

**REQUEST FOR APPLICATION (RFA) # 262-23-077**

**Commonwealth Neurotrauma Initiative Trust Fund, Option B:  
Community-Based Rehabilitative Programs and Services**

**Issue Date: September 2, 2022 • Due Date/Time: September 30, 2022, at 4:00PM**

**Contract Administrator: Chris Miller • Email Address: [scott.magazine@dars.virginia.gov](mailto:scott.magazine@dars.virginia.gov)**

**USING AGENCY AND/OR LOCATION WHERE WORK WILL BE PERFORMED:** Statewide

**PERIOD OF CONTRACT:** Up to 3 years from execution.

**PROPOSAL SUBMISSION:** All applications must be received by the date and time shown for this solicitation via the means listed below. Any proposals received after the stated time and date will be marked late and retained unopened in the file.

Delivery address:

**All applications shall be submitted in eVA, Virginia's electronic procurement solution. Refer to Section IV. Application Preparation and Submission Instructions.**

**INQUIRIES FOR INFORMATION:** Questions regarding the application **must be submitted in writing via email only to [scott.magazine@dars.virginia.gov](mailto:scott.magazine@dars.virginia.gov)** information no later than 12:00 noon on September 25, 2022. Applicants shall identify the email by noting the application number "262-23-077" in the subject line. Responses to clarifications may be posted in eVA's Virginia Business Opportunities (VBO). The identity of Applicant will not be published with the response. Formal changes to the solicitation, including but not limited to, contractual terms and procurement requirements, will only be changed by formal written addendum to the solicitation.

**PRE-APPLICATION CONFERENCE:** An optional conference will be held on September 21, 2022, at 10:00 a.m. via Google Meet. No one shall be admitted after 10:10 a.m. Google meeting information is as follows:

Google Meet

REQUEST FOR APPLICATION (RFA) # 262-23-077

Wednesday, September 21 · 10:00 – 11:00am

Google Meet joining info

Video call link: <https://meet.google.com/gjb-afxn-oeo>

Or dial: (US) +1 971-999-0118 PIN: 483 892 877#

More phone numbers: <https://tel.meet/gjb-afxn-oeo?pin=1807690239728>

In compliance with this Request for Application (RFA) and all conditions imposed in this RFA, the undersigned firm hereby offers and agrees to furnish all goods and services in accordance with the attached signed application or as mutually agreed upon by subsequent negotiation, and the undersigned firm hereby certifies that all information provided below and in any schedule attached hereto is true, correct, and complete.

Name of Firm: Sportable Richmond Adaptive Sports and Recreation, Inc. (Sportable)

Street: 1365 Overbrook Road, Suite 2

Street:

City/State: Richmond, VA

Zip Code: 23220

eVA ID: VC0000156706

Authorized Signature: 

Printed Name: Hunter Leemon

Title: Executive Director

Date: September 29, 2022

Phone Number: 804-340-2991

Email Address: [hunter@sportable.org](mailto:hunter@sportable.org)

DUNS: 965371144

**NOTE:** This public body does not discriminate against faith-based organizations in accordance with the *Code of Virginia*, §2.2-4343.1 or against an Applicant because of race, religion, color, sex, national origin, age, disability, sexual orientation, gender identity, political affiliation, or veteran status or any other basis prohibited by state law relating to discrimination in employment. Faith-based organizations may request that the issuing agency not include subparagraph 1.e. in General Terms and Condition C. Such a request shall be in writing and explain why an exception should be made in the Request for Application.

**THIS PAGE SHALL BE COMPLETED AND INCLUDED IN APPLICATION SUBMISSION**

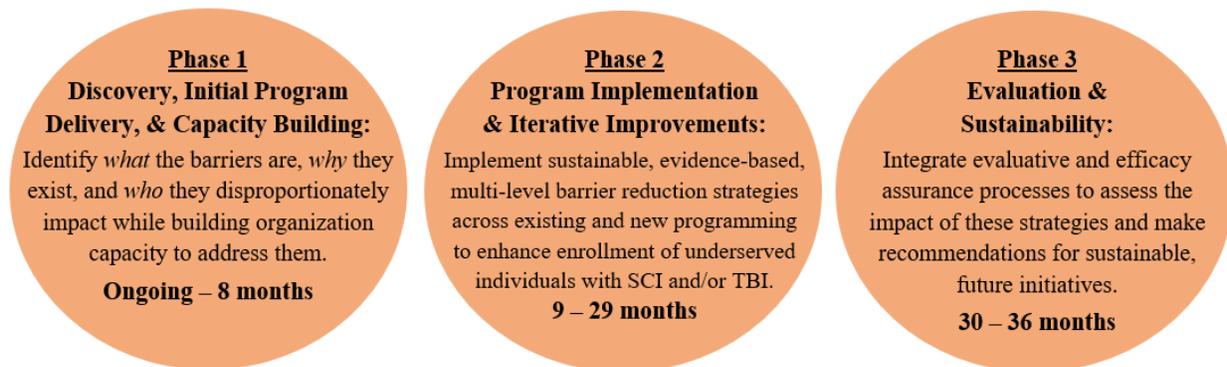
# Reducing Barriers to Participation in Adaptive Sports & Wellness Programs for Underserved Individuals with SCI and/or TBI to Enhance Health and Wellness

## A. Purpose and Significance of Program

*Failure to eliminate barriers to disabled people is just as discriminatory as intentionally refusing entry, providing unequal service, or categorically denying opportunities to disabled people.*

~Andrew Pulrang, Activist and Author

The purpose of the proposed program is to assess and address barriers in order to grow participation of underserved<sup>1</sup> Virginians with traumatic spinal cord injury (SCI), traumatic brain injury (TBI), or both in adaptive sports and wellness programs. The proposal consists of three phases:



This program is rooted in Sportable’s mission to create opportunities and transform the lives of individuals with disability through sport, widely recognized as fundamental to promoting health and preventing disease.<sup>1</sup> Our mission reflects a rights-based approach to health – international law codifies the right of people with disabilities to play and participate in sport<sup>ii</sup>, yet it is not accessed by or afforded everyone due to a combination of social, economic, and structural disparities. Reducing key barriers to access for underserved populations within the context of race and geography are mission-critical issues for Sportable. While we cannot tackle all of these systemic issues, our communities are places of change, allowing for impactful work at micro, mezzo, and macro levels. And the need for change is urgent – lack of awareness and/or access to adaptive sports by people with SCI and/or TBI is quite literally “bad for their health.”

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<sup>1</sup> Groups facing barriers and challenges in accessing and using resources, due to geographic location, socio-economic status, disability, religion, sexual orientation, gender, race, or ethnicity.

Adults with disabilities who get no physical activity are 50% more likely to have chronic diseases than those who are active.<sup>iii</sup> Research shows regular physical activity and participation in sports contribute to the prevention of disease and depression, promotion of health, and maintenance of functional independence,<sup>iv,v</sup> yet people with disabilities continue to be less physically active than their non-disabled peers. Nearly half of adults with a disability are physically inactive, compared to 26% of people without a disability.<sup>vi</sup> Beyond the physical gains, participation in sport is beneficial to the psychosocial well-being and promotion of disability identity, disability rights, accessibility, and inclusion<sup>vii</sup> with lack of participation adversely impacting the same. At the macro level, sport reduces the stigma associated with disability, transforming community attitudes. Considering all of this, we are compelled to accelerate and enhance the health disparity focused interventions and collaborations already in progress within our organization.

The health and wellness benefits of sport are the subject of our current CNI Research Grant (A262 – 90012). The preliminary data obtained in implementing this grant, along with our deep understanding of the benefits of adaptive sports, are the perfect springboard from which to enhance real-world, adaptive sports participation, while also building a long-term, data-driven health and wellness strategy centered on promoting health equity for Virginians with SCI and/or TBI and other disability profiles. In fact, implementing this new services grant to grow the reach of our programs in underserved communities, while concurrently studying the benefits of our sports and wellness programs, is optimal as one project would inform the other, strategically expand programs and contribute an invaluable body of knowledge to the Commonwealth's efforts to address health disparities and whole health wellness as they relate to people with disabilities.

## **B. Need for Program/Services**

People with disabilities are underserved in many aspects of life, and access to physical activity through sport is no exception. Being underserved has health consequences: adults with disabilities, including people with an SCI and/or TBI, engage in insufficient physical activity, especially when compared to their non-disabled peers<sup>viii</sup>, resulting in increased morbidity and premature mortality. This demonstrates an urgent need for more and better designed public health interventions. We will intersect with the collective work

being done in this area by developing data-driven, tailored interventions for people with an SCI and/or TBI who are not accessing or have very limited participation in our community services and programs. As one of the country's leading adaptive sports organizations, and the largest in Virginia, we can affirm this proposal does not duplicate existing programs or services. Further, Sportable's vibrant community partnerships, coupled with our knowledge, expertise, and experience will allow us to successfully deliver the sustainable health, wellness, and data-centric program model proposed.

Discovering *who* is not accessing our services and *why* will be the cornerstone of our program design. Available data offers insight, particularly through the lens of Diversity, Equity, Inclusion and Belonging (DEIB) - 75% of athletes, 96% of volunteers, 95% of the board, and 100% of full-time staff identify as white. 2020 census data confirms our demographics do not reflect those of our community: 69% of Virginians are white, and across Greater Richmond, only 57% of residents are white. We must reach people of color in our community who would benefit from our programs. We know there is need: 989,000 Virginians have a disability,<sup>ix</sup> 30% of whom do not identify as white. While this statistic encompasses all forms of disability beyond SCI and TBI, they indicate a significant number of people with an SCI and/or TBI who could and should be served.

### **C. Program Goals & Objectives, Outcomes Measurement, Timeframe**

*Program Foundation:* As mindful stewards of state resources, program development and delivery will be informed by research, collaboration, sustainability, and established best practices. The program will incorporate Social Determinants of Health (SDOH) and DEIB frameworks. It will also be informed by the 2021 report *Participation in Physical Activity and Sport* issued by the High Commissioner for Human Rights. Among the endorsed areas we will address include demonstrating the link between sport and well-being outcomes, using accessible programming, employing accountability frameworks, raising awareness, using data collection and research, emphasizing diversity and inclusion, and having multi-stakeholder partnerships.

*Overall Program Goal:* To understand and decrease barriers to participation in adaptive sports and wellness programs by underserved individuals with SCI and/or TBI, thereby increasing participation. It is vital to

note this program is built on active listening – we will engage members of underserved communities who will not only help us understand obstacles, but also share their wealth of knowledge and assets to help people access the health and wellness benefits of sports. We understand communities are uniquely positioned to drive solutions tailored to their needs that target multiple SDOH. Therefore, the execution of this program will be guided by an Advisory Panel, including at least 50% representation by underserved people who will advise on all phases of the project, contribute their knowledge of barriers and solutions, develop sustainability strategies, and assist with athlete recruitment. The panel will include representatives from Community Brain Injury Services (CBIS); National Center on Health, Physical Activity and Disability; Sheltering Arms Institute; The Community Foundation; Sports Backers’ Fitness Warriors and Bike Walk RVA; United Spinal Association of VA; and Virginia Supportive Housing (VSH).

Our overall goal will be addressed through 4 objectives, carried out through 3 phases over 3 years:

**Phase 1: Discovery, Initial Program Delivery, & Capacity Building (Ongoing - 8 months)**

**Objective A:** By the end of 8 months, identify, document, and understand barriers to participation in Sportable’s adaptive programs by potential and existing Sportable athletes, with a focus on underserved populations (i.e., SCI and TBI disability profile, people of color, geographically segregated).

**Key Activities:**

1. Review secondary data: Using peer-reviewed research we have already compiled, document key themes and recommend replicable, relevant, sustainable strategies for reducing barriers, growing participation, and improving access to sport.
2. Identify additional members of advisory panel to include underserved athletes; conduct first meeting.
3. Collect primary, local data: To build on and validate the internal data we have been compiling the last six months, utilize the services of persons with lived experience and SWAM organizations to design and conduct culturally appropriate surveys, focus groups, interviews, and/or community forums.  
  
Engage various stakeholders including existing and potential athletes who are underserved and current

Sportable athletes and volunteers who are persons of color.<sup>2</sup> Organize and analyze data, document themes, and recommend reasonable strategies for inclusion in the program. Share with advisory panel.

**Objective B:** By the end of 8 months, increase our capacity to sustainably reduce barriers.

\*This will be informed by our current data on barriers and in anticipation of data to be collected during the discovery phase.

Current known barriers: transportation, program locations, belonging, new athlete entry and onboarding, public awareness, and whole health resources to support ongoing participation.

### Key Activities:

1. Hire one underserved populations program coordinator qualified to work with communities either through lived experience and/or expertise.
2. Train staff, coaches, and volunteers on DEIB to help us uncover/work on hidden biases.
3. Revamp new athlete onboarding/integration process; obtain feedback from recent new athletes with SCI and/or TBI on their experience.
  - a. offer more introductory-level programs (e.g. walking, boccia, archery, cycling, kayaking).
  - b. work with athletes to find the best fit (research shows finding the most appropriate sport can increase the chances of people with physical disabilities to not only become active but stay active.)<sup>x</sup>
  - c. improve coordination with the YMCA (membership is a benefit for our athletes) to ensure accessibility and reduce intimidation.
4. Launch peer mentoring; compensate established Sportable athletes from underserved communities to welcome, mentor, and guide new athletes.

### Phase 2: Program Implementation & Iterative Improvement (9 – 29 months)

**Objective C:** Implement barrier-reduction program to grow participation of athletes with SCI and/or TBI within Sportable programs by 20 athletes in the first 10-month period (9-18 mo.) and 30 athletes in the second 10-month period (19-29 mo.) targeting at least 50% from underserved populations.

### Key Activities:

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<sup>2</sup> Volunteers are included because they make our programs possible and connect to the belonging piece of DEIB. Overrepresentation of white volunteers could be a barrier to participation.

1. Create and implement community-based public awareness and recruitment campaign in underserved areas based on advisory panel and stakeholder input. The purpose of this campaign is to raise awareness, induce behavior change, and improve quality outcomes.
2. Determine and secure at least three program locations more accessible to geographically segregated populations. (We know diversity of program locations is needed to make them accessible to more people. Research tells us zip code is a better predictor of health than genetic code,<sup>xi</sup> so this activity is a critical step towards achieving our program goal).
3. In line with diversifying program locations, develop virtual programming options.
4. Host introductory Paralympic experience events in underserved communities (at least 1 per year).
5. Initiate feasibility testing to provide funding, resources, and other solutions to transport athletes to program locations.
6. Introduce ‘caregivers as volunteers’ program to foster caregiver peer support, involve them in the health/wellness of their loved one, and diversify our volunteers; all of which improve feelings of belonging and better reflect our community.
7. Implement programming in partnership with key stakeholders:
  - a. Expand walking and/or other introductory program by offering a season in partnership with the brain injury clubhouses operated by CBIS.
  - b. Coordinate with VSH brain injury program and the YMCA to recruit athletes and offer tailored assistance accessing and using YMCA facilities for ongoing health and wellness benefits in their community.
8. Develop program logic model based on information obtained in Phase 1; adjust barrier-reduction strategies as needed. The model provides a system to strategically monitor, manage, and report program outcomes throughout development and implementation.
9. With stakeholder input, create a digital, specialized information and referral (I&R) repository geared towards reducing barriers to participation in adaptive sports (e.g. resources for purchasing expensive

equipment, transportation, health/wellness education). Track verbal/in-person I&R. Our specialized I&R will not replicate other statewide I&R; our focus will be on whole health wellness as it relates to sport. This repository will live on our website and promote independence by putting resources at the person's fingertips. On a path towards becoming a sport, recreation and wellness hub for people with disabilities, we want to improve and systemize our ability to proactively connect people to appropriate community resources.

### **Phase 3: Evaluation & Sustainability (30 – 36 months)**

**Objective D:** By the end of 36 months, evaluate the program and develop a sustainability plan to use as a roadmap for achieving long-term goals and strategies to continue the program and partnerships.

#### **Key Activities:**

1. Create a DEIB accountability framework linked to our organization's overall budget, measurable targets, and indicators that allow progress to be tracked; provide for corrective action. Integrate in program plans, policies, and strategic work plans.
2. Compile outcome (individual) evaluations and complete overall impact evaluations. Share results with key stakeholders including advisory panel.
3. Develop report summarizing data collected including common barriers, success of barrier reduction strategies, adjustments that were or should be made in the future, and recommendations for future initiatives. Include a section with recommendations for rehabilitation professionals as they are a critical part of whole health wellness and can provide vital information and connections for people with SCI/TBI.
4. Create a plan encompassing the sustainability of partnerships, services, and the values the program promotes. Share results with key stakeholders including advisory panel.
5. Examine analytics related to I&R; determine and execute adjustments.

*Objectives Tracking:* All activities/outputs will be tracked in a Salesforce database to enable sophisticated, efficient data analysis; this tool gives us a 360 view of the person we are serving and allows us to look

beyond the descriptive to the predictive and prescriptive (what is the data telling us and what should we do about it?). Annual outcomes (Table 1) will be measured using: surveys and questionnaires; pre- and post-program knowledge/attitude test; focus groups/interviews; technical experts; observations and progress tracking, and program documentation. Years 1-2 will focus mainly on short-term/intermediate outputs and outcomes; by year 3 we will conduct evaluations to address long-term impact.

**Table 1:**

Year 1	
Anticipated Outcome	Measurement
Increased staff knowledge and understanding of community needs/barriers and how to address in programs.	Knowledge-related attitudes: pre and post survey and interviews. Pre and post analysis of internal program plan(s), policies, and strategic work plans.
Increase in number of inquiries and registrations SCI/TBI athletes of color; increase in understanding of benefits of sports. (Awareness campaigns typically report outputs; we will measure success in outputs and outcomes).	Pre and post-tests; outcome evaluations. Inquiry & engagement data.
Ensure all new athletes feel welcomed, are aware of all adaptive sports and wellness opportunities and barrier- reducing resources they qualify for. (Measure annually, especially pre/post I&R program).	Onboarding & post-season interviews. Analyze engagement and location data. Repeat in year 3.
Years 2-3	
Increase in organizational funds/resources allocated to DEIB.	Analyze internal docs e.g. budget.
Program plans, org policies, and strategic work plans demonstrate incorporation of barrier reducing strategies and DEIB principles.	Compare prior and updated documents.
Positive changes in how advisory panel views our commitment to and understanding of underserved community needs and barriers.	Knowledge-related attitudes: pre and post survey and interviews.
Improved acceptance of Sportable by the communities we targeted for increased services.	Knowledge-related attitudes: focus groups; pre and post survey and interviews.
Improved quality of life, health and wellness, and feelings of belonging by athletes.	Onboarding & post-season interviews. Analyze demographic, engagement, and location data. Pre and post-tests; outcome evaluations.
Adherence by staff, volunteers, and board to updated program plans, policies/procedures, and strategic work.	Interviews, performance reviews, post-season analysis of program data and corrective planning as needed.
Year 3	
Reduction in select known barriers to participation in adaptive sports and wellness; more people of color with SCI/TBI participate and receive the health and wellness benefits of Sportable programs.	Focus groups; pre and post survey and interviews. Analyze demographic, engagement, and location data. Conduct impact evaluation.
Sportable and community partners have the capacity to continue the program.	Analyze budget, partnership agreements, and sustainability plan.

**D. Organizational Capacity:** Capacity centers around our unique combination of long-standing reputation, lasting partnerships, equipment, facility access, expert staff and volunteers. We believe we are the only

organization in Virginia who can deliver the health equity, data-centric program model we are proposing for these populations. For nearly two decades, Sportable has been providing opportunities for individuals with disabilities to get active through diverse adaptive sport programs. We serve nearly 400 youth and adults annually through various offerings including team sports like powerchair soccer, wheelchair basketball, lacrosse, and rugby, and individual sports like archery, swimming, cycling, kayaking, and tennis, as well as new wellness programming. 97% of our athletes report they could not participate in sports without our support, which includes barrier-reduction efforts such as access to specialized/costly adaptive sports equipment (e.g. sports wheelchairs, hand cycles, etc.), expert coaching (often by people with disabilities), and logistical support to arrange for accessible facilities and local competitions.

The strength and longevity of our community partnerships (e.g. SAI, YMCA, VCU, counties, etc.) bodes well for the new partnerships we propose which includes direct service providers, facilities, and civic organizations. Each phase of the program will involve collaboration with the advisory panel made up of our partners and the people we serve. Transparency will be key as we share performance measurement information with the panel and adjust strategies and programs based on their involvement.

Our capacity is bolstered by our highly-qualified staff, which includes a person with lived experience (SCI) and skills in peer support and community engagement; an OT expertly managing our CNI research grant, health and wellness, and data; a sports management program leader with specialized adaptive sports knowledge; and combined leadership from the ED and COO who have proven success in developing strong strategic partnerships, ensuring sustainability, using data to make decisions, and accomplishing multi-year state grant deliverables. Finally, great care will be taken to hire the underserved populations program coordinator to ensure they are qualified to work with the people and communities we are trying to serve.

**E. Sustainability Plan:** Sustainability means we have effectively leveraged partnerships and acquired the resources to maintain and grow the program after the grant is completed. This priority is already codified in our current board-approved strategic plan and we are integrating elements of this proposal into existing and future program plans and fundraising goals. These efforts demonstrate Sportable's enduring commitment to both implementation and ongoing funding. *Timeline:* The final sustainability plan focused

on strategies for long-term success will be completed by the end of Phase 3 (30-36 months). The activities listed below will be incorporated into development of the advisory panel (who will provide additional sustainability strategies) and overall program design accomplished by the end of Phases 1 (0-8 months) and 2, respectively (9-29 months). Importantly, some of these strategies are already being implemented and will be integrated into all aspects of managing the grant and continuously evaluated.

*Operational Excellence:* 1. Identify efficiencies and organizational changes to free up resources for this program (e.g. streamline operations/programs, distribute responsibilities to other partners, reduce scale of other operations/programs). 2. Leverage technology and analytics to drive efficiencies; demonstrate need for and success of program which will attract donors and funders; and foster data exchanges with partners working towards same goals.

*Partnerships:* 1. Continually identify opportunities to leverage and build on existing partnerships and community assets. 2. Share results of program with other adaptive sport organizations in VA to foster adoption in their own programs. 3. Maintain multi-stakeholder involvement as part of community engagement. 4. Integrate program messaging into communications to increase public awareness. 5. Recruit interns from HBCUs as part of current paid internship program.

*Funding/Resource Diversification:* 1. Diversify funding streams; begin pursuing program funding in Phase 1. 2. Explore new opportunities to partner with existing federal, state, county, or community organizations with similar goals (this could include in-kind facilities, new volunteers, transportation, and/or funding).

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<sup>i</sup> Hasson RE, Brown DR et al (2017) Achieving Equity in Physical Activity Participation: ACSM Experience and Next Steps. *Med Sci Sports Exerc.*

<sup>ii</sup> United Nation's (UN) Convention on the Rights of Persons with Disabilities.

<sup>iii</sup> Centers for Disease Control (2014). Adults with Disabilities: Physical Activity is for everybody. *CDC Vital Signs.*

<sup>iv</sup> Martin Ginis, K. A., Jørgensen, S., & Stapleton, J. (2012). Exercise and sport for persons with spinal cord injury. *PM & R: The Journal of Injury, Function, and Rehabilitation.*

<sup>v</sup> Pearce M, Garcia L, Abbas A, et al. (2022) Association Between Physical Activity and Risk of Depression. *JAMA Psychiatry.*

<sup>vi</sup> Carroll, D. D., et al Vital signs: disability and physical activity-United States, 2009-2012. *MMWR. Morbidity and Mortality Weekly Report.*

<sup>vii</sup> Anderson, D. (2009). Adolescent girls' involvement in disability sport: Implications for identity development. *Journal of Sport and Social Issues.*

<sup>viii</sup> Amanda Reichard, Hayley Stolze, Michael H. Fox (2011). Health disparities among adults with physical disabilities. *Disability and Health Journal.*

<sup>ix</sup> American Community Survey (2018).

<sup>x</sup> Jaarsma EA, Dijkstra PU et al (2014) Barriers to and facilitators of sports participation for people with physical disabilities: a systematic review. *Scand J Med Sci Sports.*

<sup>xi</sup> Robert Wood Johnson Foundation (2009). Beyond Health Care: New Directions to a Healthier America.

**F. Budget Narrative/Justification**

Sportable is seeking \$450,000 in funding through RFA#262-23-077 over a period of three years. Annual expenses of \$150,000 are outlined below and will be used to accomplish the objectives and activities detailed in this proposal. Resumes of key personnel are included as attachments.

**Personnel (Salary and Fringe): Total for 3 years: \$299,100** The budget for fringe benefits include FICA and health insurance are divided evenly among personnel; the organization will cover these additional costs which are typically \$55-60,000 annually. Cost of living adjustments are provided to staff annually as the budget allows. The organization will cover these costs outside of the grant. The Executive Director and Development Director are listed in the budget to demonstrate the non-state resources we plan to allocate to their efforts. The ED and DD, Hunter Leemon and Katy Latimer respectively, will promote the program in high-level settings to cultivate and strengthen partnerships which will provide funding, in-kind facility donations, equipment, and raise public awareness.

*Underserved Populations Program Coordinator/TBD (85% effort in Years 1-2, 67% in Year 3)*  
 As the Underserved Populations Program Coordinator (Program Coordinator), this employee will be key to the success of our proposal. Only someone with personal lived experience and/or experience working in historically marginalized underserved communities and organizations will be hired for this position. If we hire someone without this experience, research tells us the likelihood of meaningful, long-term success is doubtful. They will be responsible for creating, managing, and coordinating data-centric, culturally appropriate outreach initiatives and program delivery. They will coordinate listening sessions, provide presentations, attend community events, collaborate with existing partners, and build new partnerships in underserved communities including faith communities. Additionally, the coordinator will recruit and mentor program volunteers and act as the primary point of contact for the Advisory Panel. They will be responsible for all program data collection.

Year 1: Salary: \$38,000 Fringe:\$1,650	Year 2: Salary: \$38,000 Fringe: \$1,650	Year 3: Salary: \$29,480 Fringe: \$1,650
<b>Total Salary and Fringe: \$110,430</b>		

*Caitlyn Berry, OTR/L, Health and Wellness Outcomes Manager (25% effort in Years 1-3)*  
 As a skilled clinician and the Health and Wellness Outcomes Manager leading our growing commitment to data-driven health and wellness outcome management, Ms. Berry will supervise the new Program Coordinator. She will be responsible for ensuring the knowledge collected through these new initiatives centers around improved outcomes for the athletes we serve and that the data is appropriately documented, analyzed, shared, and used to make informed program and organizational decisions.

Year 1: Salary: \$14,000 Fringe: \$1,650	Year 2: Salary: \$14,000 Fringe: \$1,650	Year 3: Salary: \$14,000 Fringe: \$1,650
<b>Total Salary and Fringe: \$46,950</b>		

*Michelle Page, Program Operations Coordinator (7.5% effort in Years 1-2; 11% in Year 3)*

A skilled data analyst, volunteer manager, and community organizer, Michelle will provide administrative and data support and assist with community outreach. She will assist the COO in year 3 of the grant with reporting, analysis, and administration.

Year 1: Salary: \$3,000 Fringe: \$1,650	Year 2: Salary: \$3,000 Fringe: \$1,650	Year 3: Salary: \$4,520 Fringe: \$1,650
<b>Total Salary and Fringe: \$15,470</b>		

*Chelsea Onstad, CTRS, Senior Program Coordinator (14% effort in Years 1-3)*

As a certified recreational therapist and senior program coordinator, Ms. Onstad is directly responsible for some of our most popular programming including cycling, rugby, and swimming. Her expertise in working with athletes to create and accomplish goals focused on positive outcomes will be a fundamental aspect of this new program. She has experience providing personalized support to athletes with SCI and TBI and will work closely with the new hire and Ms. Berry to provide guidance and support on program delivery, continuous quality improvement, and administering and analyzing pre and post surveys.

	Year 1: Salary: \$6,000	Year 2: Salary: \$6,000	Year 3: Salary: \$6,000
<b>Total Salary and Fringe: \$22,950</b>	Fringe: \$1,650	Fringe: \$1,650	Fringe: \$1,650

*Forrest Lodge, MSL, Sport & Program Development Manager (8% effort in Years 1-2; 6% in Year 3)*

As our most senior program staff and trained sports leader, Mr. Lodge is a sought-after expert on adaptive sports. His knowledge of adaptive equipment, community resources, and disability-specific needs related to sports will lend itself to many facets of this proposal. Additionally, he leads flagship programs such as basketball and tennis, both of which are well-suited to eligible athletes with SCI and/or TBI. Mr. Lodge's vast knowledge and personal connections also lead to new funding and in-kind resources which will be vital to the sustainability of the program. He will also provide guidance on best fits for new athletes to help ensure their long-term engagement, mentor the new hire, and execute pre and post surveys.

Year 1: Salary: \$5,000 Fringe: \$1,650	Year 2: Salary: \$5,000 Fringe: \$1,650	Year 3: Salary: \$4,000 Fringe: \$1,650
<b>Total Salary and Fringe: \$18,950</b>		

*Calesta Saunders, Community Engagement Specialist and Athlete with SCI (21% effort in Years 1-3)*

As an athlete with an SCI who is also an African American, Mr. Saunders brings important perspectives to this proposal: that of a person with lived experience receiving our services and a community outreach professional. His input will help shape program delivery and continuous quality improvement and he will integrate promotion of underserved-focused programming in his routine outreach and volunteer coordination efforts.

Year 1: Salary: \$9,000 Fringe: \$1,650	Year 2: Salary: \$9,000 Fringe: \$1,650	Year 3: Salary: \$9,000 Fringe: \$1,650
<b>Total Salary and Fringe: \$31,950</b>		

*Laura Bennett, MA, Chief Operating Officer (12.5% effort in Years 1-2; 19% in Year 3)*

As a nonprofit leader with over two decades of experience designing, implementing, and evaluating programs in the community disability field, four years of which were spent in the brain injury field, Ms. Bennett will apply her knowledge and skillset to managing the program and outreach staff executing this grant. She will also lead data capture and reporting efforts by creating appropriate repositories in Salesforce, manage all of the subcontracts, financial and compliance reporting, and quality assurance of the grant. Year 3 will require more of her time as she will be responsible for the overall sustainability goals of the grant and completing and sharing all final reports and datasets and ensuring business continuity across operations.

Year 1: Salary: \$10,000 Fringe: \$1,650	Year 2: Salary: \$10,000 Fringe: \$1,650	Year 3: Salary: \$15,000 Fringe: \$1,650
<b>Total Salary and Fringe: \$39,950</b>		

*Michelle Sowers, Marketing and Events Director (4% effort in Years 1-3)*

As a family member of a person with a disability who has spent their entire career in sports management, coupled with an eye for accessible and inclusive design, Ms. Sowers brings a unique and impactful skillset to this proposal: she knows how to tell a story. Her lived experience and ability will be a crucial part of attracting, retaining, and engaging underserved communities – people need to see themselves reflected in our public awareness efforts. She will design and publish materials in various mediums (digital, print, social media) to maximize engagement. Using analytics and feedback from stakeholders, she will refine messaging and design to be as inclusive and impactful as possible.

Year 1: Salary: \$2,500 Fringe: \$1,650	Year 2: Salary: \$2,500 Fringe: \$1,650	Year 3: Salary: \$2,500 Fringe: \$1,650
<b>Total Salary and Fringe: \$12,450</b>		

**Non-Personnel: Total for 3 years: \$150,900**

*Corporate/Organization Expenses* Years 1-3: \$7,500. Total: \$22,500.

Includes Workers’ Compensation, Professional Liability Insurances, Auto, D&O, SCC, and VDACS fees. Sportable must maintain several costly insurances to provide sports programs to athletes with disabilities and the funds requested in this grant will alleviate some of these program costs.

*Equipment* Year 1: \$650. Total: \$650.

This amount is requested to purchase a laptop computer for the new program coordinator.

*Printing/Postage/Supplies/Materials* Year 1: \$650; Year 2: \$1,500; Year 3: \$1,000. Total: \$3,150.

These funds are requested to create and send awareness and recruitment materials and purchase program supplies for new or additional programs. As the program offerings expand after year 1, there will be more need for outreach and supplies.

*Public Relations/Marketing* Year 1: \$1,500; Year 2: \$1,000; Year 3: \$1,000. Total: \$3,500.

We will use these funds to conduct culturally appropriate, location-specific, targeted outreach so we connect with the underserved communities we are trying to expand services to. Digital strategies such as geo-fencing will be used.

*Rent/Utilities/Building Maintenance* Year 1: \$7,500; Year 2: \$7,500; Year 3: \$7,500. Total: \$22,500.

We use our office space to store equipment, conduct individualized athlete assessments, equipment demonstrations and trials, provide volunteer and coach training, and host social activities for athletes. These funds will go to a portion of office rent and rental fees for storing program equipment as our office space is too small to store all of our equipment.

*Staff Development/Training* Year 1: \$1,500. Total: \$1,500.

This requested amount would be used to provide in-depth DEIB training to our staff to set them up with the relevant knowledge needed to carry out the goal of this proposal.

*Telecommunications* Years 1-2: \$800.; Year 3: \$1,300 Total: \$2,900.

We will use these funds to provide a work cell phone and service plan to the underserved populations program coordinator and other two program staff. This will allow them communicate with athletes and volunteers and engage with the mobile program applications we use to run programs (texting, data entry).

*Contractual Services* Year 1: \$23,000; Year 2: \$12,000; Year 3: \$12,000. Total: \$47,000

Year 1 plans for a contract with SWAM vendor The Spark Mill (TSM) to engage in community listening and assessment work across greater Richmond which is critical to how and where programs are offered in underserved communities. With a diverse staff who has conducted this exact kind of work in underserved communities most recently Petersburg, TSM is the perfect partner. This work will culminate in vital data that will continue to be used in the program and will be shared with advisory panel members. TSM contract will cost \$9,900.

The remaining \$13,100 will be spread across advisory panel members and a Salesforce database consultant. While organizations have committed to the advisory panel, the individual members are TBD as are the athletes who will serve on the panel. We estimate paying each panel member \$1,000 annually. Years 2 and 3 will not require the TSM contract and will pay for advisory panel members. Confirmed advisory panel members by organization: from Community Brain Injury Services; National Center on Health, Physical Activity and Disability; Sheltering Arms Institute; The Community Foundation; Sports Backers' Fitness Warriors and Bike Walk RVA; United Spinal Association of VA; and Virginia Supporting Housing.

*Miscellaneous* Year 1: \$6,200; Year 2: \$19,000; Year 3: \$22,000. Total: \$47,200

These requested funds would be used in part for transportation resources which we know is a barrier to participation. Funds would be used to support transportation expenses (an application for assistance will be required) for athletes with SCI and/or TBI and/or for partnerships with transportation services. It will also be used for the facilities and coaches we need to operate programs. We also plan to partner with the YMCA by compensating them to work with new athletes with SCI and/or TBI to lessen intimidation of using their space and ensure their space and equipment are accessible. (YMCA membership is a perk of Sportable membership and we have anecdotal evidence that athletes with disabilities are intimidated to take advantage of this health and wellness benefit). Incentives for athletes and volunteers to participate will also fall under this expense category (gift cards, t-shirts, wellness packages, swag, etc). We will also pay athlete ambassadors under this line item. Finally, these funds will be used to provide The Denbigh House (the Hampton area Community Brain Injury Services Clubhouse) with resources to facilitate a Get Moving/Walking Program like the one offered at The Mill House in Richmond for individuals with TBI. Years 2-3 see an increase in expenses due to anticipated growth of programming, driven by lessons learned, evidence, and community feedback.

#### *Administrative/Indirect Costs*

Administrative and indirect costs are reflected in the Corporate/Organization and Rent/Utilities/Building Maintenance line items at 10% (\$15,000) in each year of the grant, totaling \$45,000. Investment in basic resources such as program space and required insurances are essential to maintain and improve services, particularly as we grow. Without them, we simply cannot deliver programs or produce desired outcomes.

#### *SWAM Utilization*

The proposal would use SWAM vendors for consulting, public awareness, printing, supplies, swag, and catering totaling \$14,900 over 3 years.

The Offeror, Sportable, accepts section VII: General Terms and Conditions and section VIII: Special Terms and Conditions.

**Signed:**



**Title:** Hunter Leemon, Executive Director

**Date:** September 29, 2022

**REQUEST FOR APPLICATION (RFA) # 262-23-077**

**Commonwealth Neurotrauma Initiative Trust Fund, Option B:  
Community-Based Rehabilitative Programs and Services**

**Issue Date: September 2, 2022 • Due Date/Time: September 30, 2022, at 4:00PM**

**Contract Administrator: Chris Miller • Email Address: [scott.magazine@dars.virginia.gov](mailto:scott.magazine@dars.virginia.gov)**

**USING AGENCY AND/OR LOCATION WHERE WORK WILL BE PERFORMED:** Statewide

**PERIOD OF CONTRACT:** Up to 3 years from execution.

**PROPOSAL SUBMISSION:** All applications must be received by the date and time shown for this solicitation via the means listed below. Any proposals received after the stated time and date will be marked late and retained unopened in the file.

Delivery address:

**All applications shall be submitted in eVA, Virginia's electronic procurement solution. Refer to Section IV. Application Preparation and Submission Instructions.**

**INQUIRIES FOR INFORMATION:** Questions regarding the application **must be submitted in writing via email only to [scott.magazine@dars.virginia.gov](mailto:scott.magazine@dars.virginia.gov)** information no later than 12:00 noon on September 25, 2022. Applicants shall identify the email by noting the application number "262-23-077" in the subject line. Responses to clarifications may be posted in eVA's Virginia Business Opportunities (VBO). The identity of Applicant will not be published with the response. Formal changes to the solicitation, including but not limited to, contractual terms and procurement requirements, will only be changed by formal written addendum to the solicitation.

**PRE-APPLICATION CONFERENCE:** An optional conference will be held on September 21, 2022, at 10:00 a.m. via Google Meet. No one shall be admitted after 10:10 a.m. Google meeting information is as follows:

Google Meet

REQUEST FOR APPLICATION (RFA) # 262-23-077

Wednesday, September 21 · 10:00 – 11:00am

Google Meet joining info

Video call link: <https://meet.google.com/gjb-afxn-oeo>

Or dial: (US) +1 971-999-0118 PIN: 483 892 877#

More phone numbers: <https://tel.meet/gjb-afxn-oeo?pin=1807690239728>

In compliance with this Request for Application (RFA) and all conditions imposed in this RFA, the undersigned firm hereby offers and agrees to furnish all goods and services in accordance with the attached signed application or as mutually agreed upon by subsequent negotiation, and the undersigned firm hereby certifies that all information provided below and in any schedule attached hereto is true, correct, and complete.

Name of Firm: Sportable Richmond Adaptive Sports and Recreation, Inc. (Sportable)

Street: 1365 Overbrook Road, Suite 2

Street:

City/State: Richmond, VA

Zip Code: 23220

eVA ID: VC0000156706

Authorized Signature: 

Printed Name: Hunter Leemon

Title: Executive Director

Date: September 29, 2022

Phone Number: 804-340-2991

Email Address: [hunter@sportable.org](mailto:hunter@sportable.org)

DUNS: 965371144

**NOTE:** This public body does not discriminate against faith-based organizations in accordance with the *Code of Virginia*, §2.2-4343.1 or against an Applicant because of race, religion, color, sex, national origin, age, disability, sexual orientation, gender identity, political affiliation, or veteran status or any other basis prohibited by state law relating to discrimination in employment. Faith-based organizations may request that the issuing agency not include subparagraph 1.e. in General Terms and Condition C. Such a request shall be in writing and explain why an exception should be made in the Request for Application.

**THIS PAGE SHALL BE COMPLETED AND INCLUDED IN APPLICATION SUBMISSION**

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## **I. PURPOSE:**

The purpose of this Request for Application (RFA) is to solicit applications to award grants for the development, expansion, evaluation, or improvement of of new and innovative community-based rehabilitative program / services for people with traumatic spinal cord injuries or traumatic brain injuries or both. Submitted proposals should seek to expand opportunities for individuals to function as independently as possible in their communities as authorized by the Commonwealth Neurotrauma Initiative Trust Fund Advisory Board under the Code of Virginia § 51.5-179 -180.

## **II. BACKGROUND:**

Senate Bill 1132, passed by the 1997 Virginia General Assembly, established the Commonwealth Neurotrauma Initiative (CNI) Trust Fund (hereinafter referred to as the “Fund”) to support research, education, and treatment related to the loss of physical and cognitive functioning resulting from traumatic spinal cord injury, traumatic brain injury, or both. In 1998, the General Assembly passed Senate Bill 484, which implemented a funding mechanism: Section 46.2-411 of the Code of Virginia authorizes the Virginia Department of Motor Vehicles (DMV) to collect an additional fee of \$30 to have an operator’s license reinstated. The additional fee is charged only to persons whose driver licenses were suspended or revoked upon conviction of specified dangerous driving offenses (e.g., DUI-related offenses, hit and run, reckless driving, failure to comply with conditions imposed upon license probation for driving offenses, etc.). Out of the additional \$30 fee, \$25 will go to the Fund. The balance of \$5 will go to DMV; however, if the driving offense was DUI-related, the \$5 will go to the Virginia Alcohol Safety Action Program (VASAP).

CNI Trust Fund activities are implemented in accordance with the Code of Virginia, Section 51.5-181 and 22VAC30-50-10 through 22VAC-30-50-120.

## **III. STATEMENT OF NEEDS:**

The Commonwealth of Virginia is committed to improving the treatment and care of Virginians with traumatic brain injury and spinal cord injuries. Funds are available to Virginia-based organizations, institutions and researchers to address the needs of people with acquired neurotrauma through the Commonwealth Neurotrauma Initiative (CNI) Trust Fund, which is administered by a governor-appointed board and staffed by the Department for Aging and Rehabilitative Services (DARS). CNI Trust Fund Advisory Board disburses CNI funds through alternating grant cycles seeking either research proposals or innovative community-based rehabilitation programs. This RFA is soliciting proposals for the development, expansion, evaluation, or improvement of community-based rehabilitative programs and services for people with traumatic spinal cord or traumatic brain injury.

While the Commonwealth Neurotrauma Initiative (CNI) Trust Fund Board accepts all proposals meeting the general guidelines and regulations contained in this RFA, it will prioritize proposals that address health equity for individuals with spinal cord and traumatic brain injury, whole health wellness for individuals with spinal cord and traumatic brain injury, or innovative practices that increase competitive integrated employment for individuals with brain injury.

For the purposes of this RFA the following definitions apply:

**Health equity:** Addresses disparities in health and its determinants that adversely affect individuals with spinal cord or traumatic brain injury. Obstacles may include economic level, gender equity, race, ethnicity, disability, and social determinants of health including lack of access to good jobs with fair pay, quality education, housing, safe environments, transportation, and health care. (CDC)

**Whole health wellness:** Focuses on a long range strategy of overall health and well-being, non-specific to an injury or disabilities, toward a goal of overall health and wellness of an individual with a spinal cord or traumatic brain injury.

**Innovative practices that increase competitive integrated employment:** Services targeted and tailored toward the specific needs of individuals with traumatic brain injury. Interventions should take into account the impact of traumatic brain injury on cognition (difficulties with attention, memory, communication, reasoning, and problem-solving), physical functioning (weakness or lack of coordination in arms or legs, impaired vision, fatigue, sleep problems), emotional status (vulnerability to depression, difficulty controlling anger or anxiety), or behavioral status (being

impulsive). Applicants are encouraged to collaborate with the DARS Vocational Rehabilitation Program in their community.

#### **IV. PROPOSAL PREPARATION AND SUBMISSION INSTRUCTIONS:**

##### **A. GENERAL INSTRUCTIONS:**

###### **1. APPLICANT SUBMISSION REQUIREMENTS:**

This solicitation is a RFA; DARS will only accept application electronically through eVA. Applications will be received until the closing date and time specified in the RFA. It is the Applicant's responsibility to ensure that proposals are received on time. The eVA system allows for the secured and sealed electronic submission of proposals. The Applicant shall make no other distribution of the proposal. Proposals submitted elsewhere, including to other state or federal agencies, will not be accepted. Mailed, faxed or emailed proposals will not be accepted.

Applicants are solely responsible for reviewing, complying, and returning a complete and responsive proposal. Changes to the solicitation's forms or formats are prohibited except where clearly instructed and permitted. In order to be considered for selection, Applicants should submit a complete response to this RFA. There must be:

- One signed original proposal in pdf format, including all Attachments.
- One signed copy of proposal in pdf format, including all Attachments, redacting any proprietary information, if applicable (must be labeled REDACTED COPY).

Applicants must be registered in eVA in order to submit an electronic proposal. The following are steps to receive instructions on how to submit an electronic application.

1. Go to [www.eva.virginia.gov](http://www.eva.virginia.gov);
2. Click on "I Sell To Virginia";
3. Click on "eVA Vendor Training"; and
4. Click on "Respond to IFBs - RFPs and more".

If an Applicant needs assistance submitting an electronic response, the Applicant must contact eVA Customer Care at 866-289-7367 or email [eVACustomerCare@dgs.virginia.gov](mailto:eVACustomerCare@dgs.virginia.gov) prior to the closing date and time.

Prior to the due date, Applicants should:

- Check the status of the solicitation on eVA at [www.eva.virginia.gov](http://www.eva.virginia.gov) by clicking on Business Opportunities and then click on Virginia Business Opportunities (VBO) for any updates, changes, amendments, cancellations, etc.; and
- Complete all attachments, amendments, exhibits, product information, etc. and attach electronically to the Applicant's electronic submission.

###### **2. PROPOSAL PREPARATION:**

1. Funds shall be awarded only to Virginia-based organizations, institutions, and researchers, per Commonwealth of Virginia regulations [\[22VAC30-50-20\]](#).
2. **Project Narrative:** Provide a written narrative that may not exceed ten (10) double-spaced with page numbers, using Times New Roman 11 Font and 1" margins on all sides (*Note: the 10 page limit does not include the budget and budget justification or the listing of key personnel and qualifications.*)

Address the following in the written narrative:

- a. **Purpose and Significance of Program:** A brief description of the project, its importance, and relevance for development or expansion of new and innovative community-based rehabilitative program / services for people with traumatic spinal cord injuries or traumatic brain injuries or both;

- b. **Need for Program / Services:** Justify the need for the proposed program / services by documenting the need for and benefits of this specific program or service. Affirm that the project does not duplicate existing programs or services;
- c. **Program Goals and Objectives:** Describe the plan for providing the proposed program / services, including specific goals and objectives that are clear and measurable. Explain how the proposed activities are expected to achieve project goals.

Include a description of how consumers, family members, caretakers, and will be involved in the design, implementation, and evaluation of the program / services, as relevant.

A list of the names or titles, education/experience, and other qualifications of personnel to be assigned to the project should be provided as an attachment and does not count toward the number of pages in the Narrative;

- d. **Outcomes Measurement System:** Provide anticipated outcomes for each year of the contract. Include a description of the outcomes measurement system or method that will document the short and long-term impact of the program. While projects may or may not involve direct services to individuals, outcomes must ultimately result in the development, strengthening, and coordination of existing supports in the community. Offerors should track individual and aggregate data, as appropriate;
- e. **Project Timeframe:** All projects must include a proposed timeframe for the implementation of project activities, as well as the total length of time for which funds are requested (ranging from one to three years);
- f. **Organizational Capacity:** Information about the Offeror's organization, as well as the organization's experience / expertise to provide the proposed services described herein.

Describe how the program will use new and existing collaborations with other organizations and service providers, consumer groups, employers, state agencies, and other funding sources, as appropriate;

- a. **Sustainability Plan:** Describe the plan to sustain the project after CNI funding ends, with specific strategies and a timeline to continue project activities following the end of grant funding. (Note: The Commonwealth Neurotrauma Initiative Trust Fund does not provide long-term or ongoing funding for programs or services. Funding is allocated for a period of one to three years and is intended to serve as start-up or seed money to develop, expand, or improve community-based rehabilitative programs / services.)

3. **Budget Narrative/Budget Justification** (not to exceed four (4) pages)

- a. Prepare a budget for each year of the contract period using the budget template using the Excel spreadsheet template included in "ATTACHMENT E" of this document

The budget should include individual line items and estimated expenditures per line item, projected as needed for accomplishing program goals and activities.

- b. Provide a narrative justification of the need for funds to carry out specific contract activities. Please note that all costs and income sources allocated to the program, including state, federal, local (county/city/town), and other public or private funds should be included.

- c. When preparing the project budget for proposal submission, the Offeror should, and should adhere to the following:
- i. Funds awarded through this RFA may be used to cover allowable costs for the project design, including:
    1. full or part-time staff in support of project activities;
    2. equipment and supplies necessary to carry out project activities;
    3. consultation, technical assistance, and staff training related to the project;
    4. rent or lease of space needed to conduct project activities;
    5. renovation or modification of physical space to support project activities (supported by documented need and pre-approved by Purchasing Agency);
    6. administrative or indirect costs that do not exceed 10% of the amount of total direct expenses, and which are justified and explained in the budget narrative. All administrative or indirect costs must be justified and explained in the budget narrative;
    7. other direct and documented costs directly related to the project.
  - ii. Funds awarded through this RFA may not be used for:
    1. purchase or construction of new buildings;
    2. renovation or modification to a facility not directly needed to support project activities; and
    3. administrative or indirect costs exceeding 10% of total funding, unless expressly approved by the CNI Advisory Board. All administrative or indirect costs must be justified and explained in the budget narrative.
- d. Summarize the planned utilization of state-certified small businesses and businesses owned by women and minorities (SWAM utilization) if awarded funding under through this RFA. This is a requirement for all prime contracts in excess of \$100,000 unless no subcontracting opportunities exist. See , Attachment C: Supplier Diversity & Small Business Subcontracting Plan.
- e. Include a signed statement affirming that the Applicant's accepts section VII: General Terms and Conditions and section VIII: Special Terms and Conditions.

**V. EVALUATION AND AWARD CRITERIA:**

**A. EVALUATION CRITERIA:**

<b>Evaluation Criteria</b>	<b>Possible Points</b>
Project Narrative <ul style="list-style-type: none"> <li>• Purpose and Significant of Program (5 points)</li> <li>• Need for Program / Services (5 points)</li> <li>• Program Goals and Objectives (15 points)</li> <li>• Outcomes Measurement System (15 points)</li> <li>• Project Timeframe (5 points)</li> <li>• Organizational Capacity (5 points)</li> <li>• Sustainability Plan (10 points)</li> </ul>	60
Budget/Budget Justification ( <i>points shall be awarded based on the formula in the COV APSPM</i> )	20
Small Business Subcontracting Plan	20
<b>Total</b>	<b>100</b>

- B. **AWARD:** Selection shall be made of up to four (4) applicants deemed to be fully qualified and best suited among those submitting applications on the basis of the evaluation factors included in the RFA. The agency shall select the Applicants which, in its opinion, has made the best proposal, and shall award the contract to that Applicant. The Commonwealth may cancel this Request for Application at any time prior to an award. The Agency may up to and including \$150,000 per year.

## VI. **REPORTING AND DELIVERY INSTRUCTIONS:**

1. **Signature / Submission.** A legally authorized official of the Applicant's organization shall sign all monthly, quarterly, and annual financial, program / progress, and other required or requested reports. The Purchasing Agency reserves the right to change the format, content, and frequency of any monthly, quarterly, or annual reports as it deems necessary and appropriate. All reports should be via email to the CNI Program Specialist. Information specific to how to submit reports will be provided when contracts are awarded.
2. **Reports.** The Contractor shall submit regular reports as listed below. A schedule of report dates will be provided to all new awardees by the CNI Program Specialist once contracts are awarded. The next quarter's payment allotment shall not be released to a Grantee until all required reports are received by DARS.
  - a. **Program Narrative Report:** The Grantee shall submit a report that describes activities and progress achieved towards contract objectives and goals, as well as highlighting any notable activities, events, or challenges, every six (6) months.
  - b. **Financial Report:** The Grantee shall submit a quarterly financial spreadsheet expenditure report according to the schedule provided by the CNI Program Specialist. The financial expenditure report shall include a Microsoft Excel spreadsheet containing the Grantee's approved line item budget and the quarter's expenditures for each line item. The specific format and content of the financial report shall be provided by the CNI Program Specialist prior to submission of the first required expenditure report. The Purchasing Agency reserves the right to change the format and content of the financial reports as it deems appropriate.
  - c. **SWaM Utilization Report (Attachment B):** The Grantee shall submit a *SWaM Utilization Report* (Attachment B) that includes the actual dollars spent with small businesses and businesses owned by women and minorities during the reporting period. At a minimum, the report shall include, for each firm contracted with and for each such business class (i.e., small, women-owned, minority-owned), a comparison of the total actual dollars spent on this contract with the planned involvement of the firm and business class as specified in the proposal, and the actual percent of the total estimated contract value. Information regarding *certified* "SWAM" businesses is available at [www.eVA.state.va.us](http://www.eVA.state.va.us).
  - d. **Final Report.** The Grantee shall submit Final Report within sixty (60) days of the end of the contract. The report shall include an accounting of *cumulative financial expenditures* by line item for the contract, as well as a *cumulative program progress report* describing contract activities and achievement of contract goals and objectives during the contract.

If a No Cost Extension has been granted, the Grantee must continue to provide quarterly financial and program narrative reports. The Final Report will then be required within sixty (60) days of the end of the No Cost Extension.

**VII. OPTIONAL PREPROPOSAL CONFERENCE:**

An optional preproposal conference will be held at 10:00am on September 21, 2022 via Google Meets. The purpose of this conference is to allow potential applicants an opportunity to present questions and obtain clarification relative to any facet of this solicitation.

While attendance at this conference will not be a prerequisite to submitting a proposal, applicants who intend to submit a proposal are encouraged to attend. Bring a copy of the solicitation with you. Any changes resulting from this conference will be issued in a written addendum to the solicitation.

**VIII. GENERAL TERMS AND CONDITIONS:**

The General Terms and Conditions are electronically posted on the public posting website through eVA.

**IX. SPECIAL TERMS AND CONDITIONS:**

**A. AUDIT:** The Grantee shall retain all books, records, and other documents relative to this contract for five (5) years after final payment, or until audited by the Commonwealth of Virginia, whichever is sooner. The agency, its authorized agents, and/or state auditors shall have full access to and the right to examine any of said materials during said period.

**B. CANCELLATION OF CONTRACT:** The purchasing agency reserves the right to cancel and terminate any resulting contract, in part or in whole, without penalty, upon 60 days written notice to the Grantee. In the event the initial contract period is for more than 12 months, the resulting contract may also be terminated by the Grantee, without penalty, after the initial 12 months of the contract period upon 60 days written notice to the other party. Any contract cancellation notice shall not relieve the Grantee of the obligation to deliver and/or perform on all outstanding orders issued prior to the effective date of cancellation.

**C. eVA ORDERS AND CONTRACTS:** The solicitation/contract will result in one purchase order(s) with the applicable eVA transaction fee assessed for each order.

**D. PRIME GRANTEE RESPONSIBILITIES:** The Grantee shall be responsible for completely supervising and directing the work under this contract and all subgrantees that he may utilize, using his best skill and attention. SubGrantees who perform work under this contract shall be responsible to the prime Grantee. The Grantee agrees that he is as fully responsible for the acts and omissions of his subgrantees and of persons employed by them as he is for the acts and omissions of his own employees.

**E. SUBCONTRACTS:** No portion of the work shall be subcontracted without prior written consent of the purchasing agency. In the event that the Grantee desires to subcontract some part of the work specified herein, the Grantee shall furnish the purchasing agency the names, qualifications and experience of their proposed subGrantees. The Grantee shall, however, remain fully liable and responsible for the work to be done by its subgrantee(s) and shall assure compliance with all requirements of the contract.

**F. CONFIDENTIALITY OF PERSONALLY IDENTIFIABLE INFORMATION:** The Grantee assures that information and data obtained as to personal facts and circumstances related to patients or clients will be collected and held confidential, during and following the term of this agreement, and unless disclosure is required pursuant to court order, subpoena or other regulatory authority, will not be divulged without the individual's and the agency's written consent and only in accordance with federal law or the Code of Virginia. Grantees who utilize, access, or store personally identifiable information as part of the performance of a contract are required to safeguard this information and immediately notify the agency of any breach or suspected breach in the security of such information. Grantees shall allow the agency to both participate in the investigation of incidents and exercise control over decisions regarding external reporting. Grantees and their employees working on this project may be

required to sign a confidentiality statement.

**G. STATE CORPORATION COMMISSION IDENTIFICATION NUMBER:** Pursuant to Code of Virginia, §2.2-4311.2 subsection B, a bidder or applicant organized or authorized to transact business in the Commonwealth pursuant to Title 13.1 or Title 50 is required to include in its bid or proposal the identification number issued to it by the State Corporation Commission (SCC). Any bidder or applicant that is not required to be authorized to transact business in the Commonwealth as a foreign business entity under Title 13.1 or Title 50 or as otherwise required by law is required to include in its bid or proposal a statement describing why the bidder or applicant is not required to be so authorized. Indicate the above information on the SCC Form provided. Grantee agrees that the process by which compliance with Titles 13.1 and 50 is checked during the solicitation stage (including without limitation the SCC Form provided) is streamlined and not definitive, and the Commonwealth's use and acceptance of such form, or its acceptance of Grantee's statement describing why the bidder or applicant was not legally required to be authorized to transact business in the Commonwealth, shall not be conclusive of the issue and shall not be relied upon by the Grantee as demonstrating compliance.

**H. E-VERIFY PROGRAM:** EFFECTIVE 12/1/13. Pursuant to *Code of Virginia*, §2.2-4308.2., any employer with more than an average of 50 employees for the previous 12 months entering into a contract in excess of \$50,000 with any agency of the Commonwealth to perform work or provide services pursuant to such contract shall register and participate in the E-Verify program to verify information and work authorization of its newly hired employees performing work pursuant to such public contract. Any such employer who fails to comply with these provisions shall be debarred from contracting with any agency of the Commonwealth for a period up to one year. Such debarment shall cease upon the employer's registration and participation in the E-Verify program. If requested, the employer shall present a copy of their Maintain Company page from E-Verify to prove that they are enrolled in E-Verify.

**X. METHOD OF PAYMENT:**

A. Payment: DARS will make payments, in accordance with the Prompt Pay Act after receipt and acceptance of goods/services and an accurate invoice. Payment will be made based on the Grantee's CARDINAL account. CARDINAL is the Commonwealth of Virginia's (COV) State Accounting System. Grantees can select to be paid via EPAY, via EDI/check or via VISA (the Commonwealth's small purchase or gold card charge card).

- **EPAY** – when a Grantee is set-up for EPAY, payments will go onto a Virtual Credit/Debit Card.
- **EDI/CHECK** - when a Grantee is set-up for EDI/check, payment will be made by check or electronic payment. Checks will be mailed on the due date (30 days from receipt of goods or services whichever is later); therefore, there could be a 7 – 10 day delay before the vendor receives the check. If EDI is selected, payments will show up in the Grantee's selected bank account on the due date.
- **VISA** - VISA is the Commonwealth's purchase charge card (pcard). When a Grantee is set-up for pcard payment, he/she will receive an encrypted email with the pcard holder's card information. When VISA is the payment of choice, the Grantee shall be responsible for eVA Transaction and Credit Card Merchant Processing Fees; fees shall not be applied to any invoice issued to the COV.

B. Invoices - All invoices must include the unique contract and/or purchase order number. Failure to include required elements from the invoices may result in the invoice being returned for correction. The Grantee shall submit their invoice to the following address by the 10th day of the month following the month in which services were rendered. Invoices shall be sent to:

Virginia Department for Aging and Rehabilitative Services  
8004 Franklin Farms Dr.  
Richmond, VA 23229 Attn: Chris Miller, Director, Brain Injury Services Coordination Unit

**NOTE TO APPLICANT:**

The following must be completed, signed (when applicable) and submitted with your proposal; failure to submit a complete proposal may result in you receiving lower evaluation scores.

ATTACHMENT A	Applicant Information
ATTACHMENT B	SWaM Utilization Report
ATTACHMENT C	State Corporation Commission Form
ATTACHMENT D	Proprietary/Confidential Information Identification
ATTACHMENT E	Budget Sheet

**ATTACHMENT A: APPLICANT INFORMATION**

The applicant must have the capability and capacity in all respects in order to fully satisfy all of the contractual requirements.

**Note to Buyer: remove any information that is not specific to your solicitation.**

- 1. **APPLICANT/COMPANY NAME:** Sportable Richmond Adaptive Sports and Recreation, Inc. (Sportable)
- 2. **YEARS IN BUSINESS:** 15 years 5 months (providing this type of service)
- 3. **eVA VENDOR ID #:** VC0000156706
- 4. **DSBSD CERTIFICATION #:** \_\_\_\_\_ Type \_\_\_\_\_ Expiration \_\_\_\_\_
- 5. **DUNS #:** 965371144
- 6. **PERFORMANCE/DELIVERY DATE:** State your earliest firm delivery date/performance start date: \_\_\_\_\_ Flexible \_\_\_\_\_.

**Note to Buyer: If references are requested, they must be checked and the results must be retained in the procurement folder. If the end user does not intend to check references, delete this section.**

- 7. **REFERENCES:** Provide a list of at least four recent references where similar goods and/or services have been provided. Each reference shall include the name of the organization, the complete mailing address, the name of the contact person, email address and telephone number.

ORGANIZATION	ADDRESS	CONTACT PERSON	EMAIL ADDRESS	TELEPHONE
1. Department for Aging and Rehabilitative Services	8004 Franklin Farms Dr, Richmond, VA 23229	Christiane Miller	christiane.miller@dars.virginia.gov	(804) 662-7615
2. Truist	Corporate Accounts Payable PO Box 632 Whiteville, NC 28472-0632	Melissa Early	melissa.early@truist.com	(980)985-8303
3. Henrico Recreation and Parks	6800 Staples Mill Rd, Henrico, VA 23228	Katie Jones	jon105@henrico.us	(804) 501-7275
4. Keiter CPAs	4401 Dominion Blvd, Glen Allen, VA 23060	Allison Smiley	asmiley@keitercpa.com	(804) 565-6012

**8. LICENSING:**

License Type	License Number	Type/Class	Expiration Date
Virginia Grantee			
Virginia Grantee (if utilizing a subGrantee)			
Applicant Private Security Services			
Applicant Private Security Services (if utilizing a subGrantee)			

**9. SUBSIDIARY FIRM:** Are you a subsidiary firm?       YES       NO

If yes, list the name and location of your parent affiliation: \_\_\_\_\_

**GRANTEE'S REPRESENTATIVE:** The Grantee shall assign a representative to be in contact with DBHDS for any resulting contract from this solicitation. The Grantee's representative shall handle and resolve all issues including, but not limited to billing and reporting.

Name: Laura Bennett  
 Telephone: 804-340-2991  
 Email: laura@sportable.org

## **ATTACHMENT B: SMALL BUSINESS SUBCONTRACTING PLAN**

It is the goal of the Commonwealth that over 42% of its purchases be made from small businesses. All potential applicants are required to submit the subGrantee plan by one of the following methods with their response:

- A. Complete the subGrantee plan as specified in the electronic response; or**
- B. Download the “paper response” form, complete the subGrantee plan section, and submit as an attachment with the bid response.**

**Small Business:** "Small business (including micro)" means a business which holds a certification as such by the Virginia Department of Small Business and Supplier Diversity (DSBSD) on the due date for proposals. This shall also include DSBSD-certified women- owned and minority-owned businesses and businesses with DSBSD service disabled veteran owned status when they also hold a DSBSD certification as a small business on the proposal due date. Currently, DSBSD offers small business certification and micro business designation to firms that qualify.

Certification applications are available through DSBSD online at [www.SBSD.virginia.gov](http://www.SBSD.virginia.gov) (Customer Service).

**ATTACHMENT C: STATE CORPORATION COMMISSION FORM**

**Virginia State Corporation Commission (SCC) registration information.**

Sportable Richmond Adaptive Sports and  
Recreation, Inc. (Sportable)

**The Applicant:** \_\_\_\_\_

<input checked="" type="checkbox"/>	is a corporation or other business entity with the following SCC identification number: <u>06766083</u>
<input type="checkbox"/>	is not a corporation, limited liability company, limited partnership, registered limited liability partnership, or business trust
<input type="checkbox"/>	is an out-of-state business entity that does not regularly and continuously maintain as part of its ordinary and customary business any employees, agents, offices, facilities, or inventories in Virginia (not counting any employees or agents in Virginia who merely solicit orders that require acceptance outside Virginia before they become contracts, and not counting any incidental presence of the applicant in Virginia that is needed in order to assemble, maintain, and repair goods in accordance with the contracts by which such goods were sold and shipped into Virginia from applicant's out-of-state location)
<input type="checkbox"/>	is an out-of-state business entity that is including with this proposal an opinion of legal counsel which accurately and completely discloses the undersigned applicant's current contacts with Virginia and describes why those contacts do not constitute the transaction of business in Virginia within the meaning of § 13.1-757 or other similar provisions in Titles 13.1 or 50 of the Code of Virginia.
<input type="checkbox"/>	<b>**NOTE** &gt;&gt; Check the following box if you have not completed any of the foregoing options but currently have pending before the SCC an application for authority to transact business in the Commonwealth of Virginia and wish to be considered for a waiver to allow you to submit the SCC identification number after the due date for proposals (the Commonwealth reserves the right to determine in its sole discretion whether to allow such waiver):</b> <input type="checkbox"/>

**ATTACHMENT D: PROPRIETARY/CONFIDENTIAL INFORMATION IDENTIFICATION**

Trade secrets or proprietary information submitted by an Applicant shall not be subject to public disclosure under the Virginia Freedom of Information Act; however, the Applicant must invoke the protections of § 2.2-4342F of the Code of Virginia, in writing, either before or at the time the data or other material is submitted. The written notice must specifically identify the data or materials to be protected including the section of the proposal in which it is contained, as well as the page numbers, and must state the reasons why protection is necessary. The proprietary or trade secret material submitted must be identified by some distinct method such as highlighting or underlining and must indicate only the specific words, figures, or paragraphs that constitute trade secret or proprietary information. In addition, a summary of proprietary information submitted shall be submitted on this form. The classification of an entire proposal document, line item prices, and/or total proposal prices as proprietary or trade secrets is not acceptable. If, after being given reasonable time, the Applicant refuses to withdraw such a classification designation, the proposal will be rejected.

Name of Firm/Applicant: \_\_\_\_\_, invokes the protections of § 2.2-4342F of the Code of Virginia for the following portions of my proposal submitted on \_\_\_\_\_ (Date).

Signature: \_\_\_\_\_

Title: \_\_\_\_\_

DATA/MATERIAL TO BE PROTECTED	SECTION # & PAGE #	REASON WHY PROTECTION IS NECESSARY

**ATTACHMENT E: BUDGET SHEET**

<b>Name of Company / Organization:</b>			
<b>DARS Contract #:</b>		<b>DARS Vendor #:</b>	
<b>Contract Period:</b>			
<b>BUDGET CATEGORY</b>	<b>STATE (CNI) FUNDS REQUESTED</b>	<b>OTHER NON- STATE FUNDING SOURCES</b>	<b>TOTAL</b>
<b>PERSONNEL</b>			
Salaries / Wages			
<b>List all positions and indicate if FT or PT and % of time funded by state (CNI) dollars</b>			
Name/Position (FT/PT and % of time funded by state dollars)			
Name/Position (FT/PT and % of time funded by state dollars)			
Name/Position (FT/PT and % of time funded by state dollars)			
Name/Position (FT/PT and % of time funded by state dollars)			
<b>Benefits</b>			
FICA			
Health / Disability / Retirement			
<b>TOTAL PERSONNEL / BENEFITS</b>			
<b>NON PERSONNEL</b>			
Corporate / Organization Expenses			
Equipment			
Printing / Postage / Supplies / Materials			
Public Relations / Marketing			
Rent / Utilities / Building Maintenance			
Staff Development / Training			
Staff Travel / Lodging / Meals related to training			
Staff Travel / Lodging / Meals not related to training			
Telecommunications			
Contractual Services			
Miscellaneous			
<b>TOTAL NON PERSONNEL</b>			
<b>GRAND TOTAL</b>			

## GENERAL DESCRIPTION OF BUDGET CATEGORIES

**Corporate / Organization Expenses:** Worker's Compensation; State Corporation Commission; Virginia Department of Agriculture & Consumer Services (VDACS); Directors & Officers / General / professional liability insurance

**Equipment:** purchase / lease / repair of computers (hardware), copiers, fax machines, scanners, postage machines

**Printing / Postage / Supplies / Materials:** brochures, flyers, business cards, postal costs including UPS, Fed Ex, etc., general office supplies, software, reference materials, journal subscriptions

**Public Relations / Marketing:** newspaper ads, conference exhibitor fees; program sponsorship of training workshops, seminars, conferences (not for employees), national/state organizational membership fees

**Rent / Utilities / Building Maintenance:** water, sewer, electricity, janitorial

**Staff Development / Training:** registration and other fees for program employees to attend training, workshops, seminars, conferences

**Staff Travel / Meals:** mileage, lodging, per diem for meals, incidentals (*related to employee training*)

**Staff Travel / Meals:** mileage, lodging, per diem for meals, incidentals (*not related to employee training*)

**Telecommunications:** telephones (land lines, cell phones, pagers), Internet, Website hosting/maintenance

**Contractual Services:** professional services *provided to the program / organization* such as bookkeeping, payroll, audit, tax services; neuropsychological, educational specialist consultation for program staff, etc.

**Case Service Funds:** Community Support Services or goods *provided to individuals* served by the program

**Miscellaneous:**

# Solicitation Paper Response

## Paper Response Instructions

1. Print this response form → [Print](#)
2. Complete the printed response form by entering the required information and signed the form where indicated \* denotes required information.
3. Add your attachments to your response package.
4. Submit your response.
  - See the Terms and Conditions Section for submission instructions and address information.

Responses must be received prior to the Solicitation closing date and time listed for the Solicitation.

**Caution:** The Commonwealth reserves the right to reject responses that are not complete and accurate.

## Solicitation Paper Response 118

Procurement Folder: 106317

Solicitation: 118

Solicitation Type: RFA

Short Description: 262-23-077, Commonwealth Neurotrauma Initiative Trust Fund

Description: Commonwealth Neurotrauma Initiative Trust Fund, Option B: Community-Based Rehabilitative Programs and Services

Solicitation Version Number: 3

Amendment: 2

Status: Open

Issued Date: 9/8/2022

Closing Date: 9/30/2022

Closing Time: 4:00 PM

Time Left: 1 Days, 23 Hours

Open Responses Date: 9/30/2022

Open Responses Time: 4:00 PM

Phone: 804-662-7487

Phone: 804-662-7487

Pre-Bid Conference Date: 9/21/2022

Pre-Bid Conference Time: 10:00 AM

On Behalf Of Office: A262

Preparer Office: A262

Pre-Bid Conference Type: Pre-Proposal Conference

Category: Grant Opportunity

Sole Source/Emergency:

Work Location: Agency Wide

Grand Total: \$14,900

### Attachments

Attachment Name: \_\_\_\_\_ Attachment Type(Select One):  
 x Standard

Proprietary Pricing

Attachment Name: \_\_\_\_\_ Attachment Type(Select One):  
 Standard  Proprietary

Pricing

Attachment Name: \_\_\_\_\_ Attachment Type(Select One):  
 Standard  Proprietary

Pricing

### Contact Information

Scott Magazine

Email: [scott.magazine@dars.virginia.gov](mailto:scott.magazine@dars.virginia.gov)

Phone: 804-662-7487

Fax:

### Discount Information

I will offer a \_\_\_\_\_ % discount for payments made within \_\_\_\_\_ days of invoice

I will offer a \_\_\_\_\_ % discount for payments made within \_\_\_\_\_ days of invoice

**Commodity Response Information**

No Information Provided

**Subcontractor Plan**Who will be doing the work:  I plan to use subcontractors  I plan to complete all work**Subcontractor #1**

Company Name: The Spark Mill

SBSD Cert #: 704417

Contact Name: Sarah Milston

SBSD Certification: Women, Micro

Contact Phone: (804)-476-4344

Contact Email: sarah@thesparkmill.com

Value % or \$ (Initial Term): \$9,900

Contact Address: 2219 W. Main Street, Richmond, VA  
23220Description of Work: Community Engagement services including a mix of focus groups, surveys,  
and interviews to understand gaps and barriers from historically underserved members  
of the community. Final report and recommendations.**Subcontractor #2**

Company Name: The Supply Room

SBSD Cert #: 6360

Contact Name: Lauren Jones

SBSD Certification: Women

Contact Phone: (804) 412-1200,

Contact Email: ljones@thesupplyroom.com

Value % or \$ (Initial Term): \$2,000

Contact Address: P. O. Box 1810 Ashland,  
VA 23005Description of Work: Supplies and swag for athletes; public  
awareness supplies**Subcontractor #3**

Company Name: Uptown Color

SBSD Cert #: 648576

Contact Name: Amanda Bolding

SBSD Certification: Small, Micro

Contact Phone: (804) 353-2679

Contact Email: accounting@uptowncolor.com

Value % or \$ (Initial Term): \$2,000

Contact Address: 1205 W. Main St.  
Richmond, VA 23220

Description of Work: Printing, copying for educational materials and promotion of services

**Subcontractor #4**

Company Name: Autumns Custom Catering & Event Planning SBSD Cert #: 684917

Contact Name: Claudine Eaddy SBSD Certification: Minority, Micro

Contact Phone: (804) 591-6191 Contact Email: autumnscc@gmail.com

Value % or \$ (Initial Term): \$1,000 Contact Address: 6933 Lakeside Avenue, Richmond, VA 23228

Description of Work: Meals for community focus groups, programs

**Subcontractor #5**

Company Name: \_\_\_\_\_ SBSD Cert #: \_\_\_\_\_

Contact Name: \_\_\_\_\_ SBSD Certification: \_\_\_\_\_

Contact Phone: \_\_\_\_\_ Contact Email: \_\_\_\_\_

Value % or \$ (Initial Term): \_\_\_\_\_ Contact Address: \_\_\_\_\_

Description of Work: \_\_\_\_\_

**Events**

No Information Provided

**Evaluation Criteria**

No Information Provided

**Reminders**

No Information Provided

**Terms And Conditions**

No Information Provided

**Acknowledge & Sign Statement**

In compliance with this Request For Proposals (RFP) and all conditions imposed in this RFP, the undersigned firm hereby offers and agrees to furnish all goods and services in accordance with the attached signed proposal or as mutually agreed upon by subsequent negotiation, and the undersigned firm hereby certifies that all information provided below and in any schedule attached hereto is true, correct, and complete.

\* Name of Firm: Sportable Richmond Adaptive Sports and Recreation, Inc. (Sportable)

\* Date: September 29, 2022

\* Street: 1365 Overbrook Road Suite 2

\* Authorized Signature:  \_\_\_\_\_

\* Street: \_\_\_\_\_

\* Printed Name & Title: Hunter Leemon, Executive Director

\* City: Richmond

\* DUNS: **965371144** \_\_\_\_\_

\* State/Province: VA

\* Vendor ID: **VC0000156706** \_\_\_\_\_

\* ZIP Code: 23220

\* Phone (xxx) xxx-xxxx: (804) 340-2991

\* Email Address: hunter@sportable.org

\* Fax (xxx) xxx-xxxx: \_\_\_\_\_

Name of Company / Organization: Sportable Richmond Adaptive Sports and Recreation, Inc. (Sportable)  
DARS Contract #: DARS Vendor #:VC0000156706

Contract Period: Year 1 (2022 through 2023) (TBD-flexible depending on state preference and timing of award)

BUDGET CATEGORY	STATE (CNI) FUNDS REQUESTED	OTHER NON-STATE FUNDING SOURCES	TOTAL
<b>PERSONNEL</b>			
<b>Salaries / Wages</b>			
<b>List all positions and indicate if FT or PT and % of time funded by state (CNI) dollars</b>			
TBD/Underserved Populations Program Coordinator (FT, 85%)	\$ 38,000.00	\$ 6,000.00	\$ 44,000.00
Caitlyn Berry/Health&Wellness Outcomes Manager (FT, 25%)	\$ 14,000.00		\$ 14,000.00
Hunter Leemon/Executive Director (FT, 0%)	\$ -	\$ 6,500.00	\$ 6,500.00
Katy Latimer/Development Director (FT, 0%)	\$ -	\$ 4,000.00	\$ 4,000.00
Chelsea Onstad/Sr. Program Coordinator (FT, 14%)	\$ 6,000.00	\$ 3,000.00	\$ 9,000.00
Michelle Page/Program Operations Coordinator (FT, 7.5%)	\$ 3,000.00	\$ 2,000.00	\$ 5,000.00
Forrest Lodge/Sport & Program Development Manager (FT, 8%)	\$ 5,000.00	\$ 3,000.00	\$ 8,000.00
Laura Bennett/COO (FT, 12.5%)	\$ 10,000.00	\$ 5,000.00	\$ 15,000.00
Calesta Saunders/Community Engagement Specialist (FT, 21%)	\$ 9,000.00	\$ 2,000.00	\$ 11,000.00
Shelley Sowers/Marketing & Events Director (FT, 4%)	\$ 2,500.00	\$ 3,000.00	\$ 5,500.00
<b>Benefits</b>	<b>\$ 87,500.00</b>	<b>\$ 34,500.00</b>	<b>\$ 118,000.00</b>
FICA	\$ 6,000.00		\$ 6,000.00
Health / Disability / Retirement	\$ 7,200.00		\$ 7,200.00
<b>TOTAL PERSONNEL / BENEFITS</b>	<b>\$ 100,700.00</b>	<b>\$ 34,500.00</b>	<b>\$ 131,200.00</b>
<b>NON PERSONNEL</b>			
Corporate / Organization Expenses	\$ 7,500.00		\$ 7,500.00
Equipment	\$ 650.00	\$ 3,000.00	\$ 3,650.00
Printing / Postage / Supplies / Materials	\$ 650.00	\$ 600.00	\$ 1,250.00
Public Relations / Marketing	\$ 1,500.00	\$ 1,000.00	\$ 2,500.00
Rent / Utilities / Building Maintenance	\$ 7,500.00		\$ 7,500.00
Staff Development / Training	\$ 1,500.00		\$ 1,500.00
Staff Travel / Lodging / Meals related to training			\$ -
Staff Travel / Lodging / Meals not related to training			\$ -
Telecommunications	\$ 800.00	\$ 2,000.00	\$ 2,800.00
Contractual Services	\$ 23,000.00	\$ 3,000.00	\$ 26,000.00
Miscellaneous	\$ 6,200.00		\$ 6,200.00
<b>TOTAL NON PERSONNEL</b>	<b>\$ 49,300.00</b>	<b>\$ 9,600.00</b>	<b>\$ 58,900.00</b>
<b>GRAND TOTAL</b>	<b>\$ 150,000.00</b>	<b>\$ 44,100.00</b>	<b>\$ 190,100.00</b>

**GENERAL DESCRIPTION OF BUDGET CATEGORIES**

**Corporate / Organization Expenses:** Worker's Compensation; State Corporation Commission; Virginia Department of Agriculture & Consumer Services (VDACS); Directors & Officers / General / professional liability insurance

**Equipment:** purchase / lease / repair of computers (hardware), copiers, fax machines, scanners, postage machines

**Printing / Postage / Supplies / Materials:** brochures, flyers, business cards, postal costs including UPS, Fed Ex, etc., general office supplies, software, reference materials, journal subscriptions

**Public Relations / Marketing:** newspaper ads, conference exhibitor fees; program sponsorship of training workshops, seminars, conferences (not for employees), national/state organizational membership fees

**Rent / Utilities / Building Maintenance:** water, sewer, electricity, janitorial

**Staff Development / Training:** registration and other fees for program employees to attend training, workshops, seminars, conferences

**Staff Travel / Meals:** mileage, lodging, per diem for meals, incidentals *(related to employee training)*

**Staff Travel / Meals:** mileage, lodging, per diem for meals, incidentals *(not related to employee training)*

**Telecommunications:** telephones (land lines, cell phones, pagers), Internet, Website hosting/maintenance

**Contractual Services:** professional services *provided to the program / organization* such as bookkeeping, payroll, audit, tax services; neuropsychological, educational specialist consultation for program staff, etc.

**Case Service Funds:** Community Support Services or goods *provided to individuals* served by the program

**Miscellaneous:**

Name of Company / Organization: Sportable Richmond Adaptive Sports and Recreation, Inc. (Sportable)  
DARS Contract #: DARS Vendor #:VC0000156706  
Contract Period: Year 2 (October 1, 2023 through September 30, 2024) (could change depending on timing of award)

BUDGET CATEGORY	STATE (CNI) FUNDS REQUESTED	OTHER NON-STATE FUNDING SOURCES	TOTAL
<b>PERSONNEL</b>			
<b>Salaries / Wages</b>			
<b>List all positions and indicate if FT or PT and % of time funded by state (CNI) dollars</b>			
TBD/Underserved Populations Program Coordinator (FT, 85%)	\$ 38,000.00	\$ 6,000.00	\$ 44,000.00
Caitlyn Berry/Health&Wellness Outcomes Manager (FT, 25%)	\$ 14,000.00		\$ 14,000.00
Hunter Leemon/Executive Director (FT, 0%)	\$ -	\$ 6,500.00	\$ 6,500.00
Katy Latimer/Development Director (FT, 0%)	\$ -	\$ 4,000.00	
Chelsea Onstad/Sr. Program Coordinator (FT, 14%)	\$ 6,000.00	\$ 3,000.00	\$ 9,000.00
Michelle Page/Program Operations Coordinator (FT, 7.5%)	\$ 3,000.00	\$ 2,000.00	\$ 5,000.00
Forrest Lodge/Sport & Program Development Manager (FT, 8%)	\$ 5,000.00	\$ 3,000.00	\$ 8,000.00
Laura Bennett/COO (FT, 12.5%)	\$ 10,000.00	\$ 5,000.00	\$ 15,000.00
Calesta Saunders/Community Engagement Specialist (FT, 21%)	\$ 9,000.00	\$ 2,000.00	\$ 11,000.00
Shelley Sowers/Marketing & Events Director (FT, 4%)	\$ 2,500.00	\$ 3,000.00	\$ 5,500.00
<b>Benefits</b>	<b>\$ 87,500.00</b>	<b>\$ 34,500.00</b>	<b>\$ 118,000.00</b>
FICA	\$ 6,000.00		\$ 6,000.00
Health / Disability / Retirement	\$ 7,200.00		\$ 7,200.00
<b>TOTAL PERSONNEL / BENEFITS</b>	<b>\$ 100,700.00</b>	<b>\$ 34,500.00</b>	<b>\$ 131,200.00</b>
<b>NON PERSONNEL</b>			
Corporate / Organization Expenses	\$ 7,500.00		\$ 7,500.00
Equipment		\$ 3,200.00	\$ 3,200.00
Printing / Postage / Supplies / Materials	\$ 1,500.00	\$ 700.00	\$ 2,200.00
Public Relations / Marketing	\$ 1,000.00	\$ 1,000.00	\$ 2,000.00
Rent / Utilities / Building Maintenance	\$ 7,500.00		\$ 7,500.00
Staff Development / Training		\$ 500.00	\$ 500.00
Staff Travel / Lodging / Meals related to training			\$ -
Staff Travel / Lodging / Meals not related to training			\$ -
Telecommunications	\$ 800.00	\$ 2,200.00	\$ 3,000.00
Contractual Services	\$ 12,000.00	\$ 3,000.00	\$ 15,000.00
Miscellaneous	\$ 19,000.00		\$ 19,000.00
<b>TOTAL NON PERSONNEL</b>	<b>\$ 49,300.00</b>	<b>\$ 10,600.00</b>	<b>\$ 59,900.00</b>
<b>GRAND TOTAL</b>	<b>\$ 150,000.00</b>	<b>\$ 45,100.00</b>	<b>\$ 191,100.00</b>

**GENERAL DESCRIPTION OF BUDGET CATEGORIES**

**Corporate / Organization Expenses:** Worker's Compensation; State Corporation Commission; Virginia Department of Agriculture & Consumer Services (VDACS); Directors & Officers / General / professional liability insurance

**Equipment:** purchase / lease / repair of computers (hardware), copiers, fax machines, scanners, postage machines

**Printing / Postage / Supplies / Materials:** brochures, flyers, business cards, postal costs including UPS, Fed Ex, etc., general office supplies, software, reference materials, journal subscriptions

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**Staff Development / Training:** registration and other fees for program employees to attend training, workshops, seminars, conferences

**Staff Travel / Meals:** mileage, lodging, per diem for meals, incidentals (*related to employee training*)

**Staff Travel / Meals:** mileage, lodging, per diem for meals, incidentals (*not related to employee training*)

**Telecommunications:** telephones (land lines, cell phones, pagers), Internet, Website hosting/maintenance

**Contractual Services:** professional services *provided to the program / organization* such as bookkeeping, payroll, audit, tax services; neuropsychological, educational specialist consultation for program staff, etc.

**Case Service Funds:** Community Support Services or goods *provided to individuals* served by the program

**Miscellaneous:**

Name of Company / Organization: Sportable Richmond Adaptive Sports and Recreation, Inc. (Sportable)  
DARS Contract #: DARS Vendor #: VC0000156706  
Contract Period: Year 3 (October 1, 2024 through September 30, 2025) (could change depending on timing of award)

BUDGET CATEGORY	STATE (CNI) FUNDS REQUESTED	OTHER NON-STATE FUNDING SOURCES	TOTAL
<b>PERSONNEL</b>			
<b>Salaries / Wages</b>			
<b>List all positions and indicate if FT or PT and % of time funded by state (CNI) dollars</b>			
TBD/Underserved Populations Program Coordinator (FT, 85%)	\$ 29,480.00	\$ 14,520.00	\$ 44,000.00
Caitlyn Berry/Health&Wellness Outcomes Manager (FT, 25%)	\$ 14,000.00		\$ 14,000.00
Hunter Leemon/Executive Director (FT, 0%)	\$ -	\$ 6,500.00	\$ 6,500.00
Katy Latimer/Development Director (FT, 0%)	\$ -	\$ 4,000.00	
Chelsea Onstad/Sr. Program Coordinator (FT, 14%)	\$ 6,000.00	\$ 2,000.00	\$ 8,000.00
Michelle Page/Program Operations Coordinator (FT, 11%)	\$ 4,520.00	\$ 2,000.00	\$ 6,520.00
Forrest Lodge/Sport & Program Development Manager (FT, 6%)	\$ 4,000.00	\$ 3,000.00	\$ 7,000.00
Laura Bennett/COO (FT, 19%)	\$ 15,000.00	\$ 2,000.00	\$ 17,000.00
Calesta Saunders/Community Engagement Specialist (FT, 21%)	\$ 9,000.00	\$ 2,000.00	\$ 11,000.00
Shelley Sowers/Marketing & Events Director (FT, 2%)	\$ 2,500.00	\$ 3,000.00	\$ 5,500.00
<b>Benefits</b>	<b>\$ 84,500.00</b>	<b>\$ 39,020.00</b>	<b>\$ 119,520.00</b>
FICA	\$ 6,000.00		\$ 6,000.00
Health / Disability / Retirement	\$ 7,200.00		\$ 7,200.00
<b>TOTAL PERSONNEL / BENEFITS</b>	<b>\$ 97,700.00</b>	<b>\$ 39,020.00</b>	<b>\$ 132,720.00</b>
<b>NON PERSONNEL</b>			
Corporate / Organization Expenses	\$ 7,500.00		\$ 7,500.00
Equipment		\$ 3,400.00	\$ 3,400.00
Printing / Postage / Supplies / Materials	\$ 1,000.00	\$ 800.00	\$ 1,800.00
Public Relations / Marketing	\$ 1,000.00	\$ 1,000.00	\$ 2,000.00
Rent / Utilities / Building Maintenance	\$ 7,500.00		\$ 7,500.00
Staff Development / Training		\$ 500.00	\$ 500.00
Staff Travel / Lodging / Meals related to training			\$ -
Staff Travel / Lodging / Meals not related to training			\$ -
Telecommunications	\$ 1,300.00	\$ 2,400.00	\$ 3,700.00
Contractual Services	\$ 12,000.00	\$ 3,000.00	\$ 15,000.00
Miscellaneous	\$ 22,000.00		\$ 22,000.00
<b>TOTAL NON PERSONNEL</b>	<b>\$ 52,300.00</b>	<b>\$ 11,100.00</b>	<b>\$ 63,400.00</b>
<b>GRAND TOTAL</b>	<b>\$ 150,000.00</b>	<b>\$ 50,120.00</b>	<b>\$ 196,120.00</b>

**GENERAL DESCRIPTION OF BUDGET CATEGORIES**

**Corporate / Organization Expenses:** Worker's Compensation; State Corporation Commission; Virginia Department of Agriculture & Consumer Services (VDACS); Directors & Officers / General / professional liability insurance

**Equipment:** purchase / lease / repair of computers (hardware), copiers, fax machines, scanners, postage machines

**Printing / Postage / Supplies / Materials:** brochures, flyers, business cards, postal costs including UPS, Fed Ex, etc., general office supplies, software, reference materials, journal subscriptions

**Public Relations / Marketing:** newspaper ads, conference exhibitor fees; program sponsorship of training workshops, seminars, conferences (not for employees), national/state organizational membership fees

**Rent / Utilities / Building Maintenance:** water, sewer, electricity, janitorial

**Staff Development / Training:** registration and other fees for program employees to attend training, workshops, seminars, conferences

**Staff Travel / Meals:** mileage, lodging, per diem for meals, incidentals (*related to employee training*)

**Staff Travel / Meals:** mileage, lodging, per diem for meals, incidentals (*not related to employee training*)

**Telecommunications:** telephones (land lines, cell phones, pagers), Internet, Website hosting/maintenance

**Contractual Services:** professional services *provided to the program / organization* such as bookkeeping, payroll, audit, tax services; neuropsychological, educational specialist consultation for program staff, etc.

**Case Service Funds:** Community Support Services or goods *provided to individuals* served by the program

**Miscellaneous:**

## Sportable - Health & Wellness Outcomes Manager

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Licensed Occupational Therapist responsible for participation data management and outcome tracking for Sportable athletes, focusing on therapeutic gains and improvements in overall health. Lead research coordinator managing execution of a study of the wellness impacts of Sportable programs, while also creating and implementing new wellness programming aimed at and whole-health wellness.

### Previous Work Experience:

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#### SOAR365, RICHMOND, VA

##### *Occupational Therapist, January 2016 - November 2021*

- Provided ongoing OT evaluation and treatment/intervention for a caseload of up to 50 pediatric patients with varying levels of developmental delays and disabilities, including training caregivers
- Documented all treatment sessions and create reports to detail progress
- Designed and created, or requisitioned, special supplies and equipment, to help patients access their environment and participate in meaningful activities
- Provided supervision, training, and feedback for 5+ OT students training in full time clinical internships
- Independently scheduled and coordinated all therapy sessions, ensuring predetermined frequency was achieved for all patients

#### ADAPT & GROW, RICHMOND, VA

##### *Owner & Parent Educator, August 2020 - Present*

- Provide in-home parent coaching sessions to problem solve specific concerns while building capacities of parents to best help their child
- Present on Occupational Therapy topics to professional and parent groups
- Plan, coordinate, and facilitate multi-week group programs addressing specific skill sets (e.g. prewriting, feeding)
- Create, write, and manage social media content

### Volunteer Experience:

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#### SPORTABLE

- *Associate Board Chair, May 2021 - December 2021*
- *Associate Board Tailgate Chair, January 2019 - May 2021*
- *Tailgate Planning Committee, 2016 - December 2021*
- *Program Volunteer, 2014 - December 2021*

#### SPORTS BACKERS MARATHON TRAINING TEAM

- *Coach, May 2021 - Present*

#### THE CHILDREN'S MUSEUM OF RICHMOND

- *Associate Board Development Chair, July 2018 - July 2019*
- *Associate Board Member, July 2017 - July 2021*

### Education:

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#### VIRGINIA COMMONWEALTH UNIVERSITY, RICHMOND, VA

*Master of Science (M.S.) Occupational Therapy (December 2015)*

#### VIRGINIA POLYTECHNIC AND STATE UNIVERSITY, BLACKSBURG, VA

*Bachelor of Science (B..S.) Human Development (May 2013)*

# Laura Bennett, M.A.

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Goochland, VA | 540-872-6203 | [violetbc10@gmail.com](mailto:violetbc10@gmail.com)

## Areas of Expertise

*Strategic Initiatives*  
*Change Management*  
*Project Management*  
*Operations & Administration*  
*Program Planning & Evaluation*  
*Member Relations*  
*Compliance & Governance*  
*Education & Training*  
*Technology Solutions*  
*Grants Management*  
*Budget Development*

## Summary

Mission-driven, tactical leader with expertise in program and project management, team supervision, operations, change management, and delivering organizational solutions from inception to successful completion. Highly collaborative with strong problem-solving skills and attention to detail.

## Education

M.A. in Criminal Justice  
University at Albany, State University of New York  
Graduation: January 2000

B.S. in Criminal Justice/Psychology  
Elmira College  
Graduation: June 1998 *Magna cum laude*

## Technical Skills

Proficient in Windows & Microsoft Office/Office 365

Additional expertise in:

- ✓ Adobe Suite
- ✓ CRMs (Salesforce, Neon)
- ✓ Event/Communication Platforms (Constant Contact, MailChimp, Regonline, Eventbrite)
- ✓ QuickBooks Online
- ✓ WordPress, BeaverBuilder
- ✓ Project Management Software (Planner, Wrike)
- ✓ Video Conferencing/Webinars (WebEx, Zoom, GotoMeeting/Webinar, AdobeConnect)

## Career History – Select Accomplishments

### **Sportable - Adaptive Sports and Recreation**

*Chief Operating Officer*  
November 2021-Present

### **Brain Injury Association of Virginia**

*Director of Programs*  
December 2017-November 2021

### **Virginia Press Association**

*Director of Membership Services*  
January 2017-December 2017

### **Virginia Sexual & Domestic Violence Action Alliance (Action Alliance)**

*Training Institute Coordinator*  
February 2015-January 2017

### **Pennsylvania Advocacy and Resources for People with Intellectual Disability & Autism (PAR)**

*Director of Administration* 2013-Jan. 2015  
*Compliance Officer* 2006-2013  
*Senior Policy Analyst* 2003-2006  
*Policy Analyst* 2000-2003

## **ADMINISTRATION, OPERATIONS, STRATEGIC INITIATIVES**

(PAR)

Directed, improved and enhanced administrative, operational, HR, and technical aspects of the organization and led the organization's compliance/governance program.

- Developed and administered the organization's monthly webinars which generated revenue and retained existing members and attracted new ones.
- Led and managed the migration of the organization's entire information system from in-house servers to the cloud which resulted in significant cost savings and efficiencies for the organization.
- Managed information system to include oversight of cloud and IT vendors and employee training.
- Increased organization's online presence as director of website content and creator of the organization's new online community.
- Produced events year-round in collaborative setting from content development, to marketing, to IT set up and support.

## **OPERATIONAL EXCELLENCE, SUSTAINABILITY, EXPANSION**

(Sportable)

Designs and implement business strategies, plans and procedures; sets comprehensive goals for performance and growth and establishes policies promoting the organization's culture and vision.

- Identify organizational inefficiencies and quickly identify solutions.
- Diversify funding for sustainability and expansion of operations.
- Manage all aspects of daily operations.
- Create and implement business continuity and succession plans.
- Lead team-wide meetings, assign tasks and foster collaboration among teams and across departments.
- Ensure all projects are completed in a timely manner.

## **PROGRAM, OPERATIONS, FISCAL, HR**

(Brain Injury Association of Virginia)

Spearheaded the association's programs, finances, operations, and HR, including planning, organizing, staffing, leading and evaluating program activities.

- Instituted project management system across all departments.
- Directed all programs and program staff including Education, Communications, Information & Referral, Support Networks, and Community Engagement.
- Developed, piloted, and evaluated new programs.
- Led data management processes including administration of Salesforce database.
- Directed fiscal operations including compliance, grants, budget development, A/R, contract management, annual audit and Form 990 preparation.
- Provided leadership on all day-to-day operations.
- Led the Finance Committee.
- Managed all vendor contracts.
- Strategically managed IT to streamline operations, increase efficiencies, and grow programs.

## **MEMBER SERVICES, EVENT MANAGEMENT, TRAINING, BOARD DEVELOPMENT, SYSTEMS ADMINISTRATION**

(Virginia Press Association)

Led and strengthened member services, managed events, implemented technology initiatives, and oversaw annual statewide contest of over 5,000 entries.

- Directed and facilitated statewide conference (500+ attendees) from inception to implementation. (marketing, content, speaker support, IT, vendor/site management, evaluation).
- Directed implementation of online event management and created event microsite.
- Tripled attendance at training portion of conference.
- Trained new Foundation Board on good governance and 501(c)(3) standards.
- Directed implementation of new technology/systems including streaming services to expand access to training.

## **PUBLIC POLICY**

(PAR)

Advised on current and emerging state and federal public policy impacting the association, its members, and the intellectual disability community and provided strategic analyses and education.

- Advised on public policy impacting intellectual disability service providers and the association and developed timely, accessible analyses for provider members and other stakeholders.
- Developed comments and recommendations (based on internal analysis and stakeholder input) to governing/administrative bodies on proposed regulations, administrative policies, and legislation.
- Authored publications including weekly newsletters, compliance guides, and organization's annual Compensation Study.
- Advised the CEO on policy and legislative matters resulting in sharpened focus and advocacy on relevant issues impacting the organization.
- Cultivated strategic relationships with policymakers, membership associations and other contacts to further the mission of the organization and its members.
- Led education and outreach initiatives to ensure complex issues were more accessible to providers, individuals with intellectual disabilities, family members, and other key stakeholders including developing webinars, fact sheets, social media posts, and other multimedia.

## **TRAINING DESIGN AND DELIVERY**

(Action Alliance)

Managed the organization's Training Institute.

- Developed new curricula, revised and modernized existing curricula and produced webinars, conferences, and trainings on request from inception to successful implementation.
- Oversaw re-branding of the Training Institute. Created new website for training based on re-brand.
- Created strategic multi-year visionary plan for Training Institute to include expanded online presence for a blended learning environment.
- Developed tools for evaluation and monitoring of impact.
- Managed Training Institute Faculty relationships.
- Ensured education team stayed abreast of trends and best practices in adult education.

Cdubbs7240@gmail.com  
703.357.3069  
Richmond, VA 23060

## Skills

- Goal Setting
- Assembly Notes and Instructions
- Attention to Detail
- Honest and Ethical
- Time Management
- Idea Visualization and Brainstorming
- Problem-Solving
- Verbal and Written Communication
- Client Relations
- Spreadsheet Tracking
- Data Analysis
- Relationship Building
- Microsoft Office
- Creative Thinking
- Layout Design
- Presentation Planning
- Problem Solving
- Schedule Coordination

## Education And Training

Interior Design  
**The Art Institute of Washington**  
Arlington, VA  
GPA: 3.53

Psychology, Economics  
**Lenoir Rhyne College**  
Hickory, NC

# Calesta Saunders Jr.

## Summary

Quality-drive Operational coordinator focused on keeping business agile and efficient in changing market conditions. Offering 20 years of vast experience hiring and training staff, optimizing workflows and increasing team productivity. Diplomatic and motivational leader with good relationship building and decision making abilities.

## Experience

### Grands Home Furnishings Visual Designer

01/2020-06/2021

- Consulted with clients to define design requirements and manage product development projects.
- Worked with customers to present mockups and collect information for adjustments.
- Fostered relationships with retail clients through effective communication, negotiation and collaboration.
- Maintained company websites updating with new products and corporate announcements as necessary.
- Designed floor plans, elevations, and 3D perspective views and material boards for both in-house review and presentation to client.
- Collaborated closely with customers, adjusting plans to satisfy client needs and requirements.
- Reviewed project costs, budgets and adherence to schedules.
- Researched concepts and followed industry trends to provide knowledgeable insight to clients.

### Bassett Furniture - Design Manager

07/2017-01/2020

- Utilize sales leadership concepts through daily coaching to ensure store sales staff is optimizing sales by practicing the customer centered selling process
- Partnering with sales staff to set individual sales goals based on Specific, Measurable, Attainable, Realistic and Time based (S.M.A.R.T) goal principles
- Mentoring and growing young designers into seasoned interior design professionals
- Create design solutions with accessories to highlight what currently exists in home
- Working with clients to reconfigure and customize each individual living space
- Research concepts and materials to support design team on technical issues influencing concept development

### **Bassett Furniture - Design Manager(continued)**

- Conduct on-site observations and provide recommendations to help streamline ongoing design projects

### **Ethan Allen Retail, Inc- Design Consultant**

*11/2016-07/2017*

- Create individualized design plans to include space planning, fabric coordination, and overall product selection
- Create design solutions that are consistent with the customers' preference at budget
- Contribute to the development and ongoing upkeep of the team's design portfolio
- Provide professional home consultations to present customized room design including sample fabrics, furniture, tables and accessory recommendations as well as the benefits of a professional installation service

### **La-Z-Boy Furniture Galleries - Interior Design Specialist/Sales Lead**

*10/2015- 11/2016*

- Top Sales Lead in the Region
- Design, create and sell comfortable and functional environments that represent client's lifestyle, taste and budget
- Train and mentor new staff members to excel in Sales and Design and to encourage corporate initiatives
- Responsible to support design related functions in the store and maintain an up-to-date customized portfolio including before and after pictures of previous In Home design projects

### **Nordstrom - Assistant Department Manager**

*06/2014-05/2015*

- Taught and coached employees to deliver outstanding customer service
- Executed a business plan to achieve department service and volume goals
- Ensured the customer received the best quality, value and selection of merchandise
- Ensured merchandising and presentation standards were met
- Ensured accurate inventory management and achieved shrinkage goals

### **Jos. A. Bank- Assistant Manager**

*06/2013-05/2014*

- Enforced company policies and procedures to strengthen operational standards across departments.
- Organized schedules, workflows and shift coverage to meet expected business demands.
- Delegated daily tasks to team members to optimize group productivity.
- Collaborated with store manager to develop strategies for achieving sales and profit goals.
- Directed and led employees, supervising activities to drive productivity and efficiency.

**Nutrition, Inc - Account Coordinator /Database Manager**

*11/2010-06/2011*

- Collaborated with sales, accounting, order management/contracts and other field organizations to identify and remove revenue impediments
- Delivered effective presentations to businesses to upsell special events including catering services
- Monitored trends and analyzed operating procedures to develop cost effective and efficient solutions
- Maintained the Nutrinet database (MS Access) which included processing reservations from customers, generating food order reports, delivery tickets, production labels and cross-checking the menus to ensure accuracy of portion sizes and nutritional balance

**Le Pain Quotidien- Restaurant Manager**

*09/2009-11/2010*

- Directed the operations and financial performance of the restaurant to include: profit and loss accountability and enforcing a high level and standard for customer service
- Provided leadership, direction and development to team members, leveraging individual strengths to ensure success of the company
- Solicited new leads for catering jobs affiliated with the restaurant
- Maintained a Cost of Goods (COG) of 4.25% and a labor rate of 9.5% with an average sales amount of \$3.5 million

**Starbucks Coffee Company- Store Manager**

*01/2007-07/2009*

- Developed business relationships across various functions and levels
- Collaboratively worked with direct reports to set meaningful performance and development objectives
- Exceeded planned sales goals by 5-8%
- Store listed as Top 25 out of 87 in the region for the entire quarter
- Managed a staff of 25 people serving over 6000 customers per week with average sales of \$2.75 million

**Washington Sports Club- Cluster Manager**

*01/2005-11/2006*

- Managed a team of general managers at 4 different health clubs in the Washington, DC area (sales average of \$25 million/year)
- Developed specific plans to ensure revenue growth in personal training and membership sales
- Created pro-active competitive strategies and targeted sales campaigns
- Cluster exceeded monthly membership goals by 6.5%
- Increased struggling personal training revenue and sales to 145% of monthly goals
- Individual club exceeded monthly membership goals by 120

# Michelle W. Page

To obtain a position related to natural resources conservation, environmental education, or community outreach.

(804) 310-8657  
michep9@vt.edu  
19155 Highlands Lane  
Bumpass, VA 23024

## EXPERIENCE

### **Pocahontas State Park** Chesterfield, Virginia — *Volunteer Coordinator*

December 2021- Present

Managed volunteer programming for individuals and groups. Worked with a volunteer database, held volunteer orientations, applied for grants, and maintained volunteer-park relations.

### **Virginia Department of Forestry** Charlottesville, Virginia — *Winter Intern*

November 2020 - January 2021

Compiled historical data, maintained trails, and created interpretive signage.

### **Harding Avenue Elementary School** Blacksburg, Virginia — *Afterschool Program Leader*

August 2019 - December 2019

Partnered with the local 4-H program and Virginia Tech weekly to design and teach an environmental science curriculum for students grades 3-5.

### **Lewis Ginter Botanical Garden** Richmond, Virginia — *Children's Education Intern*

June 2019 - August 2019

Aided in the running of children's camps (ages 5-12) and youth volunteer programs with high school aged students. Strengthened managerial and horticultural skills relative to the workings of a public garden.

## EDUCATION

### **Virginia Polytechnic Institute and State University** Blacksburg, Virginia — *B.S. Natural Resources Conservation*

August 2017 - May 2021

Concentration: Recreation Management

Minors: Forestry, Urban and Community Forestry

## SKILLS

- Environmental education training through Project WET and Project Learning Tree
- Tree identification
- Trained in interpretation
- Trained to identify plants using a taxonomic key
- Experience with GIS (ArcGIS, Microsoft Access)
- Experience with Microsoft Office Suite
- Experience with Volunteer Programming

## LEADERSHIP & HONORS

### **Chi Alpha Campus Ministry**

August 2018 - May 2020

Student Leader for weekly meetings and events.

### **VT Engage Service Organization**

August 2018 - May 2020

Planned and led volunteer trips surrounding food justice.

### **Undergraduate Research Assistant**

October 2018 - January 2019

Aided in a graduate level project revolving around community agriculture organizations.

### **Xi Sigma Pi**

January 2019 - May 2021

Forestry Honors Society.

# KATY LATIMER

Richmond, Virginia | (804) 338-6144 | katy.latimer@gmail.com

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## PROFESSIONAL SUMMARY

Enthusiastic fundraising professional with 7+ years working in the non-profit sector. Demonstrated experience in relationship building, storytelling, marketing, strategic thinking, donation record keeping, and project management. Passionate about identifying innovative and meaningful ways to empower individuals to give back to their community. Relentlessly curious.

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## EDUCATION

**University of Mary Washington - Fredericksburg, VA**

2008-2013

Bachelor of Arts, Sociology

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## WORK EXPERIENCE

### **Rx Partnership - Richmond, VA**

Rx Partnership's mission is to increase medication access for vulnerable Virginians and strengthen the health safety net.

#### **Director of Development**

December 2019 - Present

- Works with staff and the Board of Directors to advance the organization's individual and corporate fundraising strategies.
- Plays a key role in the successful growth of Rx Partnership's ability to provide free or low-cost medications to clinic partners across the Commonwealth by identifying, cultivating and building an individual donor base with a focus on major gifts.
- Responsible for planning, developing, implementing, monitoring and evaluating donor engagement and targeted communications.

### **Daily Planet Health Services - Richmond, VA**

Daily Planet Health Services' mission is to provide accessible, comprehensive, and integrated quality health services to anyone regardless of their housing, financial or insurance status.

#### **Advancement Assistant**

January 2017 - December 2019

- Supported advancement efforts through clerical and digital support.
- Maintained a donor database, reconciled gifts and pledges with the accounting office, solicited donations, ran reports, assisted with website and social media account maintenance, community outreach, and special events.

## WORK EXPERIENCE (CONTINUED)

### **Fairy Godmother Project - Fredericksburg, VA**

Fairy Godmother Project's mission is to ease the burden of day to day life for families facing all phases of a pediatric cancer diagnosis.

**Program Coordinator** November 2015 - January 2017

- Primary responsibilities included fundraising, community outreach, clerical work, and communication.
- Worked on special events for both fundraising and to publicize the organization's programs to the community.
- Worked closely with families and service providers to ensure that programs ran smoothly.
- Was responsible for reporting all deposits and expenses.

**Community Relations Coordinator** July 2015 - October 2015

- Duties included, but were not limited to, creating monthly newsletters for volunteers and program constituents, social media marketing, assisting with fundraising events, researching grants, and assisting with other fundraising activities.

**Programming and Development Assistant** February 2015 - June 2015

Responsible for a variety of administrative duties, research on grants and other fundraising opportunities, as well as being flexible in taking on new tasks according to the needs of the organization.

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## VOLUNTEERISM, PROFESSIONAL DEVELOPMENT, AFFILIATIONS

### **Emerging Nonprofit Leaders Program (ENLP) - Richmond, VA**

Participant October 2021 - June 2022

- ENLP is a nine-month leadership development program administered by the Community Foundation for a greater Richmond.

### **Virginia Area Fundraising Executives - Richmond, VA**

Board of Directors July 2022 - Present

Professional Partnership Program (P3) Committee Chair July 2021 - Present

Communications Committee Member September 2020 - Present

Membership Committee Member August 2019 – Present

P3 Program Participant October 2019 - May 2020 & October 2020 - May 2021

- P3 offers VAFRE members an annual opportunity to develop more extensive professional skills and understanding through an optional and self-supporting program.

VOLUNTEERISM, PROFESSIONAL DEVELOPMENT, AFFILIATIONS (CONTINUED)

**Virginia Public Health Association**

Member at Large March 2022 - Present

**Greater Richmond Trauma Informed Care Collaborative**

Member at Large March 2022 - Present

**ouRVA Collective - Richmond, VA**

Grants Review Committee Member August 2021 - October 2021

**Medical Reserve Corps - Richmond, VA**

Opioid Overdose and Naloxone Education Program Trainer February 2020, ongoing as needed

**Daily Planet Health Services - Richmond, VA**

Young Professionals (CARE) Committee Member December 2019 - Present

Communications Committee Member December 2019 - September 2021

**Richmond For All**

Fundraising Working Group Staff Volunteer May 2020 - September 2021

**Virginia Community Healthcare Association's Leadership Institute Program**

Participant July 2018-June 2019

- Year-long leadership training project with 10 other statewide community health center teams.

**Young Nonprofit Professionals Network RVA - Richmond, VA**

Member at Large December 2018 - February 2021

**VCU Massey Cancer Center Alliance - Richmond, VA**

Massey on the River Volunteer 2018, 2019

Richmond Brunch Weekend Volunteer 2019

# Forrest Lodge

PROGRAM MANAGER, SPORTABLE



## Work History

### PROGRAM MANAGER

Sportable | 2016 - present

- Execute the operation of multiple adaptive sports programs for athletes with physical disabilities and visual impairments, such as wheelchair basketball, wheelchair tennis, soccer, rock climbing, archery, and more
- Recruit, train and manage volunteers and coaches to achieve effective program execution and delivery for our athletes
- Work with coaches to create sport curriculums to help athletes attain their goals
- Cultivate and maintain relationships at the local, regional, and national level – National Wheelchair Basketball Association, United States Tennis Association, Chesterfield County Parks and Recreation, Henrico County Recreation and Parks, Virginia Commonwealth University, and more
- Responsible for securing facilities and contracts for programs and special events
- Develop comprehensive budgets for sport programs and events
- Maintain adaptive sports equipment
- Capture content for social media and marketing purposes
- Assist the development staff in the acquisition and reporting stages of grants
- Assist athletes with grant applications to acquire funding for equipment, travel, and training expenses

### OPERATIONS INTERN

Richmond Raceway | June - September 2015

- Received, submitted, and prepared all credential requests from coworkers, sponsors, vendors, etc. for the September NASCAR race weekend
- collaborated on a project to renovate the Classic Amphitheater to attract future concerts and enhance the live music experience for the Richmond community
- Developed an efficient dispersal and management program for race weekend portable restroom demands
- Assisted the operations department in the stages of preparation prior to race weekend, as well as during race weekend
- Reported directly to the Operations Coordinator and assisted with office operational needs

### FACILITIES AND EVENTS GRADUATE ASSISTANT

VCU Athletics | August 2014 - May 2015

- Assisted in daily and game day management for intercollegiate athletic competitions, special events, practices, weekly meetings, fairs, concerts, etc.
- Set up event equipment including tables, chairs, stages and other related equipment in a timely fashion
- Oversaw visiting team practices, walk-throughs and shoot-arounds while maintaining facility policies
- Completed facility walk-throughs and kept track of maintenance projects
- Constructed the weekly schedules for all of our department's student workers

## Personal Profile

Passionate professional with five-plus years specializing in adaptive sports programming for individuals with physical disabilities and visual impairments. Seeking to leverage strong programming leadership experience and interpersonal skills to foster growth and sustainability of Sportable's programming efforts.

## Contact Details

1650 Overbrook Road H18, Richmond, VA 23220  
Forrest@sportable.org  
Sportable.org  
Mobile No.: 804-212-8177  
Work No.: 804-340-2991

## Education History

### VIRGINIA COMMONWEALTH UNIVERSITY

Center for Sport Leadership | *May 2015*

- Masters of Education

### JAMES MADISON UNIVERSITY

Sport & Recreation Management | *May 2014*

- Bachelors of Science
- Minor in Business

## Notable Skills & Accomplishments

- Wheelchair Basketball Program Director for 4 National Wheelchair Basketball Association (NWBA) Seasons (Varsity & DII levels)
- Tournament Director for 4 NWBA-sanctioned tournaments and 1 USTA-sanctioned tournament
- 2021 USTA Mid-Atlantic Provider Champion award recipient
- Adaptive sport equipment management and maintenance experience
- Multiple years of experience in event management and operations
- Proficient interpersonal skills and experience working with large crowds
- Knowledgeable in many aspects of Social Media platforms
- Thrives in a team-oriented environment
- Proficient in Microsoft Word, PowerPoint, Excel
- Proficient in Final Cut Pro X (video editing software)

# Chelsea Onstad

2030 Timbers Hill Apt R • Richmond, VA 23235 • (810) 923-9026 • chelsea@sportable.org

## EDUCATION

Indiana University Bloomington, Graduated May 2021  
Recreation Therapy, MSR  
Cumulative GPA 4.00

Central Michigan University- Honor's College, Graduated December 2015  
Bachelor of Science, Elementary Education (ZG)  
Major in Special Education, CI Endorsement (SA)  
Minor in Mathematics (EX)  
Cumulative GPA 4.00

## THERAPEUTIC RECREATION EXPERIENCE

Sportable Senior Program Coordinator August 2021-Present

- Plan and run adaptive sports for athletes with physical disabilities and vision impairments
- Communication with athletes, volunteers, coaches, and community partners
- Maintain various types of adaptive equipment
- Provide program and equipment demos for local schools and community members
- Provide equipment trials for new athletes

Sportable Therapeutic Recreation International January 2021-April 2021

- Plan and run adaptive sports for athletes with physical disabilities and vision impairments
- Plan and implement new boccia program
- Communication with athletes, volunteers, coaches, and community partners

Camp Easter Seals UCP Assistant Programs Director May 2013-August 2021

- Plan and run adaptive and inclusive activities
- Personal care (showering, feeding, changing, dressing, transfers)
- Conflict resolution with campers and staff
- Behavior management
- Distribution of medication
- Liaison between administration and staff

## TEACHING EXPERIENCE

Special Education Teacher, CI Program  
Maltby Intermediate School, Brighton, MI August 2016-June 2018

- Collaborated with other teachers and staff to develop and implement IEPs based on student data
- Administered MI-Access Functional Independence and Supported Independence assessments
- Planned and delivered small-group and one-on-one daily instruction

Long-Term Substitute Teacher  
Maltby Intermediate School, Brighton, MI January 2016-June 2016

- Collaborated with other teachers and staff to develop IEPs based on student data
- Administered AIMSweb math, reading, and writing assessments to monitor student progress towards IEP goals

- Planned and provided small-group and one-on-one instruction and re-teaching

#### Student Teacher

Hawkins Elementary School, Brighton, MI

September 2015-November 2015

- Designed and implemented inquiry-based unit on force and motion for 3<sup>rd</sup> grade students
- Designed and implemented reading units on partnership reading and non-fiction reading
- Planned and organized student-led “The Leader in Me” parent night

#### Student Teacher

Donald L. Pavlik Middle School, Alma, MI

January 2015-May 2015

- Designed and implemented ELA lessons for 6<sup>th</sup> and 8<sup>th</sup> grade students
- Incorporated research-based strategies to design and conduct oral fluency intervention and assessment with 6<sup>th</sup> grade students
- Carried out classroom behavior management and discipline

#### Substitute Teacher/Paraprofessional

Howell Public Schools, MI

September 2018-Present

- Implement lesson plans in grades K-6
- Assist K-12 students with classwork in various content areas
- Assist K-12 with behavior management

### **RELATED EXPERIENCE**

Developed Recreational Therapy Program for Incarcerated Youth

January 2020-May 2020

OPTIONS, Hamilton County Juvenile Services Center, Hamilton County, IN

- Created an 8-session program manual to teach mindfulness strategies to incarcerated youth
- Collaborated with group members and OPTIONS Coordinator to develop program manual
- Researched and selected appropriate assessment tools

Volunteer, TBI Rehabilitation Facility

Willowbrook Rehabilitation Services, Brighton, MI

November 2018-January 2019

- Assist with community outings
- Assist with small group and one-on-one activities with clients

### **AWARDS/ACCOMPLISHMENTS**

President’s List eleven consecutive semesters

CMU Drayton and Minnie Miley Scholarship (2014)

CMU Academic Elite Honors Scholarship (2010)

CMU Superior Scholar Award (2010)

Hartland Education Association Scholarship (2010)

Student Research & Creative Endeavors Exhibit (CMU Honors Research Project)

- Conducted and presented research regarding teachers’ opinions on alternate assessments based on modified achievement standards (2015)

### **CERTIFICATIONS**

Certified Therapeutic Recreation Specialist (CTRS)

CPR/First Aid

# Michelle E. Sowers

804-938-1887 | shelleysowers@gmail.com

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## Profile

Shelley Sowers brings 16 years of experience in leadership, management, operations, marketing, communications and public relations, with special expertise in strategic thinking, training and supervising staff, cultivating relationships, negotiating contracts, generating sales and marketing plans, acting as a media liaison and producing events. A problem solver with an eye for detail, she has created and implemented successful business plans and ensured highly effective daily operations across all departments in a fast-paced, continuously evolving sports marketplace.

Whether working independently or leading a team, she demonstrates a commitment to efficiency and excellence. The recipient of numerous leadership, marketing and communications awards, Ms. Sowers holds a Bachelor of Science from Virginia Tech in Marketing Management.

## Education

B.S., Summa Cum Laude, Marketing Management; Minor, Psychology  
Virginia Polytechnic Institute and State University, Pamplin College of Business, Blacksburg, VA

## Experience

### **Marketing and Events Director**, Sportable, Richmond, VA November 2021-Present

- Directs all aspects of marketing and events including social media presence, website, collateral, logistics, and site management
- Leads brand awareness in the community
- Produces and executes visually compelling and creative strategic graphic design
- Creates marketing strategies, campaigns, and initiatives to promote Sportable as a charity of choice
- Manages and maintains digital marketing tools
- Cultivates and maintains strategic media relationships
- Leads apparel and promotional projects for internal and external marketing

### **Athletic Director**, Sportable, Richmond, VA, 2019-November 2021

- Leads programming team in the development, planning, and execution of all sport programming
- Supervises and supports team of Program Managers by providing direction, input, and feedback with regard to day-to-day operations and long term future of programs
- Manages all elements of the programming calendar, including planning, scheduling, and securing the necessary resources to execute programming
- Oversees the quality, content, and execution of volunteer training
- Serves as the primary programming contact for the Development Staff for tracking grant deliverables and program data, assisting with grant reports and delivering completed program evaluations
- Oversees communications and promotions to deliver programming to target audiences
- Establishes, maintains, and cultivates personal relationships with community and national partners that are instrumental in delivering high quality Sportable programming

### **General Manager**, Richmond Kickers, Richmond, VA, 2009-2018

- Defined club vision and 10-year strategic plan including a major City Stadium revitalization project
- Managed approximately 15 full-time staff as well as part-time staff, interns and volunteers, set goals and objectives, delegated tasks and provided feedback on an ongoing basis
- Instituted and facilitated processes to enhance efficiency in day-to-day operations of the club's youth soccer programs and tournaments, serving 8,000 members annually

- Led the operations team in the development, planning and execution of all recreational and travel soccer programs for players ages 3 through 19
- Planned and executed every aspect of over 300 professional soccer games, festivals, special events and high-profile international exhibitions featuring the U.S. Men's National Team, U.S. Women's National Team and English Premier League and LaLiga teams
- Directed all aspects of stadium operations for City Stadium and oversaw youth facility management
- Conducted weekly staff meetings and acted as a mediator and communicator across all departments
- Managed a database of over 800 volunteers and served as the primary point of contact for staffing, training and communication
- Cultivated strong working relationships with vendors and contractors and managed logistics, sponsorship fulfillment, financials and accreditation for special events and the game day experience at the youth and professional levels
- Served as sole point of contact for all pro team related operations and logistics including player registration, housing, gear and travel
- Wrote, negotiated and managed player contracts, registered players, and stayed up-to-date on all USL, US Soccer Federation and FIFA rules and regulations
- Created and executed strategies to increase attendance at Kickers pro home games by 76% in five years, setting single-game and single-season attendance records
- Managed and strengthened the Kickers brand by producing creative marketing plans
- Oversaw crisis management protocol, including detailed incident reports, insurance reports and claims
- Analyzed, compiled and managed an annual budget of \$4.5M

**Vice President, Communications, Richmond Kickers, Richmond, VA, 2007-2009**

- Supervised personnel in ticket sales, operations, marketing and public relations departments
- Managed logistics, financials and accreditation for events and the game day experience
- Implemented daily communications of the club and executed website content and design
- Managed sponsorship implementation across all departments
- Created and implemented marketing plans for regular season games and special events
- Operated and analyzed all retail sales strategies

**Director of Public Relations & Fan Development, Richmond Kickers, Richmond, VA, 2004-2007**

- Structured and organized ticket sales programs including corporate hospitality, group events, season tickets and individual ticket sales initiatives
- Established and nurtured positive working relationships with local media
- Assisted the production of nationally televised games
- Prepared game day materials including script, signage, and promotional materials
- Supervised game day box office, press operations, concourse logistics and customer service

**Sales & Marketing Associate, Richmond Kickers, Richmond, VA 2002-2004**

- Initiated corporate contacts to establish new sales and retain existing relationships
- Increased group sales by 30% over previous season
- Coordinated planning, catering and logistics for corporate hospitality and group events
- Managed individual ticket sales, ticket distribution, box office operations, Will Call and tracking

**Skills**

- Superior customer service skills and ability to relate to and manage diverse groups
- Ability to work independently or as a team leader to plan, execute and evaluate projects with a high degree of accuracy and attention to detail
- Excellent problem-solving skills and ability to think quickly under pressure
- Flexibility to adapt to change, prioritize multiple projects and manage workload in a fast-paced environment

- Highly proficient utilizing Microsoft Office programs including Word, Excel, PowerPoint
- Working knowledge of graphic design utilizing Adobe Creative Suite

## **Honors**

- USL Executive of the Year, 2010
- USL Executive of the Year Finalist, 2011, 2013
- USL Marketing Excellence Award, 2010, 2012
- USL Communications Award, 2007, 2008, 2013
- USL Organization of the Year Award, 2006, 2007, 2009
- USL First Division Ticket Sales of the Year Award, 2005

## Thomas Hunter Leemon

1300 Claremont Ave.  
Richmond, VA 23227

hunterleemon@yahoo.com  
(804) 938-1866

### Experience

#### Sportable Adaptive Sports and Recreation, Richmond, VA

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*Executive Director*

**October 2014 – Present**

Leads Central Virginia's largest adaptive sports club. Develops and implements vision and direction for the organization while playing a lead role in fund development, strategic thinking, and overall operations.

#### Richmond Kickers, Richmond, VA

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*Director of Sales*

**September 2009 – September 2014**

Key member of Richmond's most tenured professional team and largest soccer club with over 8,000 participants annually. Primary responsibilities are to raise money through sponsorship sales and initiate community partnerships that benefit the club. Also play a key role in many operational aspects of the club through game day operations, marketing/promotional events and with large youth competitions.

##### **Key Results:**

- **Tripled the cash intake received by the club from community sponsors & partners**
- **Established relationships with over 20 new sponsors producing more than \$200K annually**
- **Produced World Cup viewing event in downtown RVA that drew 6K spectators and grossed over \$48K**
- **Secured financial support that helped enable the Kickers Academy program to be cost-free**
- **Led internal effort to change and rebrand the club's logo for its 20<sup>th</sup> Anniversary Season in 2012**
- **Created a youth medical program working with the club's largest healthcare partner, HCA Virginia**
- **Secured major sponsorships for the club's state of the art training facility, Ukrop Park**
- **Secured ground breaking partnership with Loveland Distributing that enhanced game day experience**
- **Negotiated & executed most of the club's marketing contracts, primarily with TV & print vendors**

#### Virginia Commonwealth University, Richmond, VA

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*Adjunct Professor*

**Spring 2011 – Present**

Adjunct faculty member for the Center of Sport Leadership, the sports management graduate program at Virginia Commonwealth University. Experience with online instruction through the university's Wimba Classroom software.

##### **Key Results:**

- **Taught Sport Business class in the spring of 2011, 2012 & 2014; included all traditional students (30+)**
- **Created Sport & Properties Class in spring of 2013 focusing on the construction of new sport facilities**
- **Focus of instruction involves creating opportunities for economic impact through sport development**

#### Richmond Sports Backers, Richmond, VA

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*Fall Intern*

**September 2008 – December 2008**

Member of the region's premiere sports organization and three time winner of best sports commission in the nation. Worked with the event production team and played a key role in registering participants, securing entertainment and providing assistance in event operations.

##### **Key Results:**

- **Planned and executed design for Closing Ceremonies at the Junior Olympic CC Championships**
- **Secured musical entertainment for SunTrust Richmond Marathon, all pro bono**
- **Led team of volunteers in executing pre event planning and design**

**TGM Realty Investors, Inc., Richmond, VA**

*Real Estate Acquisitions & Development*

**June 2004 – July 2008**

Key member of small real estate acquisition and development team. Company was subsidiary of Thalheimer/Cushman & Wakefield, the area's largest brokerage firm, which provided a unique competitive advantage to source both deals & potential tenants. The company operated with the overall goal of creating wealth and value for our investors while taking minimal and calculated risks.

**Key Results:**

- **Identified largest investment in 2007 (\$12.4M) and led internal acquisition effort**
- **Directed leasing and sales team for largest retail land asset**
- **Sold first parcel within a large mixed use development and secured a buyer for largest available tract**
- **Led acquisition and management of mixed-use project in city of Richmond**
- **Led development and construction of 12,500 sf retail center**
- **Sourced investment opportunities and equity sources as leading member of acquisition team**

**Zapolski + Rudd, LLC, Durham, NC and Napa, CA**

*Real Estate Acquisitions & Development*

**March 2000 - May 2004**

Leading member of a boutique real estate investment firm that reported directly to the Managing Member. Founded in 1998, the company never had more than five employees yet accumulated a portfolio of over \$150M in real estate holdings. The portfolio was diverse, ranging from newly constructed shopping centers to environmentally contaminated land holdings.

**Key Results:**

- **Coordinated and oversaw \$2.5M environmental clean-up plan**
- **Planned and executed charrette design for historic property in Napa, CA**
- **Negotiated leases and directly responsible for construction of space for new tenants**
- **Solely responsible for over 200,000 sf of construction renovation throughout U.S.**
- **Handled contract negotiations for various leases and new property acquisitions**
- **Secured both short and long term financing as key member of debt origination team**
- **Pioneered the firm's full-time Napa, CA office**

**Community Involvement and Activities**

**Randolph-Macon College**, Society of Alumni Director and Executive Committee Member, 2005-Present; Society of Alumni Secretary, 2013-Present; 2009 Young Alumnus Service Award Winner; President's Society Executive Committee, 2007-2012

**Southside Child Development Center**, Board Member 2011-Present, Development Committee Co-Chair 2013-Present, Treasurer 2012-2013

**MENTOR Richmond**, Class VI (2012), Leadership Program sponsored by the Greater Richmond Chamber

**Leukemia & Lymphoma Society**, 2012 Man of the Year Candidate

**Sportable**, Head Power Soccer Coach, 2009 - 2011

**Hands On Greater Richmond**, Volunteer and Team Leader, 2008 - 2010

**Education**

Virginia Commonwealth University, Richmond, VA

*Master of Science, Sport Leadership, June 2009*

Randolph-Macon College, Ashland, VA

*Bachelor of Arts, January 2000*

*Political Science major, Journalism minor*

Significant Accomplishments: Student Body President & Vice President, Varsity Baseball, Pi Kappa Alpha

**Personal Skills**

Excellent Communication and Writing Skills, Proficient in Windows Operating Systems

*References available upon request*

# Tiffany Nicole Copeland

Mobile: (804) 721-2843

Email: herbnrun@gmail.com

## OBJECTIVE

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I am seeking employment where I can leverage my behind the scenes customer service expertise and efficiency to a direct interaction aligned with my passion, of health and fitness, while gaining new skills and knowledge and adding to the company's growth and rapport.

## SKILLS

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Extensive track record building and aligning organizations to achieve excellence and profitability, in customer-based environments varying from direct service, to logistics and leadership. Positive and upbeat, particularly effective in making strong connections with customers by providing unparalleled customer service.

## WORK EXPERIENCE

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### Sports Backers

Richmond, Virginia

July 2021 – Current

#### Director of Fitness Warriors

- Responsible for tracking, planning and implementing course of action to grow weekly classes
- Responsible for program growth including implementing new strategies, reactivating old volunteers, recruiting new host site partner and volunteers
- Responsible for managing Fitness Warrior coordinator, captains and 151 volunteers
- Data analysis for all classes and assists with all grants for the program

September 2018 – July 2021

#### Program Manager of the Fitness Warriors

- Responsible for tracking, planning and implementing 6-month training session for new volunteers
- Responsible for coordinating weekly class in underserved communities
- Responsible for managing over 140 volunteers, monitoring quality of classes, community engagement and coordinating additional training opportunities.
- Responsible for overseeing the data collection and creation of annual report.
- Maintain two social media platforms, website, blog and two monthly newsletters

### CAPITAL ONE

Chester, Virginia

February 2011 – September 2018

#### Senior Recovery Coordinator – Legal

- Responsible for tracking and planning course of action to recover outstanding debts for 800-1000 accounts monthly
- Able to perform and communicate with internal customers, 3<sup>rd</sup> party companies, external legal and attorney networks while building lasting and trusting rapport
- Ability to maintain a high and diverse call volume, to include 100- 150 inbound/outbound calls daily
- Adhering to state and federal laws and regulations, while exceeding company quality assurance requirements

#### Principal Coordinator

May 2009 - February 2011

- Responsible for Managing over 200 phone agents daily, monitoring agent check in for call outs and schedule adherence
- Wrote and administered action plans for low performance agents to drive personal performance
- Developed, produced and enhanced risk reports for all business units
- Prepared internal quarterly and annual portfolio monitoring reports
- Communicated regularly with management regarding associate performance and call quality.

#### Risk Specialist Certified Peer Coach/ Trainer

November 2006 - May 2009

- Trained Part-time and Full-time associates for early stage and hardship collections.
- Resolved issues of delinquencies, as well as general customer service concerns that impacted the business bottom dollar, while adhering to policy and procedures.

- Maintained computer journals to plan and project specifications, generated reports, and interacted with outside agencies that built rapport with customers.
- Monitored calls through live monitor and side by side during nesting sessions, sharing best practices and driving performance of an entire team.

**CHESTERFIELD COUNTY PARKS AND RECREATION    Chesterfield County, VA    April 2006- September 2006**

**Mental Health/Autism Youth Counselor**

- Planned and organized outreach and group activities focused on problem solving and creative thinking.
- Quickly responded to crisis situations when severe mental health and behavioral issues arose.
- Efficiently gathered information from families and social services agencies to inform development of treatment plans. Including documentation of patient’s service plans, treatment and progress reports.

**Education**

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**Virginia State University, Petersburg, VA    Bachelor of Science, Psychology    Received May 2007**

**Manager Fundamental Coursework, Lee Hecht Harrison and Capital One,    Attended: May 2009-August 2009**

**Emerging Non-profit Leaders, Community Foundation    Attended: October 2019-October 2020**

**American Council of Exercise, Certified Group Fitness Instructor    Received: January 2020**

**Road Runners Club of America, Certified Run Coach    Received: October 2020**

# NATISHA N. KNIGHT

NORTH CHESTERFIELD, VA 23234 ♦ (804)938-1978 ♦ TEACHNKNIGHT@GMAIL.COM

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A strategic and dynamic leader with over 20 years of progressive responsibilities in fast-paced settings. Demonstrated history of building and leading successful teams, establishing positive collaborations, creating shared vision, and fiscal responsibility.

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## PROFESSIONAL EXPERIENCE

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### **COMMUNITY FOUNDATION FOR A GREATER RICHMOND – RICHMOND, VA**

**Director of Community Impact**, December 2020 – Present

Envision, develop, and execute solutions designed to address systemic issues that contribute to inequities in our community.

***Key Results and Responsibilities:***

- Convene stakeholders on issues such as literacy and mental health to research and create system level solutions.
- Advocate for equity in processes throughout the foundation and region.
- Guide strategic direction of \$1.5 million in education and advocacy grants.

### **PARTNERSHIP FOR FAMILIES – RICHMOND, VA**

**Program Director**, June 2019 – June 2020

Cultivated and engaged community partners to strategically support individual family members as they navigated housing, transportation, educational systems, finances and more.

***Key Results and Responsibilities:***

- Incorporated best practice in trauma-informed care, child and youth development, program equity, parent engagement, and evaluation.
- Designed and implemented programs with fidelity for families to help them increase their self-efficacy and support their children's growth, development, and academic success, while building their own skills.
- Aligned six direct reports' objectives/performance with organizational goals to strengthen the program. Lead by example, fostering an environment of open communication and engagement among the team that delivered positive results.
- Created feedback loop with families, program staff and partners, as well as managed data collection to create an environment of continuous program improvement.
- Partnered with Executive Director and Director of Development on fundraising efforts and grant reporting leading to an increase in individual donors and diversified funding sources.
- Restructured operations to improve program outcomes and reduce costs while managing a \$775,000 budget.

<https://www.linkedin.com/in/natisha-knight/>

**VISION TO LEARN – RICHMOND, VA****Regional Director**, September 2017 – August 2019

Implemented a growth and sustainability model for a new regional program that sought to provide students with an opportunity to succeed in school and life with free eye exams and free glasses.

***Key Results and Responsibilities:***

- Successfully cast vision, provided leadership, and led the strategic growth of the organization. Tripled Richmond area school districts served as well as recruited 20+ nonprofit organizations to provide services for 20,000 children by developing and maintaining collaborations with key contacts.
- Oversaw the day-to-day operations of the program that included maintaining a consistent schedule while ensuring 100% accurate results, supervising, and coordinating with four optometric and optician staff and liaise with national operations and local partners.

**MARY AND FRANCES YOUTH CENTER/UNITED WAY — Richmond, VA****Youth Program Quality Coach, Contract**, August 2015 – June 2017

Supported education and human service leaders to adapt, implement and scale research-based, quality improvement systems to advance child and youth development.

***Key Results and Responsibilities:***

- Facilitated communication for out-of-school time site leads to successfully complete the Youth Program Quality process with 100% completion.
- Coached program staff of nonprofit organizations to analyze qualitative and quantitative data through self and external assessments to implement improvement plans leading to programmatic development.

**PETER PAUL DEVELOPMENT CENTER — Richmond, VA****Director of Education**, 2013 – 2017**Site Coordinator**, 2012 – 2013

Actively participated as a key contributing member of the management team to implement strategies that led to program growth for youth attending after school and summer enrichment programs.

***Key Results and Responsibilities:***

- Implemented a quarterly professional development series to increase staff knowledge and incorporate team building leading to an increase in camaraderie and minimal turnover.
- Raised student recruitment numbers from 130 to 250 participants by being actively involved in the local community.
- Recruited, trained, coached and promoted leadership abilities of 20+ staff members at three sites.
- Formulated and managed a \$200,000+ annual operating budget.

- Developed and maintained relationships with key stakeholders and 12+ community partners to provide meaningful educational and enrichment activities for youth.
- Executed test administration, coordinated data collection and data meetings making necessary adjustments resulting in student academic growth.

## **RICHMOND PUBLIC SCHOOLS — Richmond, VA**

### **Teacher/Title I Mathematics Teacher, 2001 - 2013**

Taught elementary youth in two urban schools located in low socio-economic neighborhoods. Experienced progressive responsibilities based on academic and interpersonal success.

#### ***Key Results and Responsibilities:***

- Established positive relationships with students, parents, colleagues, and school administrators.
- Actively served on various committees focused on curriculum development, professional development, student activities, school climate and parent involvement.
- Mentored and coached new teachers across the district to be successful in the classroom.

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## **EDUCATION & CERTIFICATIONS**

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### **UNIVERSITY OF PHOENIX — Richmond, VA**

M.Ed. Administration and Supervision / 2011

### **VIRGINIA COMMONWEALTH UNIVERSITY — Richmond, VA**

MT Elementary Education / BS Psychology 2001

### **LEADERSHIP METRO RICHMOND — Richmond, VA**

2020 - 2021

### **UnBound RVA - Richmond, VA**

Class 5 / 2017 - 2018

### **EMERGING NONPROFIT LEADERSHIP PROGRAM — Richmond, VA**

Class 9 / 2015 - 2016

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## **VOLUNTEER EXPERIENCE**

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### **MEMBER, BOARD OF DIRECTORS**

Children's Home Society / 2021 - Present

Collective 365 / 2021 - Present

Sportable / 2021- Present

### **MEMBER, VOLUNTEER COMMITTEE CHAIR, ASSOCIATE BOARD**

Children's Museum / July 2017 - Present

### **Impact 100 Neighborhood Catalyst Grant Committee**

2018 - 2020

### **FOUNDING PRESIDENT, BOARD OF DIRECTORS**

Fulton Montessori School / November 2017 - June 2019

### **EDUCATION COMMITTEE CHAIR, INTERIM TREASURER, BOARD OF DIRECTORS**

Patrick Henry School of Science and Arts / May 2015 - June 2020

### **Read to Them Ambassador**

2019

**MEMBER, EDUCATION ACTION TEAM**

Richmond Promise Neighborhood / 2013 - 2017

**PROFESSIONAL DEVELOPMENT PRESENTATIONS**

No Child Hungry Conference, 2015

Richmond Public Schools City-Wide Staff Development, 2007 - 2012

Greater Richmond and Virginia Council Teachers of Mathematics, 2009 – 2011,

24<sup>th</sup> Annual Parenting is Basics Conference, 2004

# RICHARD MORRIS BAGBY

12243 Bremner Ridge Cir. Manakin-Sabot, Va · (804)347-0046

Richard@unitedspinalva.org · RMBagby@gmail.com

Highly motivated to better the state of the disabled community having suffered a cervical neck injury in 2008 resulting in complete quadriplegia. I have thoroughly enjoyed seeking to make a meaningful impact through service to the greater community.

## EXPERIENCE

**MAY 2013 – SEPTEMBER 2015**

***CERTIFIED MOBILITY CONSULTANT, MOBILITY SUPERCENTER-RICHMOND***

Evaluated clients' needs in order to best accommodate physical and developmental disabilities through transportation and home environment needs

**OCTOBER 2015 – MAY 2018**

***CO-FOUNDER AND DEPUTY DIRECTOR, UNITED SPINAL ASSOCIATION OF VIRGINIA***

Develop and oversee programs focused on aiding newly injured SCI/D individuals in achieving their greatest level of independence and improving their quality of life after injury

**MAY 2018 – PRESENT**

***EXECUTIVE DIRECTOR, UNITED SPINAL ASSOCIATION OF VIRGINIA***

Responsible for overseeing the administration, programs and strategic plan of the organization, to include fundraising, marketing, and community outreach

## EDUCATION

**JUNE 2020**

***HIGH SCHOOL DIPLOMA, COLLEGIATE SCHOOL, RICHMOND, VIRGINIA***

Three sport varsity athlete. GPA 3.9

**2003-PRESENT**

***SOCIOLOGY, UNIVERSITY OF RICHMOND, RICHMOND, VIRGINIA***

Division I scholarship football athlete, having transferred from Boston University where I participated in varsity basketball on a full athletic scholarship.

## VOLUNTEER WORK

**AUG 2017 – JUNE 2020**

***DESIGN STEERING COMMITTEE MEMBER, SHELTERING ARMS INSTITUTE-A JOINT VENTURE WITH VCU HEALTH***

Collaborated with project leaders to design the construction and utilization of a state of the sciences destination inpatient rehabilitation facility

**JANUARY 2018 – PRESENT**

**CUMMUNITY DIVISION CO-CHAIR, SHELTERING ARMS FOUNDATION CAMPAIGN STEERING COMMITTEE**

Develop and execute strategies to engage the community in efforts to raise funds to realize the successful completion of the Sheltering Arms Institute

**JULY 2020 – PRESENT**

**COMMITTEE MEMBER, COVA SCI MODEL SYSTEMS STEERING COMMITTEE**

Provide community support and input in collaboration with leadership in pursuit of Model Systems award for Sheltering Arms Institute

**MARCH 2021 – PRESENT**

**COMMUNITY ADVISORY BOARD MEMBER, SHELTERING ARMS INSTITUTE**

Provide perspective as a past patient and community member to SAI leadership in order to further the Institutes mission to best serve Virginians living with disabilities

**FEBRUARY 2021 – PRESENT**

**TRUSTEE, SHELTERING ARMS FOUNDATION BOARD**

Private foundation that supports the vision of Sheltering Arms Hospitals including the Sheltering Arms Institute-A Collaboration with VCU Health which opened in June 2020

**JULY 2021 – PRESENT**

**BOARD MEMBER, COMMONWEALTH NEUROTRAUMA INITIATIVE ADVISORY BOARD**

Appointed by Governor Northam the Commonwealth Neurotruama Initiative Trust Fund Advisory Board is responsible for administering the CNI Trust Fund.

## **SKILLS**

- Leadership
- Management
- Effective team member
- Goal oriented
- Strategic planning and execution
- Interpersonal communication

## **AWARDS**

- **Order of the Shining Knights-VCUH**  
2017 Cole Sydnor Trauma Survivor Giving Back Award Recipient
- **United Spinal Association**  
2022 Finn Buller Advocate of the Year

**Alison H. Clarke**  
**15455 Fox Vale Way Midlothian, Va. 23112**  
**(cell) 804-564-2171 (email) ahclarke1966@gmail.com**

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## **COMMUNITY ENGAGEMENT PROFESSIONAL**

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Successful and influential community leader with over 25 years' experience working with non-profit, public, and private organizations. Collaborator recognized for creating partnerships to improve the health of patients and the community.

- Respected communicator with diverse audiences at local, regional, and state forums.
- Forward-thinking leader with influence, connection, and accountability to internal and external stakeholders.
- Energetic relationship manager noted for forging new alliances, aligning organizational development strategies and inspiring a shared vision among executives, staff, community, individuals, and non-profit agencies.

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## **LEADERSHIP AND PROFESSIONAL ATTRIBUTES**

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|---|--|
| <ul style="list-style-type: none"><li>• Inclusive Program Designer &amp; Visionary</li><li>• Energetic Trainer</li><li>• Collaborative and Integrity-based Leader</li><li>• Organizational Ambassador</li></ul> | <ul style="list-style-type: none"><li>• Successful Relationship Builder</li><li>• Skilled at Forging New Alliances</li><li>• Articulate and Persuasive Communicator</li><li>• Values and Mission Driven Leader</li></ul> |
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## **PROFESSIONAL HISTORY**

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**Sheltering Arms Hospital, Richmond, Virginia**

**April 1990 – present**

**Community Recreation & Wellness Services Director**  
**October 1998-present**

Responsible for strategic planning, marketing and development of clinical and community recreation and wellness programs. Develop policies and procedures for the department. Oversees daily operations for services at multiple locations. Create and monitor budget and contain costs. Seeks collaboration with community partners to develop programs and services to meet the needs of the patient population and community.

- Implemented the first community based recreation and wellness program in 1994 with vision of enhancing the continuum of care and providing community engagement and wellness opportunities for individuals with physical limitations.
- Expansion of fitness, recreation, and wellness services resulted in preventative care programming for the community and opening of the Club Rec-Day Recreation Program in 1999. Significant growth of Club Rec, specialty fitness programs, personal training, and community wellness programs leading to 49,000 recorded visits in 2018.
- Collaborated with over twenty local agencies to plan and organize events, seminars, and partnerships to provide unique programs and services addressing health, wellness, and recreation needs in the community.
- Partnered with local PGA/LPGA Golf Professionals to develop Adaptive Golf Program in Richmond. Collaborated with the National Amputee Golf Association, First Swing Clinics, and Stand Up and Play Foundation. Developed volunteer golf training session resulting in a "golf buddy" program. Spearheaded fundraising efforts to purchase first "ParaGolfer" for the Richmond community.
- Developed Fitness Specialist and Recreational Therapy teams to expand services and outreach to the community.
- Consistently achieve revenue and expenditure budgets. Responsible for annual revenue of 500K for all cash based services.
- Manage and lead a staff of 18 people. Interview and hire staff. Provide leadership, communication and performance feedback to develop a cohesive team.
- Design and implement client satisfaction surveys to explore opportunities for improvements and ensure customer satisfaction. Consistently achieve superior customer satisfaction survey results.

- Organize educational seminars for varying medical diagnosis tailored to the patient and caregiver needs.
- Serve as the project lead and advocate for implementation of fitness and recreation services in Electronic Health Record (Cerner) Served as a subject matter expert on report writing team identifying reporting enhancements and needs for the department .
- Supported marketing efforts resulting in significant growth in personal training services from 200 sessions per year to over 4,000 sessions in 2018 to enhance preventative and wellness service delivery to the community.

### **Community Recreation Program Manager**

**October 1994 - October 1998**

Responsible for program development, organization, implementation, and marketing of recreation and wellness events for the physically challenged community. Served as the liaison with the insurance company addressing risk management issues. Advocate for increasing community awareness of the needs and abilities of the disabled population. Supervised and led volunteers assisting with recreational events. Adhered to budget and cost containment issues for program planning. Solicited donations and developed community agency and facility support to conduct programs. Evaluated events and programs for process improvements. Assisted with the production of monthly newsletters and brochures for promotion.

### **Therapeutic Recreation Supervisor Therapeutic Recreation Specialist**

**December 1990 – October 1994  
April 1990 – December 1990**

Responsible for the development, implementation, and evaluation of goals, and procedures for Therapeutic Recreation Services at the Day Rehabilitation Program. Implemented and evaluated departmental budget and quality assurance program. Ordered and maintained adaptive recreation equipment and supplies. Lead leisure education, skill development, and community reintegration opportunities for individuals with physical disabilities. Served as a member on an interdisciplinary team to promote the functional outcome and independence for patients.

## **EARLY CAREER**

### **The Hermitage, Richmond, Virginia**

#### **Activity Coordinator of the Via Health Care Center**

**December 1988 – April 1990**

Planned, organized, and implemented recreation therapy activities and community reintegration programs for health care residents. Documented and assessed clients' progress. Supervised staff and volunteers. Coordinated activity budget, calendar, and newsletter. Worked individually with residents on the dementia unit. Responsible for community reintegration for residents.

## **EDUCATION**

### **West Virginia University, Morgantown, West Virginia**

- Bachelor of Science in Recreation and Parks, concentration in Therapeutic Recreation Services - 1988
- Certificate of Gerontology - West Virginia University

## **PROFESSIONAL AFFILIATION HIGHLIGHTS -**

- Serve on hospital design and workstreams in planning for the opening of Sheltering Arms Institute. Selected by Sheltering Arms to serve as a subject matter expert, leadership and staff capital campaign team member.
- Serve as a committee member on multiple community task forces: American Heart Association, Stroke Association, Health Promotions for People with Disabilities, Virginia Department of Health, Arthritis Foundation, APSCE – Aging with a Lifelong Disability, Senior Connections, National Multiple Sclerosis Society.
- Board Member United Spinal Association Virginia Chapter. 2017, 2018 and serves on the program committee.

## **CERTIFICATIONS & RECOGNITIONS**

- Certified Therapeutic Recreation Specialist
- Honored recipient of the Laura Vietor Award (Sheltering Arms Employee of the Year). This award is provided to the employee who displays qualities of integrity, fidelity, compassion, unselfish service, love and loyalty to Sheltering Arms.
- Stanford Certified Chronic Disease & Diabetes Self -Management Program Instructor. Trained Matter of Balance Leader.
- 2016 recipient of National Multiple Sclerosis Society Va/West VA Chapter "Women on the Move Honoree".
- 2017 recipient of 30K grant for implementation of life enrichment and therapeutic engagement technology.



# Stephanie Peaco

📍 Mechanicsville, VA 23116    📞 (804) 370-3029  
✉ slpeaco33@comcast.net

## SKILLS

- Program leadership and development
- Needs assessment
- Client connection to resources and services
- Documentation proficiency
- Case management and ISP development

## WORK HISTORY

### **PROGRAM MANAGER - BRAIN INJURY PROGRAM**    *07/2005 to CURRENT*

#### **Virginia Supportive Housing | Richmond, VA**

- Provide oversight to two brain injury community homes, as well as clients living independently in the community (caseload of approximately 40-50 clients)
- Client responsibilities include assistance with assessing needs; conflict resolution; crisis intervention; connecting clients to resources and services; and maintaining documentation required by Medicaid and funders
- Program responsibilities include developing and oversight of budget; contract compliance; building relationships with community partners; developing program from scratch and then revamping with updated evidence based and person centered practices

### **DIRECTOR OF OUTREACH PROGRAMS**

*11/2002 to 01/2005*

#### **Virginia Dental Association | Richmond, VA**

- Oversee and manage the outreach programs of the VDA, which serve low-income elderly and disabled individuals
- Primary responsibilities include case management, determining eligibility for applicants and recruiting volunteers for the Donated Dental Services program
- Other duties include grant writing, seeking new funding sources for outreach programs, and other duties pertaining to the day-to-day operations of the programs

### **SOCIAL WORKER**

*11/2000 to 11/2002*

#### **Virginia Supportive Housing | Richmond, VA**

- Provide case management to formerly homeless individuals with mental health, physical disabilities and substance use issues
- Other responsibilities include assessing the needs of clients and make the appropriate referrals to community resources; crisis intervention; conflict resolution; screen applicants for housing; and other tasks as needed

**EDUCATION**



**MBA | Management**

*06/2011*

**Strayer University, Henrico, VA**



**Bachelor of Science | Criminal Justice And Psychology**

*06/2000*

**George Mason University, Fairfax, VA**

**TRAININGS**



- CBIS (Certified Brain Injury Specialist) certification- June 2009-present
- Positive Behavior Support
- Person-Centered Counseling
- Trauma Informed Care
- Motivational Interviewing
- Mental Health First Aid
- AED/CPR/First Aid certified

## JAMES H. RIMMER, PhD.

### Current Address:

3848 Village Center Drive  
Hoover, AL 35226

### Business Address:

University of Alabama at Birmingham  
School of Health Professions Bldg., Rm. 331  
1716 9<sup>th</sup> Ave., South  
Birmingham, AL 35294-1212  
(205) 975-9010  
jrimmer@uab.edu

### ACADEMIC AND ADMINISTRATIVE EXPERIENCE

2012-present **Lakeshore Foundation Endowed Chair and Professor in Health Promotion and Rehabilitation Sciences**, School of Health Professions, University of Alabama at Birmingham (UAB); **Adjunct appointment:** Professor, Department of Physical Medicine and Rehabilitation.  
**Director**, UAB-Lakeshore Foundation Research Collaborative; Senior Scientist, UAB Center for Exercise Medicine and Nutrition Obesity Research Center.

**Principal Investigator and Project Director**, Rehabilitation Engineering Research Center, National Center on Health Physical Activity and Disability (NCHPAD), and four other federally funded projects.

**Current grant portfolio: \$8.5M/Yr. with 35 full-time and 60 part-time staff.**

**Director, UAB UWIRC - Center for Engagement in Disability Health and Rehabilitation Sciences (CEDHARS).** The focus of CEDHARS is to establish an integrative, inclusion science framework that supports researchers in disability to work in cognate areas of aging and chronic health conditions partnering with researchers who specialize in these areas.

### Grant Funding

Career Grant Funding Total (1997-present): \$113,300,775

- *UAB Grant Funding Total as PI (2012-2022):* \$81,492,630
- Funding agencies: CDC, PCORI, NIH, NIDILRR

2001-2011 **Professor**, Department of Disability and Human Development, College of Applied Health Sciences, University of Illinois at Chicago. Adjunct appointment: Professor, Department of Movement Sciences.

**Adjunct Professor** – Department of Physical Medicine and Rehabilitation, Northwestern University & Rehabilitation Institute of Chicago.

**Principal Investigator and Project Director**, Rehabilitation Engineering Research Center, Center on Health Promotion Research for Persons with Disabilities, and National Center on Physical Activity and Disability (NCPAD), Department of Disability and Human Development, University of Illinois at Chicago.

**The three Centers combined had 13 full-time and 20 part-time staff with a total annual budget of \$3.1M.**

- 1997-2001 **Associate Professor**, Department of Disability and Human Development, College of Applied Health Sciences, University of Illinois at Chicago (Tenured, 1997).
- 1995-1997 **Visiting Associate Professor**, Institute on Disability and Human Development, University of Illinois at Chicago, Chicago, IL
- 1993-1995 **Professor**, Department of Kinesiology and Physical Education, Northern Illinois University, DeKalb, IL
- 1990-1993 **Associate Professor**, Department of Kinesiology and Physical Education, Northern Illinois University, DeKalb, IL
- 1987-1990 **Assistant Professor**, Department of Kinesiology and Physical Education, Northern Illinois University, DeKalb, IL (Tenured, 1990)
- 1987-1995 **Director**, Exercise Gerontology Clinic, Northern Illinois University, DeKalb, IL  
Faculty Associate in the Gerontology Program, Northern Illinois University  
DeKalb, IL
- 1981-1987 **Assistant Professor**, Department of Physical Education and Human Performance, Manhattan College, Riverdale, NY (Tenured, 1987)
- 1983-1987 **Consultant**, Miriam de Soyza Learning Center for Preschool Children with Disabilities, Bronx, NY
- 1984-1987 **Project Director**, Direct Service Grant to Develop After-School and Weekend Fitness/Rehabilitation Program for Youth with Disabilities, Manhattan College, NY  
Direct 20 staff members and conduct administrative oversight of project.

## **EDUCATION**

**Doctor of Philosophy in Kinesiology with a Specialization in Adapted Physical Activity/Exercise Physiology**, Texas Woman's University, Denton, TX, August 1982

**Master of Arts in Physical Education with a Specialization in Adapted Physical Activity/Exercise Physiology**, The Ohio State University, Columbus, OH, August 1978

**Bachelor of Arts in Physical Education with a Concentration in Exercise Physiology**, Queens College, City University of New York, Flushing, NY, February 1977

## **PROFESSIONAL RECOGNITION**

### **Awards and Recognition**

**Joseph F. Volker Award - UAB School of Health Professions** for full-time faculty member who has demonstrated excellence in and dedication to teaching, distinctive research and other scholarly endeavors, and/or notable service to the School, University and community, April 2021.

National Institute on Child Health and Human Development, 6/30/02-6/20/04 (PI, \$92,000/yr. for 2 yr.). Disability Supplement for Career Enhancement and Mentoring of Researchers with Disabilities – Edward Wang.

National Institute on Disability and Rehabilitation Research, 9/1/01-12/31/04 (Co-PI, \$150,000/yr. for 3 yr.). Health Promotion and Capacity Building for Persons with Traumatic Spinal Cord and Brain Injury. (Pamela Block, PI).

National Institute on Disability and Rehabilitation Research, 9/1/01-12/31/04 (Co-PI, \$150,000/yr. for 3 yr.). Health Promotion and Capacity Building for Persons with Traumatic Spinal Cord and Brain Injury. (Pamela Block, PI).

National Institute on Aging, 9/1/99-6/30/03 (PI, \$102,000/yr. for 4 yr.). Disability Supplement for Career Enhancement and Mentoring of Researchers with Disabilities – Barth Riley.

Centers for Disease Control and Prevention, 4/1/99-3/31/03 (PI, \$750,000/yr. for 4 yr.). National Center on Physical Activity and Disability.

National Institute on Disability and Rehabilitation Research, 7/1/99-6/30/02 (Co-PI, \$150,000/yr. for 3 yr.). Secondary Prevention Trial of Exercise and Diet for Improvement of Physical Fitness, Independence and Overall Health in Adult Paraplegics (Carol Braunschweig, PI).

Centers for Disease Control and Prevention, 8/1/97-4/30/01 (PI, \$285,000/yr. for 3 yr.). Center on Health Promotion Research for Persons with Disabilities.

Lifepius, Inc., 8/96-5/98 (PI, \$12,000). To study the exercise equipment preferences of older adults.

Faculty Career Enhancement Grant, Northern Illinois University, 6/94 (\$3,440). To investigate the body composition levels of children with mental retardation.

IAHPERD Jump Rope for Heart, 12/91 (PI, \$3,300). A Continued Investigation of the Management of Hypercholesterolemia in High School Students.

Northern Illinois University Summer Research Funding, 6/91 (\$4,700). To investigate the health effects of deinstitutionalization.

IAHPERD Jump Rope for Heart , 9/90 (PI, \$3,600). Early Identification of Hypercholesterolemia Among High School Students.

Northern Illinois University Summer Research Funding, 6/90 (\$4,500). Habitual Physical Activity and High Density Lipoprotein Cholesterol in an Institutionalized Mentally Retarded Population.

Northern Illinois University Summer Research Funding, 6/89 (\$3,800). Distribution of Total and High-Density Lipoprotein Cholesterol in Mentally Handicapped Persons.

New York City Department of Mental Health and Mental Retardation, 9/1/84-8/31/87 (PI, \$107,000/yr. for 3 yr.). Development of an Adapted Physical Education/Rehabilitation Program for Children with Disabilities.

#### Development Grant

Life Fitness Corporation, 8/02. \$80,000 equipment grant.

#### **PARTICIPATION ON FEDERAL EXPERT PANEL/GRANT REVIEW**

Physical Activity Guidelines Advisory Committee, Department of Health and Human Services, 2007-2008.

National Institutes of Health (NIH) – 1999, 2006, 2012

National Institutes of Health (NIH) – National Center for Medical Rehabilitation Research (Musculoskeletal Rehabilitation Sciences Study Section), July 2008

National Institute on Disability and Rehabilitation Research (NIDRR) – 1996-2003 (reviewed annually since 1996), 2013

National Institutes of Health (NIH) – 2012-2014 – NRCS Study Section

## **PROFESSIONAL ACTIVITY** (elected or appointed positions)

### ***Completed***

- Member, Scientific Advisory Board, Eunice Kennedy Shriver National Institute on Child Health and Human Development, National Center for Medical Rehabilitation Research, 2008-2012.
- Chair, Disability Section Council, American Public Health Association, 2007-2009.
- Health Disparities Subcommittee, Advisory Committee to the Director of CDC, October 2005-September 2012.
- Advisory Committee, University of Wisconsin at Milwaukee, Rehabilitation Engineering Research Center on Orthopedic Disabilities in Children, 2010-2015.
- Advisory Committee, Rehabilitation Institute of Chicago, Spinal Cord Injury Model Systems Program, 2007-2012.
- Advisory Council, Rehabilitation Engineering Research Center on Robotics, Rehabilitation Institute of Chicago, 2003-2012.
- Advisory Council, Rehabilitation Engineering Research Center on Wheeled Mobility, Georgia Tech University, 2004-2013.
- Member, Board of Scientific Counselors, Coordinating Center on Health Promotion, Centers for Disease Control and Prevention, 2008-2011.
- Advisory Council, Rehabilitation Engineering Research Center on Accessible Medical Instrumentation, Marquette University, 2003-2007.
- Program Chair, Disability Forum, American Public Health Association, 2004-2006.
- Advisory Board, American Association on Disability and Health, March 2003-present.
- International Congress on Active Aging (ICAA), March 2003–2005.
- Executive Committee, External Partners Group, Centers for Disease Control and Prevention, National Center on Birth Defects and Development Disabilities, September 2003-2006 (Chair of Policy and Programs Committee).
- Clinical Exercise Physiology Practice Board of the American College of Sports Medicine, 2001-2004.
- Membership Chair, Disability Forum, American Public Health Association, 2000-2004.
- Chair, Adapted Physical Activity Council of the American Association of Active Lifestyles and Fitness, 1996-97
- Section Chair, Wellness and Personal Fitness Program for the 1991 Symposium of the International Federation of Adaptive Physical Activity, 1989
- Chair, Adapted Physical Education Section of the Midwest District for Health, Physical Education, Recreation, and Dance, 1989
- President, Special Physical Education Section, New York State Association for Health, Physical Education, Recreation, and Dance, 1986-87
- Ad Hoc Committee for State Certification in Adapted Physical Education, New York, 1985-87
- Executive Board of the Bronx Mental Retardation Council, New York, NY, 1983-87

## **TEACHING AND CURRICULUM DEVELOPMENT**

### **Graduate Courses Taught (1997-2008)**

Disability and Health Promotion (DHD 537)

Disability and Physical Activity (DHD 520)

Exercise Technologies for Persons with Disabilities (DHD 530)

### **Graduate Courses Taught (1987-1997)**

Exercise Prescription for Special Populations

Exercise Gerontology  
Clinical Experiences in Exercise Gerontology

**Director and Developer**, Exercise Gerontology Program. Received Northern Illinois University and Board of Higher Education approval for the addition of two new courses – *Exercise Gerontology* and *Clinical Experiences in Exercise Gerontology*, in addition to an internship established with a local retirement home.

**Undergraduate Courses Taught (1981-1987)**

**Department of Physical Education and Human Performance**

- *Physical Activity for the Physically Handicapped and Older Adult*
- *Physical Activity for the Mentally Retarded and Emotionally Disturbed*
- *Therapeutic Recreation for the Elderly*
- *Anaerobic Conditioning*
- *Aerobics*
- *Basic Emergency Techniques*
- *Personal Health*
- *Research Seminar*

**Biology Department**

- *Physiology of Exercise*
- *Kinesiology*
- *Therapeutic Exercise Prescription for Special Populations*
- *Principles of Biology*

**Coordinator**, Physiology of Exercise/Sports Medicine Concentration for Undergraduate Biology and Physical Education Majors; Director of Human Performance Laboratory, Manhattan College, NY (1981-1987)

**Coordinator**, Graduate Specialization in Adapted Physical Education, Special Education Department, Manhattan College, NY (1984-1986)

**Director and Creator**, Exercise Gerontology Program, Manhattan College, NY (1982-1987)

**Director**, Special Olympics Games, Manhattan College, NY

**Primary Mentor: Post-Doctoral Fellows**

***Current***

Christen Mendonca (2021-present) – NIDILRR award  
Christine Ferguson (2021-present) – Lakeshore Foundation

***Completed***

Jereme Wilroy (2016-2020) – NIH award  
Byron Lai (2018-2021) – NIH award  
Teneasha Washington (2018-2020) – CDC award  
Will Neumeier (2016-2018) – NIDILRR award  
Hui-Ju Young (2015-2018) – NIDILRR award  
Kerri Vanderbom (2013-2015) – NIDRR award

Brooks Wingo (2012-2013) – NIH R21 award  
Christine Pellegrini (2010-2011) – CDC supplemental award  
Jennifer Gray-Stanley (2007-2009) - CDC Supplemental award  
Pamela Semanik, Ph.D. (2004-present) – NIH K01 award  
Lisa Johnsen-Sanchez, Ph.D. (2003-2008) – NIH K01 award  
Janine Jurkowski, Ph.D. (2003-2004) – NIDILRR award  
Irene Valerio, M.D. (1999-2003) – CDC award  
Brent Williams, Ph.D. (1999-2001) – CDC award  
Christopher Draheim, Ph.D. (2000-2002) – CDC award

**Directed 18 Master’s Theses** and served on an additional 25 theses and one dissertation (1987-present)

**Committee Member** for 20 doctoral candidates: UIC Dept. of Disability and Human Development (6), School of Public Health (6), College of Nursing (4), Engineering (4).

### **COMMITTEE PARTICIPATION**

2000-2010 Member, UIC Promotion and Tenure Committee, College of Applied Health Sciences

1997-2007 Member, UIC Graduate Admissions Committee, Department of Disability and Human Development

1999-2002 Vice Chair, University Institutional Review Board, Office for the Protection of Research Subjects (OPRS)

2000-2002 Member, Executive Committee, College of Applied Health Sciences

### **PUBLICATIONS**

#### **Books**

Rimmer, J. H. (1994). Fitness and rehabilitation programs for special populations. Dubuque, IA: Brown & Benchmark.

#### **Monograph**

Rimmer, J. H. (2000). Achieving a beneficial fitness: a program and a philosophy in mental retardation. Washington, DC: American Association on Mental Retardation.

Rimmer, J. H. (2008). Promoting inclusive physical activity communities for people with disabilities. President’s Council on Physical Fitness and Sports Research Digest, Series 9, No.2, 1-8.

#### **Book Chapters**

1. Lai, B. W., Rimmer J. H. (2019). Physical activity for people with disabilities. In Frontera, W. R. (Ed.), Physical medicine and rehabilitation: principles and practice. Baltimore, MD: Wolters Kluwer.
2. Rimmer, J. H., Hsieh, K. (2016). Health promotion (pp. 1087-1103). In Rubin, I. L., Merrick, J., Greydanus, D. E., Patel, D. R. (Eds.), Health care for people with Intellectual and Developmental Disabilities across the lifespan. New York, NY: Springer.

Selected to participate in a three-year postdoctoral grant on improving the quality of physical education for handicapped children, Michigan State University, E. Lansing, MI, 1983-86.  
Directors: Drs. Janet Wessel & Luke Kelly.

**MEMBERSHIPS**

American Congress of Rehabilitation Medicine, 2012-present

American Public Health Association, 1998-present

American Association on Health and Disability, 1998-present

American College of Sports Medicine, 1991-present

## **EMPLOYMENT**

### ***Executive Director***

*Community Brain Injury Services, Richmond Va.* June 2005-present

Responsibilities include: Oversee all operations, finance, and governance of non-profit organization with a providing services to individuals with brain injuries, including two comprehensive brain injury rehabilitation/clubhouse program, case management and employment services. Responsible for annual budget over 1.2 million dollars and staff team of 17 persons.

### ***Program Director***

*The Mill House; Richmond Va.* June 2001-June 2005

Responsibilities included: Oversee all operations of comprehensive brain injury Clubhouse program, The Mill House, including supervision of program staff, marketing, budgeting, and program development.

### ***Assistant Program Manager,***

*Hartwood Foundation, New Kent Va.* July 1998- August 2000

Responsibilities included: On-site and on-call supervision of over 10 staff in group home setting, service plan development, case management, social/recreation planning, and communication with relevant team members/outside agencies in regards to client progress.

## **RELATED PROFESSIONAL EXPERIENCE**

**Board President,** *International Brain Injury Clubhouse Alliance.* September 2011-September 2017

**Chairman:** *Virginia Alliance of Brain Injury Service Providers.* July 04-June 08, July 2018-Present

**Secretary:** *Virginia Brain Injury Council:* January 09-January 2011, July 2018-Present

## **HONORS**

- Principal Investigator of landmark research study “Evaluating Brain Injury Clubhouses and their Effects on Neurobehavioral Functioning and Participation”
- 2008 Style Weekly RVA Top 40 under 40 recipient
- 2014 Weinstock Award Recipient: Annual statewide award for commitment to people with brain injury in Virginia
- Graduate Leadership Metro Richmond Class of 2014: Immersion focus on mental health
- Appointment to 2014 Governor’s Mental Health Task Force, Crisis Response Workgroup

## **EDUCATION**

**Master of Social Work, (MSW)** May 2001, **GPA: 4.0**

Virginia Commonwealth University, Richmond Va.

**B.A., Psychology,** May 1997, **GPA: 3.4**

University of Richmond

### **Additional Training/Certification:**

Certified Brain Injury Specialist (CBIS)

- National certification from the Brain Injury Association of America, 2008-present