a meaningful plan in which the SWTCIE participant can make an informed choice regarding CIE, and other meaningful day services. The SWTCIE team orients the SWTCIE participant and his/her family to the full SWTCIE support team including the VR counselor, LME/MCO Coordinator, direct support workers, and others

1. **CE Milestone 2: Job Development and Retention**

Using informational interviews, social networking with employers to better understand labor market needs, visual resumes of the SWTCIE participant, and other proven strategies, the Contractor shall secure employment and provide job supports for the SWTCIE participant.

1. **CE Milestone 3: IntensiveTraining and Stabilization**

Using a task analysis, the SWTCIE Employment Specialist will offer job supports to ensure the SWTCIE participant is successful in learning job tasks and gaining independence. The SWTCIE Employment Specialist will update the SWTCIE team regularly regarding barriers to success, progress, and anticipated support needs. Stabilization is established with the SWTCIE team and SWTCIE participant are in agreement that the individual has reached independence to the degree possible. Long term support services are established and initiated.

1. **CE Milestone 4: 90 Day Post Stabilization**

The SWTCIE Employment Specialist will monitor and follow up with the employer and SWTCIE participant to ensure stability at work. The Employment specialist will maintain contact with the long term support service contractor to ensure stability at work.

# **COMBINED GRANT FUNDING FOR THREE PILOT SITES**

The anticipated award of $7,545,490 for three combined pilot sites is based on the established operating costs as well as the reimbursement of earned customized employment incentive milestones. Budget amendments for all three pilot sites are anticipated throughout the life of the contract. Upon contract execution, the contractor will have an opportunity to request an advance of no more than two months' operating expenses plus start-up expenses if approved by the Division. The advance for start-up expenses is limited to the amount to be expended within the two-month period.

Equipment costs for SWTCIE staff as appropriate may include a computer package including laptop with MicroSoft Office Suite, cell phones with service, mobile internet, and scanner/printer. Additionally, SWTCIE funds will cover assistive technology requirements for SWTCIE staff. Furniture may be purchased for staff as needed within the budged amount. SWTCIE funds will not apply toward rent or other indirect costs associated with SWTCIE staff. Equipment and furniture purchased through SWTCIE funds will remain property of the Contractor at the conclusion of the grant award.

The Contractor will submit monthly invoices to the Division for start up expenses incurred including staff salaries, equipment, furniture, and supplies which will be applied against the advance. Once the advanced funds have been exhausted, the Contractor shall submit monthly invoices for reimbursement of staff salaries, equipment, furniture, supplies, and other allowable expenses .

SWTCIE Customized Employment incentive milestones will be managed through NCVDR’s electronic case management system. Incentive milestone outcomes numbers will be negotiated with each pilot site at the time of award with SWTCIE established rates.

As noted, the estimated combined contract award for three pilot sites is $7,545,490 over the five year grant period including staff salaries, operating budget, and SWTCIE CE services.



# **PROGRAM PERFORMANCE/ STANDARDS**

The Contractor shall be held to specific performance measures once a contract with the Division is executed. The Contractor shall:

* Serve a defined number number of consumers with I/DD who are currently participating or contemplating subminimum wage employment that will be calculated based upon DHHS data associated with the geographical areas served and the specific unit office(s) within that region.
* Maintain a current contract with LME/MCO to provide support services.
* Have a signed and in force MOU/MOA with at least one employer in one defined occupational category of occupational categories of clean energy/green jobs, essential workers, or travel and hospitality reflecting partnership in supporting internships, and consideration of qualified applicants for job openings.
* Contractor leadership and other key decision makers shall participate in all provider to provider consultation funded through the SWTCIE project to innovatively expand their business model.
* Maintain policies and procedures designed to promote and document consumer input in program development and involvement and the rights of consumers.
* Maintain personnel policies and documented employee practices that that promote full program accessibility for each consumer.
* Maintain safety policies and a documented safety program that employs all generally reasonable precautions and any additional precautions indicated because of the limitations imposed by disabilities on consumers, staff or visitors.
* Maintain the confidentiality of all medical, psychological, and other consumer information shared by the Division.
* Adhere to the reimbursement expectations outlined in Section VII COMBINED GRANT FUNDING FOR THREE PILOT SITES
* Conduct a consumer satisfaction survey on an annual basis which focuses on the satisfaction of services and satisfaction of employment outcomes for consumers placed in employment. A minimum of 85% of consumers will be satisfied with services received.
* Adhere to monthly program evaluation and reporting requirements as specified within the SWTCIE grant project to measure program effectiveness and efficiency.
* Participate in routine and regularly scheduled meetings with SWTCIE Project Manager, Administrative Officer, Fiscal Analyst and other participating DVRS staff.
* Provide reports pertaining to outreach, participant numbers, employer participation, and other data elements as requested by the SWTCIE Project Manager.

# **Performance Monitoring/Quality Assurance Plan**

In addition to ongoing monitoring by the Division, the Contractor shall have an annual program review administrated by the Division Program Specialist for Intellectual/Developmental Disabilities. The Contractor shall meet the program review expectations at 100%. Additional reviews shall be conducted as needed. The annual review shall focus on the following:

1. Accessibility - Policies and practices that promote full program accessibility for each consumer (physical barriers, specific disability accommodations).
2. Maintenance of national accreditation in area of Vocational Services.
3. Ongoing benefits counseling for consumers.
4. Timeliness and accuracy of billing for customized employment.
5. Communication, collaboration and cooperation between consumer, the Division, and the Contractor.
6. Confidentiality – Maintenance of the confidentiality of all medical, psychological and other consumer information shared with the Contractor by the Division.
7. Documentation that shows the need for and benefit from the service(s) to consumers. Service plans, evaluation reports, monthly summaries shall reflect collaboration with the Division, employment/placement summary, task analysis, job coaching notes, discharge summaries, coordination of support services including transportation and meaningful day services.
8. Vocational Profiles and Service Plans that indicate the interests and abilities of the SWTICE participants and makes recommendations that lead to the development of successful vocational plans.
9. Key Personnel – changes in staff assigned to the performance of services to consumers.
10. Long-Term Vocational Support – Documentation that reflects the provision of extended services and ongoing support services through continuous or periodic job skill training services coordinated through the LME/MCO and provided as needed by the SWTCIE participant at the work site unless the IPE provides for off-site monitoring.
11. Referrals – Appropriate, necessary supporting documentation, evaluation questions, and consent forms.
12. Staffings – Schedule and participate in regular staffings with the consumer, Division Counselor, and SWTCIE staff to update progress toward meeting the consumer’s vocational goal.
13. Training needs of Contractor staff.

# **APPLICATION PROCESS SUMMARY DATES**

* February 28, 2023: Subminimum Wage to Competitive Integrated Employment (SWTCIE) Demonstration Model Project (RFA) announced
* March 7,2023: Questions concerning the specifications in the RFA will be received until close of business
* March 9, 2023 @10:00 am: MS Teams meeting presenting a summary of all questions and answers
* April 1, 2023: Dealdine. Applications are due by 5:00 pm
* May 1, 2023: Successful Contractors are notified of a contract award
* September 1, 2023 Contract proposed start date

# **EVALUATION CRITERIA**

The application is worth a total of 120 points. The total point value for each section of the application is listed below. A multi-disciplinary committee will review the application for both content and quality of responses to each item on the application.

**Organizational Capacity………………………………………………………….……40 Points**

a. Copy of 14C Certificate and evidence that subminimum wages are paid……….2

b. Mission, history, purpose, and narrative regarding shift in business model and

 ability to pursue accreditation in Employment Services………………………..….8

c. Organizational Chart and Board Members…………………………………………..2

d. Registration with NC Secretary of State including Identification Number………..1

e. Copy of workplace policies addressing ADA, EEO, and OSHA…………………..1

f. Copy of workplace background check policy………………………………………..2

g. Copy of customer satisfaction and customer grievance policies………………….2

h. Copies of licenses, certifications, or accreditations maintained by

 the application related to the provision of ADVP services…………………………2

i. Description of NCDVRS partnership and current contractual relationship;

 contract utilization since 2023…………………………………………………….……20

**Programmatic Requirements………………………………………………………...60 Points**

a. Specific Targeted Populations………………………………………………………..5

b. Organizaitonal philosophy of SWTCIE goals with support of leadership………..10

c. Evidence of Employer Partnership……………………………………………………5

d. Ability to recruit, retain, and supervise SWTCIE staff……………………………...10

e. Agreement to pursue integrated work locations for all work based

 experiences…………………………………………………………………………….10

f. SWTCIE Interventions………………………………………………………………....20

**Financial Soundness………………………………………………………………… 20 points**

a. Financial Audited Statement…………………………………………………………..5

b. Examples of data tracking and submission……………………………………..…..10

c. Evidence of Timely Bill Submission…………………………………………………...5

**Score and Award Point Schedule**

**100 – 120 points:** Possible Award. Highest scores will be contacted for further information.

# **THE PROCUREMENT PROCESS**

The following is a general description of the process by which a Contractor shall be selected:

1. Written questions concerning the RFA specifications will be received until the date specified on the cover sheet of this RFA. A summary copy of all questions and answers will be emailed to all Contractors applying for this RFA.
2. Applications in one original and (at least two) copies will be received from each Contractor. The original must be signed and dated by an official authorized to bind the organization.
3. All applications must be received by the Division no later than the date and time specified on the cover sheet of the RFA. Faxed applications will not be accepted.
4. At that date and time, the applications from each responding Contractor will be logged in. Budgets will be included as part of the application.
5. At their option, the evaluators may request additional information from any or all applicants for the purpose of clarification or to amplify the materials presented in any part of the application. However, the Contractor is cautioned that the evaluators are not required to request clarification; therefore, all applications should be complete and reflect the most favorable terms available from the Contractor.
6. Applications will be evaluated according to completeness, content, experience with similar projects, ability of the Contractor’s staff, cost, etc. The award of a contract to one Contractor does not mean that the other applications lacked merit, but that, all facts were considered and the selected application was deemed to provide the best service to the State.
7. Contractors are cautioned that this is a request for applications, and the Division reserves the unqualified right to reject any and all applications when such rejections are deemed to be in the best interest of the Division.

# **GENERAL INFORMATIOIN ON SUBMITTING APPLICATIONS**

1. **Award or Rejection**All qualified applications will be evaluated and award made to the Contractor whose combination of funding sources and service capabilities is deemed to be in the best interest of the funding agency. The funding agency reserves the unqualified right to reject any or all offers if determined to be in its best interest. Successful applicants will be notified by May 1, 2023.
2. **Decline to Offer**Any Contractor that receives a copy of the RFA but declines to make an offer is requested to send a written “Decline Offer” to the funding agency. Failure to respond as requested may subject the Contractor to removal from consideration of future RFAs.
3. **Cost of Application Preparation**Any cost incurred by a Contractor in preparing or submitting an application is the Contractor’s sole responsibility; the funding agency will not reimburse any Contractor for any pre-award costs incurred.
4. **Elaborate Applications**Elaborate applications in the form of brochures or other presentations beyond that necessary to present a complete and effective application are not desired.
5. **Oral Explanations**The funding agency will not be bound by oral explanations or instructions given at any time during the competitive process or after award.
6. **Reference to Other Data**Only information that is received in response to this RFA will be evaluated; reference to information previously submitted will not suffice.
7. **Titles**Titles and headings in this RFA and any subsequent RFA are for convenience only and shall have no binding force or effect.
8. **Form of Application**Each application must be submitted on the form provided by the funding agency and will be incorporated into the funding agency’s Performance Agreement (contract).
9. **Exceptions**All applications are subject to the terms and conditions outlined herein. All responses will be controlled by such terms and conditions. The attachment of other terms and conditions by any Contractor may be grounds for rejection of that Contractor’s application. Funded Contractors specifically agree to the conditions set forth in the Performance Agreement (contract).
10. **Advertising**
In submitting its application, Contractors agree not to use the results there from or as part of any news release or commercial advertising without prior written approval of the funding agency.
11. **Right to Submitted Material**All responses, inquiries, or correspondence relating to or in reference to the RFA, and all reports, charts, displays, scheduled, exhibits, and other documentation submitted by the Contractor will become the property of the funding agency when received.
12. **Competitive Offer**Pursuant to the provision of G.S. 143-54, and under penalty of perjury, the signer of any application submitted in response to this RFA thereby certifies that this application has not been arrived at collusively or otherwise in violation of either Federal or North Carolina antitrust laws.
13. **Contractor Representative**Each Contractor shall submit with its application the name, address, and telephone number of the person(s) with authority to bind the agency or organization and answer questions or provide clarification concerning the application.
14. **Subcontracting**Contractors may propose to subcontract portions of work provided that their applications clearly indicate the scope of the work to be subcontracted, and to whom. All information required about the prime grantee is also required for each proposed subcontractor.
15. **Proprietary Information**Trade secrets or similar proprietary data which the Contractor does not wish disclosed to other than personnel involved in the evaluation will be kept confidential to the extent permitted by NCAC TO1:05B.1501 and G.S. 132-1.3 if identified as follows: Each page shall be identified in boldface at the top and bottom as “CONFIDENTIAL.” Any section of the application that is to remain confidential shall also be so marked in boldface on the title page of that section.
16. **Participation Encouraged**Pursuant to Article 3 and 3C, Chapter 143 of the North Carolina General Statues and Executive Order No. 77, the funding agency invites and encourages participation in this RFA by businesses owned by minorities, women and disabled including utilization as subcontractor(s) to perform functions under this request for applications.
17. **Contract**The Division will issue a contract to the recipient of the funding that will include their application. Expenditures can begin immediately upon receipt of a completely signed contract.

Please be advised that the successful Contractor may be required to have an audit in accordance with G.S. 143-6.2 as applicable to the agency or organization’s status. Also, the contract may include assurances/certifications the successful Contractor would be required to execute when signing the contract.

**Forms to be completed if awarded a contract:**

1. IRS Tax Exemption Status Letter (if applicable)
2. IRS Tax Exemption Verification Form (Annual)\*\*\* (if applicable)
3. Conflict of Interest Acknowledgement and Policy *(Source document must be on file, send new one if a new COI policy has been adopted by your entity)*
4. Conflict of Interest Verification (Annual)
5. Federal Certifications
6. State Certification
7. Proof of Insurance Form (or certificate of insurance)
8. State Grant Certification – No Overdue Tax Debts  \*\*\*
9. Federal Exclusion Certification
10. Proof of active SAM registration. Contractors can register at: <https://www.sam.gov/SAM/pages/public/index.jsf>
11. Entity must be registered with the NC Secretary of State
12. DVRS Internal Control Questionnaire
13. General Terms and Conditions will be required and inserted into the final contract

\*\*\* Indicates must be notarized

# **ATTACHMENTS**

Attachment A: Application Checklist

Attachment B: Application Face Sheet

Attachment C: Cover Letter

Attachment D: SWTCIE Contractor Application

Attachment E: SWTCIE Program Staff Position Descriptions

Attachment F: NCSWTICE Regional Map

## **Attachment A: Application Checklist**

The following items shall be included in the application and assembled in the following order.

Number each page consecutively beginning with the Application Face Sheet. Each page shall have the Contractor’s name and RFA number in the upper right-hand corner.

Required Components:

|  |  |
| --- | --- |
|[ ]  1. | Completed Application Face Sheet |
|[ ]  2. | Cover Letter and Cover Page |
|[ ]  3. | Completed SWTCIE Demonstration Model Grant Application including supporting documents |
|[ ]  4. | Copy of current Memorandums of Agreement or Understanding with an employer(s) in one of three targeted occupations: green jobs, travel and hospitality, or essential workers.  |
|[ ]  5. | Copy of current Allocation letter from LME/MCO for provision of ADVP services. Or |
|[ ]  6.  | Copy of 14 C Certificate  |

## **Attachment B: Application Face Sheet**

Name of Agency or Organization (Contractor):
Address:

Telephone Number:
Fax Number:
Email Address:

Status: ( ) Public ( ) Non-Profit, ( ) For Profit

Federal Tax ID Number:

Financial Reporting Year \_\_\_\_\_\_\_\_\_\_\_ through \_\_\_\_\_\_\_\_\_\_\_

Name and Title of Contract Administrator:

Name of Program(s)

Service Delivery Site(s):

Area(s) to be served:

(Vice) President

Date

## **Attachment C: Cover Letter**

A cover letter shall be on Contractor’s letterhead and signed by the lead administrator of the agency or organization submitting the application stating the desire to respond to this RFA.

Include in the cover letter:

1. Legal name of Contractor
2. The *Request for Application (RFA)*number
3. The Contractor’s UEI number
4. The date of the application
5. Signed and dated by an individual authorized to legally bind the organization
6. The cover letter must also indicate a clear understanding of and strong commitment to supporting an individual with an intellectual/developmental disability to make an informed choice to pursue CIE and shift business model from a day program to a hub.

## **Attachment D: Contractor Application**

See link below to the application to be completed and submitted along with supporting documentation:

 [***SWTCIE Demonstration Model Grant Application***](https://www.ncdhhs.gov/swtcie-demonstration-model-grant-application)

## **Attachment E: SWTCIE Program Staff Position Descriptions**

**Peer Mentor (.5 FTE)**

**Job Summary**

The Peer Mentor with lived experience who has successfully transitioned from ADVP into CIE will provide motivation and encouragement for current ADVP recipients to explore and prepare for CIE. The Peer Mentor will serve as ambassadors for ADVP and in lieu of services as they work directly and indirectly with ADVP and in lieu of participants to tell the story of VR services, how others can access these services and reach their competitive integrated employment goals. Such mentors are proud of their personal journey and are willing and capable to share lessons learned with others to help them succeed as well.

**Primary Responsibilities**

Serve as advocate and spokesperson for the benefits of Competitive Integrated Employment in recorded, live, and/or virtual environments.

Speak as requested to individuals, groups of individuals and their guardians on the benefits of Competitive Integrated Employment.

Answer questions regarding individual experiences with transitioning from ADVP to CIE services.

Share and answer questions regarding individual experiences regarding their journey to CIE and the DVRS services that assisted them in that journey.

Prepare and practice information to be shared and responses to interview questions or planned agendas with SWTCIE Navigator.

Communicate directly with individuals who may have additional questions during the scheduled outreach other forums.

**Qualifications**

* Ability to orally communicate with or without accommodations, about his or her journey to CIE and/or transition from ADVP to CIE with the target audience,
* Ability to become familiar with questions and responses as well as rehearse with SWTCIE Navigator or other identified individuals in preparation for ADVP Outreach Counseling virtually or in person or other mentoring/speaking obligations,
* Ability to work as a member of a team,
* Ability to maintain appropriate workplace demeanor and demonstrate interest in helping individuals make an informed choice about continued direction and working with DVRS to reach CIE,
* Travel as needed to perform job duties,
* The job candidate must have lived experience as a past recipient of VR or ADVP services and be currently maintaining CIE,
* Must be willing to earn Peer Support Certification within one year of hire date.

**Hiring Salary: $15,000**

**SWTCIE Navigator**

**Job Summary**

The SWTCIE Navigator provides field-based case management services to individuals receiving subminimum wage who have expressed interest in learning more about competitive integrated employment (CIE). The SWTCIE navigator serves as the main point of contact for these individuals. He or she will build strong relationships with the individuals and their guardians to support them in their informed choice regarding pursuit of CIE. The SWTCIE Navigator is committed to partnering with the individual and their guardian to remove barriers to obtaining and maintaining CIE including advocacy and partnership with the Local Management Entity/Managed Care Organization, NC Division of Vocational Rehabilitation, employment providers, and Social Security Administration.

**Primary Responsibilities**

Provide CIE Outreach to individuals receiving subminimum wage that will allow them to make an informed choice regarding CIE.

Conduct interviews with SWTCIE participants to determine appropriate direction for making informed choice regarding CIE and other meaningful day options.

Coordinate and facilitate meetings, referrals, and services that will meet the needs of the individual taking into consideration CIE and all meaningful day options.

Gather and report all data elements as required by SWTCIE grant and project team. Monitor progress of all SWTCIE participants.

Schedule and facilitate weekly team meetings with SWTCI participants and relevant service providers.

**Skills and Qualifications**

* Bachelor Degree plus 5 years experience OR Master’s Degree + 3 years experience in field of human services,
* QP Credentials preferred,
* Strong belief in CIE for individuals receiving subminimum wage,
* Strong verbal and written communication skills,
* Critical thinking, problem solving, and solution focused ability to ensure SWTCIE participants Achieve CIE,
* Strong organizational skills to manage several individuals simultaneously,
* Ability to gather, track, and submit large data field by predefined deadlines,
* Strong interpersonal skills.

**Hiring Salary Range $70,000-$78,000**

**SWTCIE Employment Specialist**

**Job Summary:** The SWTCIE Employment Specialist is responsible for coordinating and providing pre-vocational and job planning services and coordinating and providing supported employment services to individuals receiving subminimum wage who have expressed interest in exploring Competitive Integrated Employment (CIE) under the Subminimum Wage to Competitive Integrated Employment (SWTCIE) grant offered through the Department of Education Rehabilitation Services Administration. The position is responsible for job development, intensive training, and long term support services.

**Primary Duties**

Receive referrals, conduct initial interviews, and develop service plans.

Coordinate with all other provider agencies including DVRS and Local Management Entity/Managed Care Organization (LME/MCO) who will be involved in the employment process.

Refer SWTCIE participation for benefits counseling to ensure how individual’s benefits will be impacted by competitive integrated employment.

Develop opportunities for supported internships for SWTCIE participants to provide them experiential opportunities to make an informed choice regarding CIE.

Assesses client’s vocational function and interests on ongoing basis using background information, discovery, observation, and work experiences.

Conducts job development and job search activities directed toward positions that are individualized to the interests and uniqueness of the individual.

Provides training and retention services to ensure client success and employer satisfaction. Explores with the employer, client, and other community resources available alternatives for addressing client barriers and focusing on job retention. Mediates or problem-solves client/employer issues.

Participates in weekly team meetings with relevant stakeholders to assess progress, facilitate transitions, and troubleshoot barriers

Maintains case files. Writes detailed case notes. Tracks program/grant required statistics and summarizes in report form

**Skills and Qualifications**

* Bachelor Degree plus 2 years experience in disability service preferred;
* High School diploma required plus 5 years experience in field of disability services,
* Strong belief in CIE for individuals receiving subminimum wage,
* Strong verbal and written communication skills,
* Critical thinking, problem solving, and solution focused ability to ensure SWTCIE participants achieve CIE,
* Strong organizational skills to manage several individuals simultaneously,
* Ability to gather, track, and submit large data field by predefined deadlines,
* Strong interpersonal skills,
* •Reliable transportation, valid driver’s license, current car insurance, and clean driving record.

**Hiring Salary Range $24.00/hr-$28.00/hr**

**Benefits Counselor**

**Job Summary**:

The benefits counselor, through the Work Incentives Planning and Assistance (WIPA) program, helps people with disabilities interested in working understand the impact their wages will have on their Social Security and other government benefits. Benefits counselors help job seekers understand the potential benefits of employment for a person receiving disability benefits from Social Security. The benefits counselor provides accurate work incentives planning and assistance to SSDI and SSI beneficiaries; collaborates with SSA personnel and provides outreach activities that promote effective use of available work incentives to encourage successful competitive integrated employment outcomes.

**Primary Responsibilities**

Analyze how work and earnings may impact SSI, SSDI, healthcare and other public benefits for individuals interested in Competitive Integrated Employment. Explain the services offered by North Carolina Vocational Rehabilitation (NCVR) or other agencies and how they might help the individual.

Provide proactive follow-up services to ensure that work incentives are properly applied and resolve benefit-related problems

Provide accurate information about SSDI and SSI work incentives, including the Ticket to Work initiative.

Offer long-term work incentives management on a scheduled, continuous basis to support employment efforts

Provide ongoing, comprehensive work incentives monitoring and management assistance to SSDI and SSI beneficiaries.

Complete work plans, conduct regular reviews of client outcomes, and modify plans as needed.

Maintain ongoing close contact with Social Security Administration personnel, Area Work Incentive Coordinators, and Work Incentive Liaisons.

Maintain records regarding clients served per Social Security Administration requirements.

Document specific client services provided, including confidential client data, contacts with clients, the Social Security Administration, support systems, and employment programs.

Attend in-service training, staff meetings and trainings.

**Qualifications**

* Must be Certified Work Incentive Counselor,
* Previously demonstrated experience working in the field of employment services, working with persons from diverse backgrounds or persons with barriers to competitive employment,
* Basic math skills; deductive ability with analytical thinking and creative problem solving skills,
* Knowledge of community resources and demonstrated ability to utilize these resources effectively,
* Ability to interpret Federal, State, and local laws, regulations, and administrative codes on public benefits,
* Basic computer skills,
* Ability to maintain documentation in a concise, accurate and timely fashion,
* Ability to set up adequate and efficient work area from home,
* Work at home experience preferred,
* Benefits Counselor must be able to clear Social Security’s security screening requirements.

**Hiring Salary $47,250-52,650**

**Administrative Specialist**

**Job Summary:** The Administrative Specialist for the Subminimum Wage to Competitive Integrated Employment (SWTCIE) grant offered through The Department of Education through the Rehabilitation Services Administration performs a wide variety of administrative support duties ranging from general clerical support to complex administrative coordination. This position performs a wide range of administrative and personal assistant duties including data collection, preparing statistical reports and spreadsheets, preparing correspondence, reports and presentations, handling information requests, providing purchasing and invoice payment support, fulfilling employment administration requirements, making travel arrangements, and maintaining calendars and schedules.

**Primary Responsibilities**

Perform general clerical tasks, communicate with and greeting clients, respond to phone calls and emails, and managing office equipment and supplies.

Respond to and initiate SWTCIE inquiries from all stakeholders

Explain SWTCIE grant requirements, answer questions, and independently resolve problems whenever feasible

Gather information, compiles data, calculates descriptive statistics and prepares required reports of program activities; provides data for annual state or federal reports; plans and carries out special projects for a supervisor

Assist with grant and serve as a resource for information related to the administration of the grants and subsequent contracts

Perform specialized administrative duties required to support the SWTCIE demonstration project. Support purchasing requirements for organization, researching items and obtaining price quotes, securing purchase approval, placing order, and receiving purchase orders.

Plan, prioritize and schedule meetings and appointments for SWTCIE staff and program participants.

Arrange and coordinate travel and travel reimbursement for staff.

Compile and maintain information that may require web or library researching, gathering, compiling, and updating data and records.

Apply judgment with respect to communications and confidentiality.

Perform other administrative duties as required to support the mission and function of the unit.

**Qualifications**

* 2 years of post-secondary education in office management or a related field is required,
* 5 years of general office experience performing the full range of office support duties, including extensive public contact, is required,
* Knowledge of administrative procedures including planning, budgeting, data analysis and report preparation,
* Proven ability to solve problems creatively,
* Strong interpersonal skills,
* Proven ability to complete projects according to outlined scope, budget, and timeline,
* Excellent written and verbal communication skills,
* Solid organizational skills including attention to detail and multitasking skills,
* Intermediate or advanced level proficiency in the use of standard desktop applications, including the ability to produce documents and presentations of all kinds using word processing, spreadsheet and presentation software tools.

**Hiring Salary: $45,000**

## **Attachment F: Regional Map**

