

Employment and Day Program Services
Request for Qualifications (RFQ)
RFQ 23-001-DD-EDPS
Issue Date: November 28, 2022
Closing Date: Open and Continuous



Pierce County Human Services
4301 S Pine St, Suite 446
Tacoma, WA 99409
Phone: 253-798-2818
Fax: 253-798-2818

EMPLOYMENT AND DAY PROGRAM SERVICES REQUEST FOR QUALIFICATIONS (RFQ) EXISTING PROVIDER

Purpose: Pierce County Human Services, Developmental Disabilities Program, invites applicants seeking to deliver Supported Employment and Community Inclusion services for adults with intellectual and developmental disabilities to apply.

Funding Available: Please refer to the Rate Schedule section of this RFQ for rate reimbursement information. Please refer to the billing activities and service guidelines documents on the Developmental Disabilities Administration (DDA) County Best Practice website for information about services which may be billed. <https://www.dshs.wa.gov/dda/county-best-practices>

Application Due Date: This RFQ is open and continuous. Applicants may apply at any time. Please refer to the RFQ Timeline section of this RFQ for more information about the next application review period.

Reasonable Accommodation: If you require reasonable accommodation to participate in Pierce County's RFQ process, please e-mail PCDDContracts@piercecountywa.gov or contact Joshua Lynch at (253) 798-4381 as early as possible. This document may be provided in alternate formats, upon request.

INTRODUCTION

Pierce County Human Services (PCHS) is seeking qualified providers to deliver Individual Employment, Group Supported Employment, and/or Community Inclusion services.

This application is for current contractors seeking to qualify to provide additional services. The intended result of this RFQ is for PCHS to offer a financial award and negotiate a contract with applicants who are qualified to provide Employment and Day Program Services. Qualified providers may be offered the opportunity to accept an award and negotiate a contract. A provider will not be awarded or contracted for any services for which they were not determined to be qualified.

This RFQ is a solicitation for qualifications only. It shall not be construed as an offer, a guarantee, or a promise that the solicited qualification will result in a contract for additional services with PCHS.

DESCRIPTION OF SOLICITED SERVICES

Supported Employment Services

Supported employment services may be provided to individuals who meet Developmental Disability Administration (DDA) eligibility requirements and who reside in Pierce County, age 21 and older. Eligible participants are referred to qualified service provider agencies by their assigned Case Resource Manager at the DDA.

In 2006, DDA fully implemented [DDA Policy 4.11 – County Services for Working Age Adults](#), which established employment supports as the first use of Employment and Day Program funds. The policy was

informed by previous workgroup recommendations submitted to the Washington State Legislature and reaffirmed by subsequent legislation supporting employment as the first choice for adults of working age.

The goal of supported employment services is for working age adults to attain and maintain community-based employment while earning competitive wages. In accordance with DDA policies and [Guiding Values](#), all services offered should be individualized, responsive to client goals, and focused on building skills to promote inclusion into the community as well as financial independence.

- **Individual Employment (IE)** services are a part of an individual's pathway to employment and are tailored to individual needs, interests, and abilities, and promote career development. These are individualized services necessary to help persons with developmental disabilities obtain and continue integrated employment at or above the state's minimum wage in the general workforce. These services may include intake, discovery, assessment, job preparation, job marketing, job supports, record keeping and support to maintain a job.
- **Group Supported Employment (GSE)** services are part of an individual's pathway to integrated jobs in typical community employment. GSE services are intended to be short term and offer ongoing supervised employment for groups of no more than eight (8) workers with disabilities in the same setting. The service outcome is sustained paid employment leading to further career development in integrated employment at or above minimum wage. Examples include enclaves, mobile crews, and other business models employing small groups of workers with disabilities in integrated employment in community settings.

Community Inclusion Services

Community Inclusion services may be provided to individuals who meet DDA eligibility requirements under [WAC 388-845-0603](#) and reside in Pierce County. Eligible clients include individuals enrolled in the Basic Plus, Core, or Roads to Community Living waivers who are 62 and older or who have accessed supported employment services for nine (9) consecutive months, except for clients with a DDA approved exception to the 9-month rule. Eligible clients are referred to qualified service provider agencies by their assigned Case Resource Manager at the DDA.

- **Community Inclusion (CI)** services are individualized services provided in typical integrated community settings. Services will promote individualized skill development, independent living and community integration for persons to learn how to actively and independently engage in their local community. Activities will provide opportunities to develop relationships and to learn, practice and apply skills that result in greater independence and community inclusion.

Applicants interested in providing both Supported Employment and Community Inclusion services must apply for both services. For more information about Supported Employment and Community Inclusion services, please visit the Developmental Disabilities Administration (DDA) County Best Practice website. <https://www.dshs.wa.gov/dda/county-best-practices>

POLICY COMPLIANCE

Authorities and Standards

Applicants submitting a response to this RFQ agree that any resulting qualification and contractual agreement will require compliance with the authorities and standards that must be followed for implementation of Employment and Day Program services. The full text for each of the authorities and standards include but are not limited to the following, including any successors:

Revised Code of Washington (RCW) – <https://apps.leg.wa.gov/rcw/>

- Chapter 49.17 RCW – Washington Industrial Safety and Health Act
- Title 71A RCW – Developmental Disabilities
- Chapter 74.15 RCW – Care of Children, Expectant Mothers, Persons with Developmental Disabilities

- Chapter 74.34 RCW – Abuse of Vulnerable Adults

Washington Administrative Code (WAC) – <https://apps.leg.wa.gov/wac/>

- Chapter 296-24 WAC – General Safety and Health Standards
- Chapter 296-62 WAC – General Occupational Health Standards
- Chapter 388-06 WAC – Background Checks
- Chapter 388-823 WAC – Developmental Disabilities Administration Intake and Eligibility Determination
- Chapter 388-825 WAC – Developmental Disabilities Administration Service Rules
- Chapter 388-828 WAC – Developmental Disabilities Administration Assessment
- Chapter 388-831 WAC – Community Protection Program
- Chapter 388-845 WAC – Developmental Disabilities Administration Home and Community-Based Services Waivers
- Chapter 388-850 WAC – County Plan for Developmental Disabilities
- Chapter 388-891A WAC – Vocational Rehabilitation Services for Individuals with Disabilities

Developmental Disabilities Administration (DDA) Policies – <https://www.dshs.wa.gov/dda/policies-and-rules/policy-manual>

- Policy 4.11 – County Services for Working Age Adults
- Policy 5.01 – Background Check Authorizations
- Policy 5.02 – Necessary Supplemental Accommodation
- Policy 5.05 – Limited English Proficient (LEP) Clients
- Policy 5.06 – Client Rights
- Policy 5.14 – Positive Behavior Support Principles
- Policy 5.15 – Restrictive Procedures: Community
- Policy 5.17 – Physical Intervention Techniques
- Policy 5.23 – Functional Assessments and Positive Behavior Support Plans: Employment and Day Program Services
- Policy 6.08 – Incident Management and Reporting Requirements for County and County-Contracted Providers
- Policy 6.13 – Provider Qualifications for Employment and Day Program Services
- Policy 7.05 – Mortality Reviews
- Policy 15.03 – Community Protection Standards for Employment and Day Program Services
- Policy 15.05 – Community Protection Program Exit Criteria

DDA Guiding Values –

<https://www.dshs.wa.gov/sites/default/files/DDA/dda/documents/DDA%20Guiding%20Values%20Booklet.pdf>

DDA County Best Practices – <https://www.dshs.wa.gov/dda/county-best-practices>

- DDA Criteria for Evaluation
- County Guide to Achieve DDA Guiding Values
- DDA Guidelines for Community-Based Assessments within Employment Services
- Employment Activities – Strategies and Progress / Outcome Measures
- Individual Employment Billable Activities
- Community Inclusion Billable Activities Community
- Community Inclusion Frequently Asked Questions
- DDA Self-Employment Guidelines

Developmental Disabilities Assistance and Bill of Rights Act (42 USC Chapter 144) –

<https://www.govinfo.gov/app/details/USCODE-2015-title42/USCODE-2015-title42-chap144>

Title 42 Code of Federal Regulations (CFR) § 441.530 Home and Community-Based Setting –

<https://www.ecfr.gov/current/title-42/chapter-IV/subchapter-C/part-441>

Insurance Coverage

Prior to executing a contract, applicants must meet insurance requirements established by Pierce County. For Contractors providing services to CPP Clients, additional insurance requirements apply in accordance with [DDA Policy 15.03](#) – Community Protection Standards for Employment and Day Program Services.

Employee Eligibility

Applicants must provide verification of the eligibility of their employees to work in the United States. Pierce County requires that entities with a contract in excess of \$25,000 and of a duration longer than 120 days be enrolled in the federal [E-Verify](#) web-based system in accordance with [PCC 2.106.022](#). The requirement extends to every subcontractor meeting the same criteria. Upon contracting with Pierce County, qualified applicants must sign a declaration form certifying E-Verify enrollment if the existing provider has not already done so.

Background Clearance

Each employee of a Contractor who provide direct services or who may have unsupervised access to clients must obtain proof of criminal history background clearance in accordance with [Chapter 388-06 WAC](#) and [DDA Policy 5.01](#) – Background Check Authorizations. The Contractor shall assume responsibility for the timely completion of background checks.

Data Security

Applicants must be able to comply with [DDA / County Program Agreement Data Security Requirements](#) prior to contracting with Pierce County. <https://www.dshs.wa.gov/dda/county-best-practices>

PIERCE COUNTY RFQ GENERAL TERMS & CONDITIONS

Reserved Rights and Procedures

Pierce County expressly reserves the following rights:

- 1) To waive any and/or all irregularities in the applications submitted.
- 2) To reject any or all applications or portions thereof.
- 3) To base awards with due regard to quality of services, experience, compliance with specifications, and other such factors as may be necessary in the circumstances.
- 4) To make the award to any applicant or combination of applicants whose application(s), in the opinion of the County, is in the best interest of the County.

Pierce County may return unopened any application or modification received after the hour and date specified.

Reimbursement

Pierce County will not reimburse applicants for any costs involved in the preparation and submission of responses to this RFQ or in the preparation for and attendance at subsequent interviews.

Cooperative Purchasing

The Washington State Interlocal Cooperation Act, Ch. 39.34 RCW, authorizes public agencies to cooperatively purchase goods and services if all parties agree. By responding to this RFQ, Consultants agree that other public agencies may purchase goods and services under this solicitation or contract at their own cost and without Pierce County incurring any financial or legal liability for such purchases. Pierce County agrees to allow other public agencies to purchase goods and services under this solicitation or contract, provided that Pierce County is not held financially or legally liable for purchases

and that any public agency purchasing under such solicitation or contract file a copy of this invitation and such contract in accordance with RCW 39.34.040.

Public Records and Proprietary Material

Applicants should be aware that any records they submit to Pierce County or that are used by Pierce County even if the applicants possess the records may be public records under the Washington Public Records Act (RCW 42.56). Pierce County must promptly disclose public records upon request unless a statute exempts them from disclosure. Applicants should also be aware that if even a portion of a record is exempt from disclosure, generally, the rest of the record must be disclosed. Exemptions are narrow and specific.

Applicants should clearly mark any record they believe is exempt from disclosure.

Title VI Compliance

Pierce County, in accordance with Title VI of the Civil Rights Act of 1964, 78 Stat. 252, 42 U.S.C. 2000d to 2000d-4 and Title 49, Code of Federal Regulations, Department of Transportation, subtitle A, Office of the Secretary, Part 21, nondiscrimination in federally assisted programs of the Department of Transportation issued pursuant to such Act, hereby notifies all applicants that it will affirmatively ensure that in any contract entered into pursuant to this advertisement, disadvantaged business enterprises as defined at 49 CFR Part 26 will be afforded full opportunity to submit applications in response to this invitation and will not be discriminated against on the grounds of race, color, national origin, or sex in consideration for an award.

RATE SCHEDULE

During State Fiscal Year (SFY) 2023, Pierce County will reimburse providers for Employment and Day Program services according to the following rate schedule. Supported Employment and Community Inclusion rates may be adjusted as needed, based on budget projections, up to the DDA maximum allowable rate. Pierce County will notify providers prior to any rate adjustments, including any notification from DDA about potential changes to the maximum allowable rates.

Service	Rate of Reimbursement
Individual Employment	\$84.00 / hour
Group Supported Employment	\$72.00 / hour
Community Inclusion	\$39.00 / hour
Prior Approval / ETR Hours	Rate is negotiable and may be capped

RFQ TIMELINE

This RFQ is open on an ongoing basis. To be considered during the current solicitation period, the application and all required application materials must be submitted on time. For more information about the next application submission deadline and review period, please refer to the RFQ Application Timeline posted on the website with this RFQ or email PCDDContracts@piercecounitywa.gov.

The RFQ Application Timeline is subject to change at the discretion of Pierce County.

APPLICATION PROCESS

Application Evaluation

Once Pierce County receives an application submitted in response to this RFQ, the application will be reviewed for completion. If the application is complete, it will then be reviewed by an evaluation committee and the applicant will be contacted to schedule an interview. After the application review and interview processes are complete, the evaluation committee will finalize their recommendations and Pierce County will notify the applicant of the qualification decision.

If at any point during the review process an application is found to be incomplete or ineligible, applicants will be notified that their application will not be moving forward.

Ineligible Applications

Applications that are submitted but not responsive to the requirements in the solicitation are deemed ineligible and will not be reviewed. Ineligible applications include any application that:

- 1) Is submitted after the application review deadline;
- 2) Does not clearly demonstrate that the organization employs staff with the required skill competencies or does not have at least two (2) years' experience coordinating related direct services to individuals with disabilities;
- 3) Does not provide evidence that shows the agency has a credit line or cash reserves that enable the agency to provide services for at least two months;
- 4) Indicates the firm, association, corporation, or any person in a controlling capacity or any position involving the administration of federal, state, or local funds: is currently under suspension, debarment, voluntary exclusion, or determination of eligibility by any agency; has been suspended, debarred, voluntarily excluded, or determined ineligible by any agency within the past three (3) years; has a proposed debarment pending; has been indicted, convicted or has a civil judgment rendered against said person, firm, association, or corporation by a court of competent jurisdiction in any matter involving fraud or misconduct within the past three (3) years; or
- 5) Does not include responses and documentation for all required sections of the application.

Applications deemed ineligible may be revised before the application review deadline in this RFQ and complete applications that are submitted late may be considered eligible for the next review deadline.

Evaluation Committee

An Evaluation Committee (EC) appointed by the Director of PCHS, or designee, will evaluate eligible applications and make recommendations to PCHS. The EC is comprised of persons who are knowledgeable of the specific professional service requirements.

The EC may contact applicants at any time during the evaluation process to request additional documentation and information such as agency policies, procedures, satisfaction surveys, and other records, or to schedule interviews. The EC may also gather information from other sources, such as the applicant's website and may consider the applicant's performance related to any previous contracts that the applicant may have held with Pierce County.

Based upon the content of the application(s), applicant interview(s), and evaluation of other available information, the EC will collectively score the application response(s). The EC will present its recommendations to the Pierce County Developmental Disabilities Advisory Board and to the Director of PCHS or designee.

PCHS holds the final authority for qualification and award determinations. Successful applicants may enter a contract with PCHS to provide the additional services on a provisional basis for one (1) year, at the discretion of PCHS.

Scoring

The application requires the submission of data, documentation, and narrative responses. Failure to provide any information requested through this RFQ may result in the application being ineligible.

Applications will be evaluated and scored by the EC. To become a qualified provider for the additional services, applicants must receive a total score of 75% or higher. The application sections for Supported Employment and Community Inclusion services will be scored independently, with each section equal to half of the maximum total score to become qualified for each service.

<i>Service Type</i>	<i>Organization</i>	<i>Fiscal</i>	<i>Services</i>	<i>Total Possible</i>
Employment	35%	15%	50%	100%
Community Inclusion	35%	15%	50%	100%

Contract Award

The Pierce County Executive has the final authority to execute contracts. Decisions regarding contract awards for solicited services in this RFQ will be subject to Pierce County’s contract approval process. Contracts only become effective after receiving a signature by the County Executive, or designee.

In accordance with [DDA policy 6.13](#), newly qualified applicants will receive a twelve (12) month provisional contract. If a newly qualified applicant does not receive at least one (1) referral from the DDA within twelve (12) months of the date that the applicant’s provisional contract is issued, the applicant’s status as a qualified provider may be revoked.

Contracts may be renewed, without advertisement or solicitation; renewal is subject to the availability of funding, the continued need for the service(s), and/or satisfactory performance by the Contractor.

APPLICANT INSTRUCTIONS

Applicant Inquiries

Applicants are invited to inquire about this RFQ and should contact PCHS regarding the content of the RFQ or the application process as early as possible. Questions may be submitted in writing to PCDDContracts@piercecountywa.gov.

Applicant Appeals

Applicants who are determined to not meet qualification standards for one or more of the services applied for have the right to appeal Pierce County’s decision, limited to procedural errors in the selection process. If no such procedural errors are found to have occurred, the decision of Pierce County shall be final.

An aggrieved applicant may, within five (5) business days after receiving a notice of non-qualification, appeal in writing to the Director of Pierce County Human Services, or designee. The appeal must state all facts and procedural errors upon which the appeal is based. The Director, or designee, will review the content of the solicitation document, the applicant’s response, and the facts which form the basis for the appeal. The Director, or designee, will render a written decision within thirty (30) calendar days of the receipt of the appeal. The decision of the Director of Pierce County Human Services is final.

APPLICATION

Agency Legal Name:	Program Name if different:
Physical Street Address (include City and Zip Code):	
Mailing Address (include City and Zip Code):	
Agency Phone Number:	Agency Signature Authority:
Application Contact Name and Title:	
Phone Number:	Email:
Select your type of Organization: <input type="checkbox"/> Sole Proprietor <input type="checkbox"/> Private/Non-Profit <input type="checkbox"/> Partnership <input type="checkbox"/> Corporation <input type="checkbox"/> Other (specify)	
Federal Tax ID No.:	SAM.gov ID (if applicable):
Unified Business Identifier (UBI) No:	Expiration Date:
Please list all services offered by your agency:	
Where/in what counties does the agency currently provide services?	
Has your agency held a contract with Pierce County before?	
Site Address from which services will be coordinated:	
Please select the additional service(s) for which you are seeking to become a qualified provider: <input type="checkbox"/> Individual Employment <input type="checkbox"/> Group Supported Employment <input type="checkbox"/> Community Inclusion	
Suspension & Debarment: Indicate the extent, if any, to which the firm, association, corporation, or any person in a controlling capacity or any position involving the administration of federal, state, or local funds is currently under suspension, debarment, voluntary exclusion, or determination of eligibility by any organization; has been suspended, debarred, voluntarily excluded, or determined ineligible by any organization within the past three (3) years; does have a proposed debarment pending; has been indicted, convicted, or has a civil judgment rendered against said person, firm, association or corporation by a court of competent jurisdiction in any matter involving fraud or misconduct with the past three (3) years. <input type="checkbox"/> Yes <input type="checkbox"/> No	
<p>AUTHORIZED SIGNATURE OF APPLICANT: To the best of my knowledge and belief, I attest all information provided in this application is true and correct. Further, I acknowledge the governing body has duly authorized this document and if awarded a contract will comply with all contractual obligations.</p> Signature of Authorized Representative:	
Typed Name and Title:	Date Signed:

Organization

1. Describe your plan to address potential conflicts of interest, including but not limited to, if the agency or an agency employee is also the client's: a) guardian or legal representative; b) family member or decision maker; c) residential provider; or d) provider for another service.

Click or tap here to enter text.

2. Submit updates to your agency's organization chart and job descriptions to include positions you intend to add for the new service.

Click or tap here to enter text.

3. Please submit recent (within the last twenty-four [24] months) program monitoring or review reports received from ALL funders (i.e., local or state government) for all county-contracted services delivered in Washington State. Please include corrective actions and responses. If the monitoring report has not yet been provided to your organization, indicate the date of the site visit or program review, and the name of the monitoring agency which completed the review. If no monitoring occurred, include a narrative explanation. Please note, Pierce County monitoring reports will also be shared with the EC.

Click or tap here to enter text.

Fiscal Management

1. Submit evidence that shows your agency has a credit line or cash reserves to provide services for at least two (2) months for the anticipated services in this RFQ, including bank statements for all your organization's accounts for the last three (3) months. Describe the organization's current financial condition and outlook for sustainability and, if facing financial challenges, describe what steps are being taken to strengthen the financial condition. Provide sufficient detail to illustrate the organization's financial viability to carry out the services proposed in this RFQ.

Click or tap here to enter text.

2. Submit a projected budget for one year of costs anticipated for the services identified in this RFQ. Include detailed estimated expenditures by line item and estimated revenues by source for the next fiscal year.

Click or tap here to enter text.

Employment Services

Complete this section if the additional services for which you are seeking to become a qualified provider include Individual Employment and/or Group Supported Employment. Please skip this section if you are only seeking to become a qualified provider for Community Inclusion.

1. Describe why your agency would like to offer employment services.

Click or tap here to enter text.

2. Indicate your agency's current service capacity and the plan to increase capacity for employment services. Please include the number of referrals you plan to accept in the first year of services.

Click or tap here to enter text.

3. Describe your agency's relevant experience in providing individualized or group supported employment services.

Click or tap here to enter text.

4. Share your agency's goals that include:
 - a. A description of what outcomes you hope to accomplish in the first year of service;

- b. How successful employment outcomes will be defined;
- c. How progress will be tracked over time;
- d. How data will be used to determine next steps; and
- e. Goals addressing diversity, equity, and inclusion efforts

Click or tap here to enter text.

5. Please submit a sample or redacted employment service plan that identifies client goals and contains all required elements in [DDA's Criteria for Evaluation](#).

Click or tap here to enter text.

6. Please detail how your employee training plan will meet the staff training requirements under [DDA Policy 6.13](#) and support staff to develop the competencies required to deliver employment services, engage in ongoing training opportunities, and stay abreast of best practices.

Click or tap here to enter text.

7. Demonstrate how your agency meets the minimum staff experience requirements to be a qualified employment provider under [DDA Policy 6.13](#) —including required skill competencies, years of experience, and assigned roles of staff who meet the requirements.

Click or tap here to enter text.

8. Describe how Employment Services will be delivered in compliance with the [DDA-DVR Memorandum of Understanding](#).

Click or tap here to enter text.

9. Submit evidence of or describe your plan to complete the accreditation process for Rehabilitation Services Accreditation System (RSAS) or Commission on Accreditation Rehabilitation Facilities (CARF) accreditation; or Association of Community Rehabilitation Educators (ACRE) accreditation (for single-employee agencies only).

Click or tap here to enter text.

Community Inclusion Services

Complete this section if the additional services for which you are seeking to become a qualified provider include Community Inclusion. Please skip this section if you are only seeking to become a qualified provider for Individual Employment and/or Group Supported Employment.

1. Describe why your agency would like to offer Community Inclusion services.

Click or tap here to enter text.

2. Indicate your agency's current service capacity and the plan to increase capacity for Community Inclusion services. Please include the number of referrals you plan to accept in the first year of services.

Click or tap here to enter text.

3. Describe your agency's relevant experience in providing Community Inclusion services.

Click or tap here to enter text.

4. Share your agency's goals that include:
 - a. A description of what outcomes you hope to accomplish in the first year of service;
 - b. How successful Community Inclusion outcomes will be defined;
 - c. How progress will be tracked over time;
 - d. How data will be used to determine next steps; and

- e. Goals addressing diversity, equity, and inclusion efforts

Click or tap here to enter text.

- 5. Please submit a sample or redacted Community Inclusion service plan that identifies client goals and contains all required elements in [DDA's Criteria for Evaluation](#).

Click or tap here to enter text.

- 6. Please detail how your employee training plan will meet the staff training requirements under [DDA Policy 6.13](#) and support staff to develop the competencies required to deliver Community Inclusion services, engage in ongoing training opportunities, and stay abreast of best practices.

Click or tap here to enter text.

- 7. Demonstrate how your agency meets the minimum staff experience requirements to be a qualified Community Inclusion provider under [DDA Policy 6.13](#) —including required skill competencies, years of experience, and assigned roles of staff who meet the requirements.

Click or tap here to enter text.

APPLICATION SUBMISSION INSTRUCTIONS

Completed applications and all required application materials must be submitted via email to PCDDContracts@piercecountywa.gov.

Applicants should use the following checklist to ensure all required application materials are complete for submission.

Required Document Submission Checklist

- Job descriptions for each new position. *See Organization #2*
- Updated organization chart. *See Organization #2*
- Most recent program monitoring or review reports. *See Organization #5*
- Sample or redacted service plan. *See Employment or Community Inclusion Services #5*
- Evidence of CARF, RSAS, or ACRE accreditation or plan, if applicable. *See Employment Services #9*
- Evidence of credit line or cash reserves. *See Fiscal Management #1*
- Projected budget for one year of services. *See Fiscal Management #2*