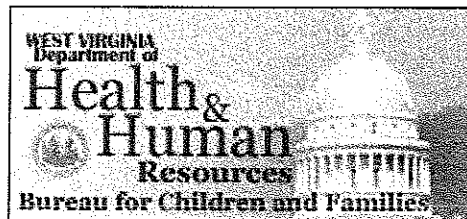


Proposal to Provide Technical Assistance to the Commission to Study the Residential Placement of Children

Prepared For



Prepared By



The mission of OPEN MINDS is to provide behavioral health and social service payers and service providers with the market and management knowledge needed to improve organizational efficiency and effectiveness.

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June 29, 2010

GENERAL TERMS & CONDITIONS
REQUEST FOR QUOTATION (RFQ) AND REQUEST FOR PROPOSAL (RFP)

1. Awards will be made in the best interest of the State of West Virginia.
2. The State may accept or reject in part, or in whole, any bid.
3. Prior to any award, the apparent successful vendor must be properly registered with the Purchasing Division and have paid the required \$125 fee.
4. All services performed or goods delivered under State Purchase Order/Contracts are to be continued for the term of the Purchase Order/Contracts, contingent upon funds being appropriated by the Legislature or otherwise being made available. In the event funds are not appropriated or otherwise available for these services or goods this Purchase Order/Contract becomes void and of no effect after June 30.
5. Payment may only be made after the delivery and acceptance of goods or services.
6. Interest may be paid for late payment in accordance with the *West Virginia Code*.
7. Vendor preference will be granted upon written request in accordance with the *West Virginia Code*.
8. The State of West Virginia is exempt from federal and state taxes and will not pay or reimburse such taxes.
9. The Director of Purchasing may cancel any Purchase Order/Contract upon 30 days written notice to the seller.
10. The laws of the State of West Virginia and the *Legislative Rules* of the Purchasing Division shall govern the purchasing process.
11. Any reference to automatic renewal is hereby deleted. The Contract may be renewed only upon mutual written agreement of the parties.
12. **BANKRUPTCY:** In the event the vendor/contractor files for bankruptcy protection, the State may deem this contract null and void, and terminate such contract without further order.
13. **HIPAA BUSINESS ASSOCIATE ADDENDUM:** The West Virginia State Government HIPAA Business Associate Addendum (BAA), approved by the Attorney General, is available online at www.state.wv.us/admin/purchase/vrc/hipaa.htm and is hereby made part of the agreement. Provided that the Agency meets the definition of a Cover Entity (45 CFR §160.103) and will be disclosing Protected Health Information (45 CFR §160.103) to the vendor.
14. **CONFIDENTIALITY:** The vendor agrees that he or she will not disclose to anyone, directly or indirectly, any such personally identifiable information or other confidential information gained from the agency, unless the individual who is the subject of the information consents to the disclosure in writing or the disclosure is made pursuant to the agency's policies, procedures, and rules. Vendor further agrees to comply with the Confidentiality Policies and Information Security Accountability Requirements, set forth in <http://www.state.wv.us/admin/purchase/privacy/noticeConfidentiality.pdf>.
15. **LICENSING:** Vendors must be licensed and in good standing in accordance with any and all state and local laws and requirements by any state or local agency of West Virginia, including, but not limited to, the West Virginia Secretary of State's Office, the West Virginia Tax Department, and the West Virginia Insurance Commission. The vendor must provide all necessary releases to obtain information to enable the director or spending unit to verify that the vendor is licensed and in good standing with the above entities.
16. **ANTITRUST:** In submitting a bid to any agency for the State of West Virginia, the bidder offers and agrees that if the bid is accepted the bidder will convey, sell, assign or transfer to the State of West Virginia all rights, title and interest in and to all causes of action it may now or hereafter acquire under the antitrust laws of the United States and the State of West Virginia for price fixing and/or unreasonable restraints of trade relating to the particular commodities or services purchased or acquired by the State of West Virginia. Such assignment shall be made and become effective at the time the purchasing agency tenders the initial payment to the bidder.

I certify that this bid is made without prior understanding, agreement, or connection with any corporation, firm, limited liability company, partnership, or person or entity submitting a bid for the same material, supplies, equipment or services and is in all respects fair and without collusion or Fraud. I further certify that I am authorized to sign the certification on behalf of the bidder or this bid.

INSTRUCTIONS TO BIDDERS

1. Use the quotation forms provided by the Purchasing Division. Complete all sections of the quotation form.
2. Items offered must be in compliance with the specifications. Any deviation from the specifications must be clearly indicated by the bidder. Alternates offered by the bidder as **EQUAL** to the specifications must be clearly defined. A bidder offering an alternate should attach complete specifications and literature to the bid. The Purchasing Division may waive minor deviations to specifications.
3. Unit prices shall prevail in case of discrepancy. All quotations are considered F.O.B. destination unless alternate shipping terms are clearly identified in the quotation.
4. All quotations must be delivered by the bidder to the office listed below prior to the date and time of the bid opening. Failure of the bidder to deliver the quotations on time will result in bid disqualifications: Department of Administration, Purchasing Division, 2019 Washington Street East, P.O. Box 50130, Charleston, WV 25305-0130
5. Communication during the solicitation, bid, evaluation or award periods, except through the Purchasing Division, is strictly prohibited (W.Va. C.S.R. §148-1-6.6).

Table of Contents

I. Executive Summary	3
II. <i>OPEN MINDS</i> Detailed Work History	5
A. Relevant Organizational Experience	5
B. Proposed Team	9
C. References.....	11
III. <i>OPEN MINDS</i> Proposed Approach & Methodology	12
IV. Overview of <i>OPEN MINDS</i>	14
V. Engagement Fees	16
Appendix A – Team Resumes	17
Appendix B – Degrees/Certificates	24
Appendix C – RFP Signature Forms.....	28



I. Executive Summary

The West Virginia Department of Health and Human Resources (DHHR), Bureau for Children and Families (BCF) provides a quality service system for the children and families of West Virginia to assist them in both achieving their highest potential and improving their overall quality of life. In 2005, the Commission to Study Residential Placement of Children (the Commission) was created to study potential strategies and methods to reduce the number of children in out-of-state placements, a system of care approach, and barriers to developing services and methods to fund those services.

The Commission has now broadened its scope to include child welfare and is collaborating with the Bureau for Children and Families to develop an enhanced comprehensive child welfare system in West Virginia. There are a total of seven workgroups organized to assist in the development, implementation, and ongoing progress of this comprehensive child welfare plan. This expansion requires the collaboration of the workgroups, various task forces and the West Virginia Court Improvement Planning Board. To ensure effective coordination and communication with other commissions and task forces centered on the same population of children, the Commission is seeking a vendor to provide technical assistance, consultation, meeting facilitation, and report and representation preparation services.

Our team at *OPEN MINDS* is uniquely qualified to assist the Commission to Study Residential Placement of Children. It is our understanding that the Commission is looking for technical assistance, consultation, meeting facilitation, and report and presentation preparation for the Commission. Our team is well experienced in meeting documentation and in delivering post-session reports. Our attendance at these meetings will position us to develop strategies for recommendations and implementation plans resulting from each session. *OPEN MINDS* will also coordinate the Commission's work with other commissions and task forces centered on the same population of children.

Founded in 1987, *OPEN MINDS* is the premier market research and management consulting firm specializing in the mental health, addictions, children's services, social services, disability support, and related public health sectors of the health and human service fields. Our mission is to provide payers and provider organizations serving consumers with complex health and human service needs with the market and management knowledge needed to improve their organizational efficiency and effectiveness. Our unique qualifications for this engagement include the following:

1. Specific expertise in the children's services field, specifically with regard to residential placement.
2. Extensive organizational and team member experience with facilitation of multi-agency workgroups



3. A wealth of knowledge in the State of West Virginia, giving our team a unique understanding of the West Virginia Bureau for Children and Families environment.

The team at *OPEN MINDS* is pleased to submit this proposal to WV BCF. This proposal outlines our organizational and team knowledge and experience, as well as our proposed approach to the engagement. The entire *OPEN MINDS* looks forward to working with WV BCF on this important initiative.



II. *OPEN MINDS* Detailed Work History

The *OPEN MINDS* team has extensive organizational experience in assisting behavioral health organizations with a variety of initiatives. Specifically, our team has contemporary knowledge of the West Virginia health and human service environment having conducted several engagements in the state. *OPEN MINDS* offers extensive experience in meeting and retreat facilitation. For the past twenty years, we have successfully completed hundreds of consultation engagements with an emphasis on high-quality, timely, and solution-focused work – work that has resulted in continuing engagement with our clients throughout our organizational history. Some examples of our relevant organizational experience are detailed below.

A. Relevant Organizational Experience

The team at *OPEN MINDS* is uniquely qualified to provide technical assistance to the Commission to Study the Residential Placement of Children for the West Virginia Bureau of Children and Families (WV BCF). Our unique qualifications for this engagement include the following:

1. Specific expertise in the children's services field, specifically with regard to residential placement.
2. Extensive organizational and team member experience with facilitation of multi-agency workgroups
3. A wealth of knowledge in the State of West Virginia, giving our team a unique understanding of the West Virginia Bureau for Children and Families environment.

Descriptions of our qualifications in each of these three areas are listed below, including a few selected descriptions of similar consulting engagements.

Specific expertise in the children's services field, specifically with regard to residential placement

Over our twenty year history, the *OPEN MINDS* team has had the opportunity to work with a variety of organizations, including several in the children's services field. Our team has gained a wealth of experience in children's services.

In 2009, *OPEN MINDS* was engaged to research and analyze the potential areas of strategic alliance between two residential children's treatment facilities. The *OPEN MINDS* team began the engagement by clarifying the intent of both organizations on the extent of the continuum of strategic alliance opportunities – from consultation to merger or acquisition. *OPEN MINDS* then worked with each organization to gather information to help assess collaborative strategic alliance opportunities. The *OPEN MINDS* team



developed a questionnaire for on-site interviews with both executive teams. The *OPEN MINDS* team met with the leadership from each organization to review the findings for that organization. *OPEN MINDS* then conducted a joint meeting with the leadership teams and concluded the engagement by writing a Strategic Alliance Assessment Report, which included findings and recommendations from the initiative.

In 2008, *OPEN MINDS* was engaged by Berea Children's Home & Family Services to research and analyze potential areas of expansion. To complete this task, *OPEN MINDS* conducted market research in the behavioral healthcare and social services field, and then worked with Berea to develop a list of important stakeholders and a facilitation guide in order to gain a clear picture of Berea's environment and reputation. From these interviews, *OPEN MINDS* was able to develop a list of recommendations regarding Berea's plans for expansion and development in the future.

Berea contracted with *OPEN MINDS* once again in 2009 to conduct a market opportunity analysis for the repurposing of the Berea residential campus. At that time, the facility was used for a continuum of adolescent residential care and intensive outpatient mental health treatment services. The market opportunity analysis was primarily focused on the repurposing options available for the existing facility. The *OPEN MINDS* team, in conjunction with Berea, completed a review of over ten repurposing options for the facility, and from these options eventually decided on five repurposing options for Berea to undergo.

Our Kids of Miami-Dade/Monroe, Inc. (Our Kids) is a Florida non-profit corporation created in response to the need for local control and leadership of our child welfare system. The Florida Department of Children and Families has awarded Our Kids a Community Based Care (CBC) Lead Agency status. In 2009, Our Kids selected *OPEN MINDS* to facilitate the strategic planning process for the children's services delivery system. This planning process included the facilitation of focus groups and individual interviews of families, case workers, judges, legislators, state policymakers, and a wide array of stakeholders. The resulting strategic plan provided Our Kids with a clear and effective road map for the long-term.

In 2009, Our Kids contracted *OPEN MINDS* to determine the workforce training needs and design a curriculum model for the case management workforce. *OPEN MINDS* conducted a multifaceted needs assessment to create a curriculum design of the Our Kids Florida Child Welfare Case Worker Training Institute that included curriculum guidelines and policies and procedures to standardize the training and learning pathways for the Our Kids case management provider agencies. After conducting this needs assessment, *OPEN MINDS* was able to make recommendations for the improvement of the Our Kids curriculum design.

South Carolina's Continuum of Care (COC) Division of the Office of the Governor is the state agency responsible for coordinating, providing, and paying for care for children suffering from serious emotional disturbances within the State. The COC program was established to provide a minimum threshold of services for children, regardless of payer



source or their ability to pay. *OPEN MINDS* was engaged by the COC director to assess its management systems infrastructure, managerial and front-line staffing, historical reimbursement data, and information systems capabilities with the goal of improving the effectiveness of the agency. The *OPEN MINDS* team conducted a nine-month assessment and data analysis initiative that resulted in specific recommendations for system improvements in the area of utilization and process data collection activities (including new information system specifications); staff and managerial training; stakeholder education; and a new reimbursement structure (with recommendations for required legislative and regulatory changes).

In 2009, *OPEN MINDS* was engaged by Youth Villages, one of the leading private providers of behavioral health services to children with serious emotional and behavioral problems and their families. The non-profit organization has been a national leader in the adoption and implementation of research-based treatment philosophies in the field of children's mental and behavioral health. Our team was contracted to provide technical assistance for a comprehensive Electronic Health Record (EHR) software selection process. *OPEN MINDS* approached the problem by providing the following help: development of Youth Villages EHR functional specifications; Youth Villages EHR software RFP development; selection of an EHR software system vendor; and continued assistance with EHR software system selection, contracting, and implementation. *OPEN MINDS* assessed the situation of Youth Villages and made recommendations for a new EHR software system according to its findings.

Since 2005, the *OPEN MINDS* team has produced an intensive one-day management training seminar as a pre-conference to the Foster Family-Based Treatment Association's annual conferences. In 2009, our team presented, "Maintaining (& Increasing) Your Organization's Profitability: A Structured Approach to Diagnosing Your Organization's Revenue & Margin Challenges." The presentation included an examination of the common management behaviors contributing to declining contract and organizational profitability. Each event combined a didactic presentation, case examples, and participant discussion of this critical management issue.

The *OPEN MINDS* team has also developed an extensive relationship with the Alliance for Children and Families, an international membership association of children and family-service providers. Over the past three years, the *OPEN MINDS* team has conducted a number of engagements with the Alliance for Children & Families, including a web seminar series on health care reform in the United States and several collaborative seminar presentations.



In addition to these consultation and technical assistance engagements, the *OPEN MINDS* team has written extensively and made professional presentations on issues of specific interest to the financing and delivery of children's services. Some of these articles and presentations include:

- "Service Integration in Children's Services: How to Create Successful Partnerships With Other Service Delivery Systems," an *OPEN MINDS* Management and Executive Education Seminar
- "Spending in the U.S. on Children's Services Grew 246 Percent Between 1960 and 1997," *OPEN MINDS On-Line News*, July 16, 2001
- "Performance-Based Contracting in Children's Services: How to Structure Private & Public Sector Responsibility in System Accountability," an *OPEN MINDS* Management and Executive Education Seminar

Extensive organizational and team member experience with facilitation of multi-agency workgroups

The *OPEN MINDS* team has worked with a variety of health and human service organizations across the United States to facilitate a wide variety of planning sessions. Our team brings extensive facilitation experience that includes work with Boards of Directors and management teams from a broad range of government and provider organizations. A few descriptions of our team's experience with group facilitation are provided below.

OPEN MINDS chief executive officer, Monica E. Oss served as the chair of the Behavioral Health Subcommittee of the Indiana Medicaid Quality Improvement Program. In that role, Ms. Oss assisted the state in creating benchmarks for stakeholder performance based on national data; developing a performance based evaluation and payment system for system managers; and facilitating a process for collaboration between the Medicaid-financed delivery system and other mental health service providers. The Behavioral Health Subcommittee also tracked utilization of mental health services by Indiana counties in an on-going effort to identify community-specific barriers to access.

In 2009, *OPEN MINDS* was engaged to facilitate a planning initiative for the Nebraska behavioral health system. As a component of the engagement, our team created a Nebraska Behavioral Health System Consensus Panel, an ex-officio community coalition of stakeholders representing the range of state and local government, professionals, provider organizations, consumers, and consumer advocates. Our team facilitated the creation and meeting of the Consensus Panel in order to develop (1) an analysis of the current system metrics, (2) a Consensus Panel strategy document, and (3) a high-level presentation of the Consensus Panel strategy document.

In 2010, the *OPEN MINDS* team facilitated a board retreat for the Detroit-Wayne County Community Mental Health Agency (DWCCMHA). Our team developed a two-day session for the board that included facilitation of a board discussion of current policy



priorities and action plans to achieve each priority, development of a strategic policy priorities plan for the board with prioritization of policy priorities and related action plans, and facilitation of a board discussion on governance.

In 2009, *OPEN MINDS* was engaged to research and analyze the potential areas of strategic alliance between two children's residential treatment facilities. The *OPEN MINDS* team facilitated discussions with the two organizations on the extent of the continuum of strategic alliance opportunities – from consultation to merger or acquisition. *OPEN MINDS* then worked with each organization to gather information to help assess collaborative strategic alliance opportunities. Our team conducted research with each organization and then held a joint meeting with both leadership teams to review the information gathered. The *OPEN MINDS* team concluded the engagement by writing a Strategic Alliance Assessment Report, which included findings and recommendations from the initiative.

A wealth of experience in the State of West Virginia, giving our team a unique understanding of the WV BCF environment

The *OPEN MINDS* team also has extensive experience working with the West Virginia behavioral healthcare system. In 2009, the *OPEN MINDS* team, led by executive vice president John Talbot, facilitated a session with representatives from the West Virginia Bureau for Behavioral Health and Health Facilities, the West Virginia Behavioral Healthcare Providers Association, and other providers of behavioral health services in the State of West Virginia. The meeting provided a forum for participants to identify issues that needed to be addressed and allowed attendees to discuss and develop solutions to address those issues. The group also developed a plan for ongoing discussion and resolution of issues.

In addition, *OPEN MINDS* has recently facilitated strategic planning initiatives for Seneca Health Systems and worked with their Board of Directors on board governance issues. *OPEN MINDS* has also worked collaboratively with the West Virginia Behavioral Healthcare Providers Association on management education events.

B. Proposed Team

OPEN MINDS proposes a select group of team members to assist the Commission to Study the Residential Placement of Children. Each team member for the engagement has been chosen based on his/her specific experience with group facilitation, the child welfare field, and West Virginia. The team includes:

- John F. Talbot, Ph.D., Executive Vice President and Senior Associate – Senior Project Advisor
- Richard Citrin, Ph.D., M.B.A., Senior Associate – Project Lead
- Rejean Carlson, M.B.A., Vice President of Business Operations – Subject Matter Expert
- Laura Morgan, M.A., Research Analyst



John F. Talbot, Ph.D., Executive Vice President and Senior Associate, will serve as project lead for this initiative. Dr. Talbot has provided consultation, training, and operational assistance to nonprofit organizations, behavioral health providers, and managed care organizations across the country. Dr. Talbot's extensive facilitation experience includes work with Boards of Directors and management teams from a broad range of governments, provider organizations, and consumers. The focus of these facilitations has included strategic planning, team building, and conflict resolution. He recently facilitated a planning session for the State of West Virginia. Prior to his current position, Dr. Talbot served as the President of a network of agencies providing care to children and families. The innovative work of Colorado Care Management received national recognition including participation in a Federal IV-E waiver study that demonstrated measurable superior clinical outcomes. In his role with Colorado Care Management, Dr. Talbot also led the development of a coalition of Colorado business executives to address the issues of providing care to abused and neglected children, and the establishment of a nationwide purchasing cooperative for non-profits.

Richard Citrin, Ph.D., MBA, Senior Associate, is an accomplished executive with extensive management experience in managed care and provider organizations. He brings expertise in operations, contracting, program development and strategic planning. He is a licensed psychologist with the state of Texas, and is completing his licensure with the state of Pennsylvania. Dr. Citrin has an MBA from the University of Dallas, and a Ph.D. from the University of Nebraska-Lincoln. He also has numerous publications and presentations regarding health promotion and wellness, workplace productivity, healthcare delivery, and mental and behavioral healthcare.

Rejean Carlson, M.B.A., Vice President of Business Operations brings fourteen years of experience as an account executive, educator, and business manager. He has experience in the New York securities as an account executive in which he developed partnerships and sold securities. He earned his Master's degree in Business Administration from Pennsylvania State University.

Laura L. Morgan, Researcher, brings superior research and project management skills to *OPEN MINDS* clients. Ms. Morgan received her Masters degree in Economics from Indiana University. Since joining *OPEN MINDS* in 2006, Ms. Morgan headed an initiative to identify and report on sources of federal, state, and local government funding for health and human services. In addition to the research on funding sources, Ms. Morgan developed new operating procedures for tracking public funding and enhanced the research database for this project. In her work with *OPEN MINDS*, Ms. Morgan has also conducted analysis of industry statistics reports and is coordinated advisory board meetings for *OPEN MINDS* customers.

A full resume for each team member proposed for this engagement is provided in Appendix A.



C. References

West Virginia Bureau for Behavioral Health & Health Facilities

Kimberly A. Walsh
Deputy Commissioner – Programs
350 Capitol Street, Room 350
Charleston, West Virginia 25301
304-558-6480
kimberly.a.walsh@wv.gov

West Virginia Bureau for Behavioral Health & Health Facilities

Victoria Jones
Commissioner
350 Capitol Street, Room 350
Charleston, West Virginia 25301
304-558-0298
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West Virginia Behavioral Healthcare Providers Association

John Russell
Executive Director
405 Capitol Street, Suite 800
Charleston, WV 25301
304-343-0728
wvbhpa@wvdsi.net



III. *OPEN MINDS* Proposed Approach & Methodology

The *OPEN MINDS* team will conduct work as needed on an hourly basis to provide technical assistance, consultation, meeting facilitation, report and representation preparation for the Commission to Study the Residential Placement of Children and coordinate the Commission's work with other commissions and task forces centered on the same population of children. It is our understanding that the State of West Virginia is seeking a professional team to:

- Provide up to 175 hours of services/activities to the Commission to Study the Residential Placement of Children
- Provide consultation, technical assistance, and meeting planning
- Assist with the development of meeting agendas that address the needs of the group
- Assist with the preparation of clear, concise, meaningful, and achievable goals for each planning session
- Develop both visual and analytical models
- Provide consultation via phone and e-mail
- Attend quarterly meetings and special meetings held in Charleston, West Virginia
- Facilitate meetings to maintain the group's focus and timeliness
- Recommend new approaches as appropriate that have the potential to save time or produce better results
- Document meeting notes within one month of the previous date; all meeting notes will be reviewed jointly by the Bureau for Children and Families Commission to Study the Residential Placement of Children support staff and *OPEN MINDS*; electronic copies of the meeting notes will be provided to Commission members one week prior to the next meeting date
- Develop post-session reports that identify action items for implementation and include the task, person(s) responsible, and the due date; post-session reports will be reviewed jointly by the Bureau for Children and Families Commission to Study the Residential Placement of Children support staff and *OPEN MINDS* before release to members
- Develop recommendations and implementation plans resulting from the meetings
- Develop an annual progress report in March 2011

Some of the models and tools that the *OPEN MINDS* team brings to meeting these requirements include:

- Project management and project workplan tools
- Remote web access system to resources



- Ability to conduct virtual meetings via web-based conferencing
- Experience in and software for developing visual and analytical models

will provide information as needed on best practices used in other states to ensure that all models of residential placement have been considered by the Commission. Our team will provide extensive project management skills as well as our extensive knowledge and expertise in the Child Welfare field.



IV. Overview of *OPEN MINDS*

Founded in 1987, *OPEN MINDS* is the premier market research and management consulting firm specializing in the mental health, addictions, social services, disability support, and related public health sectors of the health and human service field. Our mission is to provide payers and provider organizations serving consumers with complex health and human service needs with the market and management knowledge needed to improve their organizational efficiency and effectiveness.

OPEN MINDS is located at 163 York Street, Gettysburg, Pennsylvania, 17325-1933. The company is a 100% woman-owned small business, incorporated in Delaware and domiciled in Pennsylvania. *OPEN MINDS* services include consultation, technical assistance, workforce development, executive education, and subscription information services.

OPEN MINDS has a team of 75 professionals with specific research and management expertise and experience in addiction treatment, mental health and social service fields. Most team members are based in Gettysburg, with satellite offices in North Carolina, Florida, Washington, Colorado, Montana, California, Maryland, Kansas, and New Jersey. The firm's web site has extensive detailed information on the organization and may be accessed at <http://www.openminds.com>.

For the past two decades, the team at *OPEN MINDS* has been singularly focused on improving the management of behavioral health and social services in the United States. *OPEN MINDS* is a knowledge organization – with extensive market information and management best practices information on the behavioral health and social service field. Our specialty is the domains of the health and human service serving consumers with complex needs; consumer seeking services in the following service areas:

- Mental health and addiction treatment
- Public health and chronic disease management
- Disability support services and long-term care
- Child welfare and family preservation

In 1988, the work of *OPEN MINDS* was launched with the publication of the market intelligence and management newsletter, *OPEN MINDS*. For over twenty years, the team at *OPEN MINDS* has covered the changing financing, service delivery, and regulation shaping the field. Five years later, the team at *OPEN MINDS* expanded its services to include management consultation and staff training. In 1998, *OPEN MINDS* expanded its work to include public executive education – focused on specific areas of management core competencies.

Over the past decade, the information services provided by *OPEN MINDS* to executives in the field have evolved to a web-based platform. The *OPEN MINDS Circle* is a



national virtual community comprised of thousands of executives, policy makers, and clinical professionals responsible for the management and delivery of health and human services. It is the “go to” place and one-stop resource to find market intelligence and best practice management solutions for any range of health and human service programs. *OPEN MINDS Circle* members receive e-mails that are convenient and concise daily communications on hot new developments in the field from the experts at *OPEN MINDS*. The *OPEN MINDS Circle* provides the best and most timely market intelligence and management best practices for the industry.

Our consulting practice is focused on five core competency areas:

- Strategic Management
- Financial Management
- Technology & Information Management
- Leadership & Governance
- Marketing & Innovation

Management Pillar	Executive Competency
Leadership & Governance	Board composition and board performance management
	Board meeting and governance management
	Executive team composition, performance management, and succession planning
Financial Management	Budgeting and financial management
	Financial risk management and medical economics
	Long-term financing and capital planning
Marketing & Innovation	Government, regulatory, and legislative relations
	Communications, public relations, and media management
	Marketing planning, strategic alliances, and community collaborations
	Service line development
Technology & Information Management	Organizational performance metrics management
	Information management infrastructure, including electronic health records, web site management, and telehealth management
Strategic Management	Strategic planning and leadership of organizational evolution
	Service line management and corporate compliance
	Human capital management

For over twenty years, the *OPEN MINDS* team has been providing research and consultative services to organizations throughout the health and human service field. We look forward to providing technical assistance in conducting this initiative.



V. Engagement Fees

OPEN MINDS hourly rate for the completion of this project is \$185/hour. This rate is based on an estimated 175 hours of work to complete the engagement. This rate includes all consultant and administrative time in conducting this initiative, as well as estimated expenses for the engagement (travel and related expenses).



Appendix A – Team Resumes

Richard S. Citrin, Ph.D., MBA

OPEN MINDS Senior Associate

163 York Street, Gettysburg, Pennsylvania 17325-1933
717-334-1329; Fax: 717-334-0538; Email: rcitrin@openminds.com

EXPERIENCE

Senior Associate, *OPEN MINDS*, November, 2009 - Present. *OPEN MINDS* is a national market research and management consulting firm specializing in behavioral health, social services, long-term care, and public health.

Vice President, Community Care Behavioral Health, UPMC Health Plan, Life Solutions, EAP Services, University of Pittsburgh Medical Center, 2005 – 2009. Community Care and the UPMC Health Plan are a part of UPMC, an integrated health care system. Community Care Behavioral Health is a not-for-profit behavioral health care organization.

- Expanded program services, increased customer base, and maintained program profitability
- Led technology implementation, including clinical and billing software, web-based service offerings and call center technology
- Established comprehensive marketing and sales development program including web-based services, calendar based educational materials, targeted client newsletter sales and marketing materials.
- Implemented revised clinical and account management software; enhanced information technology to improve service delivery, including telephone counseling, web-based services and after hours call management.

Vice President, Health and Productivity Solutions, Corphealth (Humana), 1997 – 2005.

- Established merger and acquisition strategies
- Established a regional office serving the State of Arkansas Behavioral Health, EAP and Health Promotion services for state employees and teachers
- Provided national employee assistance program services to Burlington Northern Santa Fe Railway, targeted alcohol and drug services with mental health care management for employees.
- Developed mental health disability care service model in collaboration with medical department
- Implemented clinical software program



President/Founder, Iatreia Institute, - 1985 - 1997.

- Created largest privately held ambulatory behavioral health clinic in Dallas-Fort Worth
- Negotiated contracts with national and local managed care organizations
- Managed clinicians and staff (psychiatrists, psychologists, social workers, and masters level counselors)

EDUCATION

MBA, University of Dallas

Ph.D., University of Nebraska-Lincoln

LICENSE(S) AND SPECIALIZATIONS

Licensed Psychologist, Texas; Pennsylvania

National Register of Health Service Providers in Psychology

A list of publications and presentations are available upon request.



John F. Talbot, Ph.D.
OPEN MINDS Executive Vice President and Senior Associate
163 York Street
Gettysburg, Pennsylvania 17325-1933
717-334-1329; Fax: 717-334-0538; E-mail: jtalbot@openminds.com



EXPERIENCE

Executive Vice President and Senior Associate, *OPEN MINDS*, 2003 - Present. *OPEN MINDS* is a national market research and management consulting firm specializing in behavioral health, social services, long-term care, and public health.

President, Colorado Care Management, 1998 - 2004. Led the creation and development of a provider network of agencies providing care to children and families. Responsible for all phases of network operation:

- Developed strategic, business and operational plans
- Led development of legal structure and incorporation
- Served as primary contact with public sector and private managed care customers
- Negotiated contracts with public and private customers
- Designed and implemented a continuous quality improvement process
- Trained network providers on network operational requirements
- Oversaw development of inter-organization initiatives to reduce costs for network members

Senior Associate, Pragmatix Consulting, Inc., 1997 - 1998.

Principal, PISL Consulting Group, 1994 - 1997. Provided training and consultation to healthcare providers and managed care organizations in the public and private sector across the country.

- Initiated major operational restructuring for clients that both reduced costs and improved quality
- Trained clients on managed care operational requirements
- Supervised network development for managed care organizations
- Organized the creation and development of provider-run managed care organizations
- Provided leadership development training and coaching for senior and mid-level managers, and Board members
- Led strategic planning initiatives, facilitated high level retreats, and team development sessions
- Developed strategic alliances between providers, and strategic alliances between providers and managed care organizations



- Developed training manuals for healthcare providers on operational managed care requirements, continuous improvement, and leadership and management development
- Presented at numerous regional and national conferences

Associate Dean of Operations, University College, University of Denver, 1992 - 1994. Recruited to create this position, which directed the operations of division of the University of Denver providing graduate-level education to over 2500 working adults per quarter.

- Directly supervised and integrated the following departments and functions: marketing, finance, student services, human resources, curriculum development, faculty relations and development, and quality improvement
- Managed a budget of over \$6 million in annual revenues, with 15% growth per year
- Worked directly with major corporations to design programs to meet their specific needs

Division Director, Master of Health Systems, University College, University of Denver, 1991 - 1992. Responsible for all functions of program providing graduate education for more than 200 students per quarter.

- Oversaw overall program and class-specific curriculum development
- Recruited, developed and evaluated healthcare experts to serve as adjunct faculty
- Developed and exceeded budget targets

Faculty Member, Medical Group Management Association, 1994 - 1997.

Adjunct Faculty, University College, University of Denver, 1991 - 1997.

- Developed and taught classes for healthcare executives

Administrative Director, Clinical Services, Mt. Airy Psychiatric Center, 1976 - 1991.

- Responsible for all clinical operations, including budgeting, staffing and quality

EDUCATION

Ph.D., University of Denver, Denver, CO, 1986.

M.O.T., Western Michigan University, Kalamazoo, MI, 1976.

B.S., Loyola University, Chicago, IL, 1972.



Rejean Carlson
OPEN MINDS Director of Business Operations
163 York Street, Gettysburg, Pennsylvania 17325-1933
717-334-1329; Fax: 717-334-0538; Email:rcarlson@openminds.com

EXPERIENCE

Vice President of Business Operations, *OPEN MINDS*, July 2008 - Present. *OPEN MINDS* is a national market research and management consulting firm specializing in behavioral health, social services, long-term care, and public health.

Associate Instructor, Eastern University, 2006 – Present.

- Taught management, economics, ethics, and leadership to graduate and undergraduate students in the College of Graduate and Professional Studies.

Business Manager, Community Services Group, 2003 – June 2008. CSG provides community-based mental retardation and mental health services throughout Central and Northeastern Pennsylvania.

- Managed all business operations for 17 on-site programs, including Customer Service, Accounting, In-take, Medical Records, and Personnel; IS contact
- Lead staff of 38 employees; lead strategic planning team
- Managed budget of over \$10 billion; oversee payroll for approximately 300 employees
- Implemented Activity Based Costing
- Implemented productivity based compensation method for clinical staff
- Chaired workgroup for implementation of Electronic Health Record; member of HR Advisory Group

Practice Manager, Jeffrey H. Chaby, D.O. Associates, 1997 - 2003.

- Managed all business operations for this specialty practice
- Negotiated multi-product lines of business insurance contracts

Account Executive, GKN Securities, 1994 - 1996.

- Identified clients, established partnerships, and sold multiple financial securities within a mid-size New York securities firm

EDUCATION

Master of Business Administration, Pennsylvania State University, Harrisburg, Pennsylvania

Bachelor of Arts in Economics, Michigan State University, Lansing, Michigan



Laura Morgan
OPEN MINDS Research Analyst
163 York Street, Gettysburg, Pennsylvania 17325-1933
717-334-1329; Fax: 717-334-0538; E-mail: lmorgan@openminds.com

EXPERIENCE

Research Analyst, *OPEN MINDS*, July 2008 - Present. *OPEN MINDS* is a national market research and management consulting firm specializing in behavioral health, social services, long-term care, and public health.

- Conducts research projects from various sources (library, database searches, on-line resources, telephonic and fax surveys, etc.)
- Collects and analyzes information and data to be used in preparing appropriate documents, graphs, and charts to present data as needed with consulting projects
- Writes and edits project deliverables and assists consultants in writing and editing special reports, document sections as required
- Assists with writing and/or editing proposals and reports

RFP Hotline Editor, *OPEN MINDS*, December 2005 – July 2008.

- Responsible for production of a daily listing of funding opportunities available nationwide in the fields of behavioral health and social services
- Duties required:
 - Web searches of federal, state, county, and municipal procurement sites and newspaper classifieds for Requests for Proposals (RFPs)
 - Entry of information into Access database
 - Generation of reports
 - Editing and e-mailing report to subscribers
- Additional responsibilities included the filing and managing of FOIA requests with agencies issuing RFPs to gather contract information

Bulk Sales Coordinator, Discount Fabrics USA, Thurmont, MD, January 2005 – October 2005.

- Responsible for managing and facilitating sales to wholesale clients
- Additional duties included: database maintenance, shipping, inventory management, and customer service

Library Media Specialist/Administrative Assistant, Mother Seton School, Emmitsburg, MD, 1998 – December 2004.

- Responsible for oversight of library functions and meeting the reading and curriculum needs of students, Grades K-8
- Automated the library card catalog using Microsoft Access
- Raised funds, made selections, and accessioned all library materials
- Organized and supervised library volunteers

- Administrative duties included grant writing and facilitation of the school's reaccreditation process

Library Clerk, Children's Room, Adams County Library System, Gettysburg, PA, 1996 – 1998.

- Responsible for matching books to patron needs, preschool-Grade 8
- Presented bi-weekly storytimes for Headstart group
- Trained in use of library's computerized catalog systems

Intelligence Research Specialist, Soviet Studies Division, Air Force Intelligence, USAF, Washington, D.C., 1982-1989.

- Responsible for tracking and reporting developments in the Soviet economy, particularly with regard to its impact on Soviet defense
- Represented the Air Force on Intelligence Community papers at Community-wide meetings on topics related to the Soviet economy

Research Analyst, Advanced International Studies Institute, Washington, D.C., 1981-1982.

- Responsible for maintaining a content survey of Soviet publications and reporting on Soviet economic issues

EDUCATION

MS Access I and II Certification, Harrisburg Area Community College, Gettysburg, Pennsylvania, 2000.

M.A., Economics, Indiana University, 1980.

B.A., Political Science, Ohio State University, 1978.



DegreeVerify Certificate

Transaction ID#: 019008400 **Date Requested:** 06/25/2010 10:56 EST
Requested by: JAMES J MACKIE **Date Notified:** 06/25/2010 10:56 EST

Status: Confirmed
Fee: \$6.50

INFORMATION YOU PROVIDED

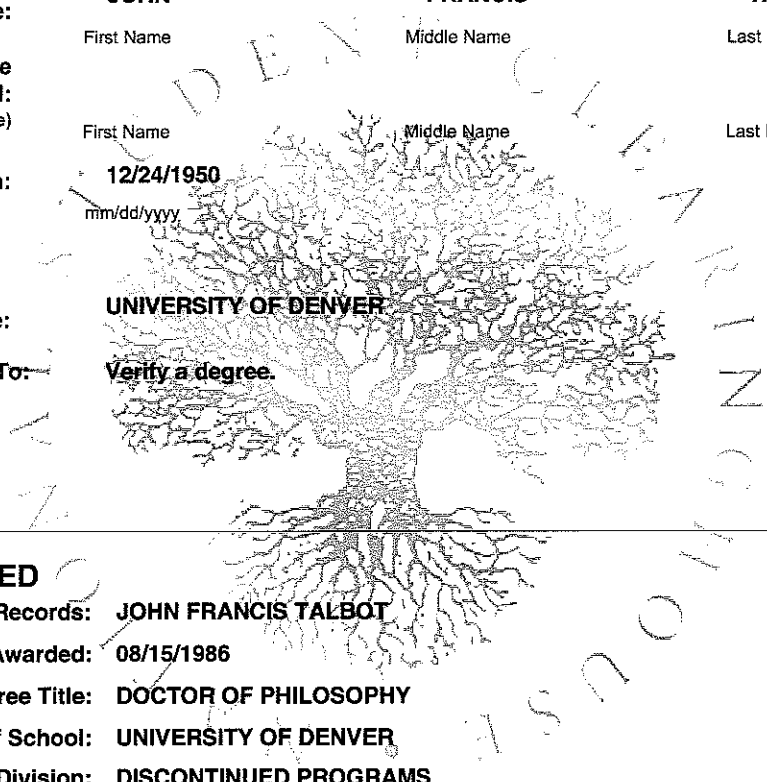
Subject Name: JOHN FRANCIS TALBOT
First Name Middle Name Last Name

Name Used While Attending School: (if different from above)
First Name Middle Name Last Name

Date of Birth: 12/24/1950
mm/dd/yyyy

School Name: UNIVERSITY OF DENVER

Attempt To: Verify a degree.



INFORMATION VERIFIED

Name On School's Records: JOHN FRANCIS TALBOT
Date Awarded: 08/15/1986
Degree Title: DOCTOR OF PHILOSOPHY
Official Name of School: UNIVERSITY OF DENVER
School Division: DISCONTINUED PROGRAMS

Major Course(s) of Study EDUCATION
(and NCES CIP Code, if available):

130101

THE TRUSTEES OF
THE UNIVERSITY OF DALLAS

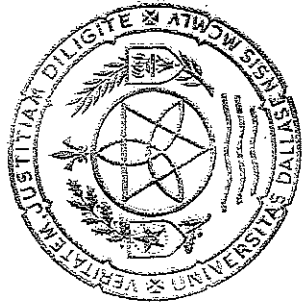
UPON THE RECOMMENDATION OF THE FACULTY
OF
THE GRADUATE SCHOOL OF MANAGEMENT
OF

THE BRANIFF GRADUATE SCHOOL
HAVE CONFERRED ON
RICHARD S. CITRIN

THE DEGREE OF
MASTER OF BUSINESS ADMINISTRATION

WITH ALL THE RIGHTS AND PRIVILEGES THEREUNTO APPERTAINING.
IN WITNESS THEREOF, THEY HAVE PRESENTED THIS DIPLOMA DULY SIGNED

AND HAVE AFFIXED THE SEAL OF THE UNIVERSITY
ON THE TWENTY-SEVENTH DAY OF JULY, IN THE YEAR OF OUR LORD
TWO THOUSAND AND ONE.



Charles W. Graham
GRAND CHANCELLOR

Stanley J. ...
PROVOST

Melvin J. Joseph
PRESIDENT

The Pennsylvania State University



By Authority of the Board of Trustees and
Upon Recommendation of the Faculty, Hereby Confers Upon

Rejean Scott Carlzon

the degree of

Master of Business Administration

The Capital College

In recognition of the completion of advanced study in

Business Administration

In Testimony Whereof the Undersigned Have Subscribed Their Names
and Affixed the Seal of the University this month of August, 2004.

Cynthia H. Baldwin
President of the
Board of Trustees

Adam B. Spanier
President of the University

Ray Zie
Executive Vice President
and Proctor of the University

Ernest Bell
Dean of the Graduate School



State of West Virginia
 Department of Administration
 Purchasing Division
 2019 Washington Street East
 Post Office Box 50130
 Charleston, WV 25305-0130

Request for Quotation

RFO NUMBER
 BCF11006

PAGE
 1

ADDRESS CORRESPONDENCE TO ATTENTION OF
 ROBERTA WAGNER
 304-558-0067

RFQ COPY

VENDOR

Behavioral Health Industry News, Inc.
 DBA OPEN MINDS
 163 York Street
 Gettysburg, PA 17325

SHIP TO

HEALTH AND HUMAN RESOURCES
 BCF - COMMISSIONER'S OFFICE
 350 CAPITOL STREET, ROOM 730
 CHARLESTON, WV
 25301-3711 304-558-4682

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
06/02/2010				

BID OPENING DATE: 06/30/2010 BID OPENING TIME 01:30PM

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
0001	1	YR		785-70		
<p>TECHNICAL ASSISTANCE, CONSULTATION, MEETING FACILITA</p> <p>TO PROVIDE TECHNICAL ASSISTANCE; CONSULTATION, MEETING FACILITATION, REPORT AND REPRESENTATION PREPARATION FOR THE COMMISSION TO STUDY THE RESIDENTIAL PLACEMENT OF CHILDREN AND COORDINATE THE COMMISSION'S WORK WITH OTHER COMMISSIONS AND TASK FORCES CENTERED ON THE SAME POPULATION OF CHILDREN, PER THE ATTACHED SPECIFICATIONS</p> <p>SERVICE BEGINNING UPON AWARD AND EXTENDING FOR A PERIOD OF ONE YEAR, WITH THE OPTION OF TWO (2), ONE (1) YEAR RENEWALS.</p> <p>VENDOR SHALL SUBMIT DETAILED MONTHLY INVOICES, IN ARREARS.</p> <p>AWARD WILL BE MADE TO THE LOWEST RESPONSIBLE BIDDER MEETING SPECIFICATIONS.</p> <p>EXHIBIT 3</p> <p>LIFE OF CONTRACT: THIS CONTRACT BECOMES EFFECTIVE ON AWARD..... AND EXTENDS FOR A PERIOD OF ONE (1) YEAR OR UNTIL SUCH "REASONABLE TIME" THEREAFTER AS IS NECESSARY TO OBTAIN A NEW CONTRACT OR RENEW THE ORIGINAL CONTRACT. THE "REASONABLE TIME" PERIOD SHALL NOT EXCEED TWELVE (12) MONTHS. DURING THIS "REASONABLE TIME" THE VENDOR MAY TERMINATE THIS CONTRACT FOR ANY REASON UPON GIVING THE DIRECTOR OF PURCHASING 30 DAYS</p>						

RECEIVED
 2010 JUN 30 AM 10:30
 WV PURCHASING DIVISION

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE: *[Signature]* TELEPHONE: (70) 334-1329 DATE: June 24, 2010

TITLE: Chief Executive Officer FEIN: 52-1540991 ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'

GENERAL TERMS & CONDITIONS REQUEST FOR QUOTATION (RFQ) AND REQUEST FOR PROPOSAL (RFP)

1. Awards will be made in the best interest of the State of West Virginia.
2. The State may accept or reject in part, or in whole, any bid.
3. Prior to any award, the apparent successful vendor must be properly registered with the Purchasing Division and have paid the required \$125 fee.
4. All services performed or goods delivered under State Purchase Order/Contracts are to be continued for the term of the Purchase Order/Contracts, contingent upon funds being appropriated by the Legislature or otherwise being made available. In the event funds are not appropriated or otherwise available for these services or goods this Purchase Order/Contract becomes void and of no effect after June 30.
5. Payment may only be made after the delivery and acceptance of goods or services.
6. Interest may be paid for late payment in accordance with the *West Virginia Code*.
7. Vendor preference will be granted upon written request in accordance with the *West Virginia Code*.
8. The State of West Virginia is exempt from federal and state taxes and will not pay or reimburse such taxes.
9. The Director of Purchasing may cancel any Purchase Order/Contract upon 30 days written notice to the seller.
10. The laws of the State of West Virginia and the *Legislative Rules* of the Purchasing Division shall govern the purchasing process.
11. Any reference to automatic renewal is hereby deleted. The Contract may be renewed only upon mutual written agreement of the parties.
12. **BANKRUPTCY:** In the event the vendor/contractor files for bankruptcy protection, the State may deem this contract null and void, and terminate such contract without further order.
13. **HIPAA BUSINESS ASSOCIATE ADDENDUM:** The West Virginia State Government HIPAA Business Associate Addendum (BAA), approved by the Attorney General, is available online at www.state.wv.us/admin/purchase/vrc/hipaa.htm and is hereby made part of the agreement. Provided that the Agency meets the definition of a Cover Entity (45 CFR §160.103) and will be disclosing Protected Health Information (45 CFR §160.103) to the vendor.
14. **CONFIDENTIALITY:** The vendor agrees that he or she will not disclose to anyone, directly or indirectly, any such personally identifiable information or other confidential information gained from the agency, unless the individual who is the subject of the information consents to the disclosure in writing or the disclosure is made pursuant to the agency's policies, procedures, and rules. Vendor further agrees to comply with the Confidentiality Policies and Information Security Accountability Requirements, set forth in <http://www.state.wv.us/admin/purchase/privacy/noticeConfidentiality.pdf>.
15. **LICENSING:** Vendors must be licensed and in good standing in accordance with any and all state and local laws and requirements by any state or local agency of West Virginia, including, but not limited to, the West Virginia Secretary of State's Office, the West Virginia Tax Department, and the West Virginia Insurance Commission. The vendor must provide all necessary releases to obtain information to enable the director or spending unit to verify that the vendor is licensed and in good standing with the above entities.
16. **ANTITRUST:** In submitting a bid to any agency for the State of West Virginia, the bidder offers and agrees that if the bid is accepted the bidder will convey, sell, assign or transfer to the State of West Virginia all rights, title and interest in and to all causes of action it may now or hereafter acquire under the antitrust laws of the United States and the State of West Virginia for price fixing and/or unreasonable restraints of trade relating to the particular commodities or services purchased or acquired by the State of West Virginia. Such assignment shall be made and become effective at the time the purchasing agency tenders the initial payment to the bidder.

I certify that this bid is made without prior understanding, agreement, or connection with any corporation, firm, limited liability company, partnership, or person or entity submitting a bid for the same material, supplies, equipment or services and is in all respects fair and without collusion or fraud. I further certify that I am authorized to sign the certification on behalf of the bidder or this bid.

INSTRUCTIONS TO BIDDERS

1. Use the quotation forms provided by the Purchasing Division. Complete all sections of the quotation form.
2. Items offered must be in compliance with the specifications. Any deviation from the specifications must be clearly indicated by the bidder. Alternates offered by the bidder as **EQUAL** to the specifications must be clearly defined. A bidder offering an alternate should attach complete specifications and literature to the bid. The Purchasing Division may waive minor deviations to specifications.
3. Unit prices shall prevail in case of discrepancy. All quotations are considered F.O.B. destination unless alternate shipping terms are clearly identified in the quotation.
4. All quotations must be delivered by the bidder to the office listed below prior to the date and time of the bid opening. Failure of the bidder to deliver the quotations on time will result in bid disqualifications: Department of Administration, Purchasing Division, 2019 Washington Street East, P.O. Box 50130, Charleston, WV 25305-0130
5. Communication during the solicitation, bid, evaluation or award periods, except through the Purchasing Division, is strictly prohibited (W.Va. C.S.R. §148-1-6.6).



State of West Virginia
 Department of Administration
 Purchasing Division
 2019 Washington Street East
 Post Office Box 50130
 Charleston, WV 25305-0130

Request for Quotation

RFQ NUMBER:
BCF11006

PAGE:
2

ADDRESS CORRESPONDENCE TO ATTENTION OF:
ROBERTA WAGNER
304-558-0067

RFQ COPY

VENDOR

Behavioral Health Industry News, Inc.
DBA OPEN MINDS
 163 York Street
 Gettysburg, PA 17325

SHIP TO

HEALTH AND HUMAN RESOURCES
BCF - COMMISSIONER'S OFFICE
 350 CAPITOL STREET, ROOM 730
 CHARLESTON, WV
 25301-3711 304-558-4682

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
06/02/2010				

BID OPENING DATE: **06/30/2010** BID OPENING TIME **01:30PM**

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>WRITTEN NOTICE.</p> <p>UNLESS SPECIFIC PROVISIONS ARE STIPULATED ELSEWHERE IN THIS CONTRACT DOCUMENT, THE TERMS, CONDITIONS AND PRICING SET HEREIN ARE FIRM FOR THE LIFE OF THE CONTRACT.</p> <p>RENEWAL: THIS CONTRACT MAY BE RENEWED UPON THE MUTUAL WRITTEN CONSENT OF THE SPENDING UNIT AND VENDOR, SUBMITTED TO THE DIRECTOR OF PURCHASING THIRTY (30) DAYS PRIOR TO THE EXPIRATION DATE. SUCH RENEWAL SHALL BE IN ACCORDANCE WITH THE TERMS AND CONDITIONS OF THE ORIGINAL CONTRACT AND SHALL BE LIMITED TO TWO (2) ONE (1) YEAR PERIODS.</p> <p>CANCELLATION: THE DIRECTOR OF PURCHASING RESERVES THE RIGHT TO CANCEL THIS CONTRACT IMMEDIATELY UPON WRITTEN NOTICE TO THE VENDOR IF THE COMMODITIES AND/OR SERVICE SUPPLIED ARE OF AN INFERIOR QUALITY OR DO NOT CONFORM TO THE SPECIFICATIONS OF THE BID AND CONTRACT HEREIN.</p> <p>OPEN MARKET CLAUSE: THE DIRECTOR OF PURCHASING MAY AUTHORIZE A SPENDING UNIT TO PURCHASE ON THE OPEN MARKET, WITHOUT THE FILING OF A REQUISITION OR COST ESTIMATE, ITEMS SPECIFIED ON THIS CONTRACT FOR IMMEDIATE DELIVERY IN EMERGENCIES DUE TO UNFORESEEN CAUSES (INCLUDING BUT NOT LIMITED TO DELAYS IN TRANSPORTATION OR AN UNANTICIPATED INCREASE IN THE VOLUME OF WORK.)</p> <p>QUANTITIES: QUANTITIES LISTED IN THE REQUISITION ARE APPROXIMATIONS ONLY, BASED ON ESTIMATES SUPPLIED BY THE STATE SPENDING UNIT. IT IS UNDERSTOOD AND AGREED THAT THE CONTRACT SHALL COVER THE QUANTITIES ACTUALLY ORDERED FOR DELIVERY DURING THE TERM OF THE CONTRACT, WHETHER MORE OR LESS THAN THE QUANTITIES SHOWN.</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE: *[Signature]* TELEPHONE: (707) 334-1329 DATE: 6/24/10
 TITLE: Chief Executive Officer FEIN: 52-1540991 ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'



State of West Virginia
 Department of Administration
 Purchasing Division
 2019 Washington Street East
 Post Office Box 50130
 Charleston, WV 25305-0130

Request for Quotation

RFQ NUMBER
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PAGE
3

ADDRESS CORRESPONDENCE TO ATTENTION OF
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304-558-0067

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DATE PRINTED	TERMS OF SALE	SHIP VIA	FOB	FREIGHT TERMS
06/02/2010				

BID OPENING DATE: **06/30/2010** BID OPENING TIME **01:30PM**

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>ORDERING PROCEDURE: SPENDING UNIT(S) SHALL ISSUE A WRITTEN STATE CONTRACT ORDER (FORM NUMBER WV-39) TO THE VENDOR FOR COMMODITIES COVERED BY THIS CONTRACT. THE ORIGINAL COPY OF THE WV-39 SHALL BE MAILED TO THE VENDOR AS AUTHORIZATION FOR SHIPMENT, A SECOND COPY MAILED TO THE PURCHASING DIVISION, AND A THIRD COPY RETAINED BY THE SPENDING UNIT.</p> <p>BANKRUPTCY: IN THE EVENT THE VENDOR/CONTRACTOR FILES FOR BANKRUPTCY PROTECTION, THE STATE MAY DEEM THE CONTRACT NULL AND VOID, AND TERMINATE SUCH CONTRACT WITHOUT FURTHER ORDER.</p> <p>THE TERMS AND CONDITIONS CONTAINED IN THIS CONTRACT SHALL SUPERSEDE ANY AND ALL SUBSEQUENT TERMS AND CONDITIONS WHICH MAY APPEAR ON ANY ATTACHED PRINTED DOCUMENTS SUCH AS PRICE LISTS, ORDER FORMS, SALES AGREEMENTS OR MAINTENANCE AGREEMENTS, INCLUDING ANY ELECTRONIC MEDIUM SUCH AS CD-ROM.</p> <p>REV. 05/26/2009</p> <p>INQUIRIES: WRITTEN QUESTIONS SHALL BE ACCEPTED THROUGH CLOSE OF BUSINESS ON 6/15/2010. QUESTIONS MAY BE SENT VIA USPS, FAX, COURIER OR E-MAIL. IN ORDER TO ASSURE NO VENDOR RECEIVES AN UNFAIR ADVANTAGE, NO SUBSTANTIVE QUESTIONS WILL BE ANSWERED ORALLY. IF POSSIBLE, E-MAIL QUESTIONS ARE PREFERRED. ADDRESS INQUIRIES TO: ROBERTA WAGNER DEPARTMENT OF ADMINISTRATION PURCHASING DIVISION 2019 WASHINGTON STREET, EAST CHARLESTON, WV 25311</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE: *[Signature]* TELEPHONE: (707) 334-1329 DATE: June 24, 2010

TITLE: Chief Executive Officer FEIN: 52-1540991 ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'



State of West Virginia
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4

ADDRESS CORRESPONDENCE TO ATTENTION OF
ROBERTA WAGNER
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DATE PRINTED	TERMS OF SALE	SHIP VIA	FOB	FREIGHT TERMS
06/02/2010				

BID OPENING DATE: **06/30/2010** BID OPENING TIME: **01:30PM**

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>FAX: 304-558-4115 E-MAIL: ROBERTA.A.WAGNER@WV.GOV</p> <p>PURCHASING CARD ACCEPTANCE: THE STATE OF WEST VIRGINIA CURRENTLY UTILIZES A VISA PURCHASING CARD PROGRAM WHICH IS ISSUED THROUGH A BANK. THE SUCCESSFUL VENDOR MUST ACCEPT THE STATE OF WEST VIRGINIA VISA PURCHASING CARD FOR PAYMENT OF ALL ORDERS PLACED BY ANY STATE AGENCY AS A CONDITION OF AWARD.</p> <p>NOTICE</p> <p>A SIGNED BID MUST BE SUBMITTED TO:</p> <p>DEPARTMENT OF ADMINISTRATION PURCHASING DIVISION BUILDING 15 2019 WASHINGTON STREET, EAST CHARLESTON, WV 25305-0130</p> <p>PLEASE NOTE: A CONVENIENCE COPY WOULD BE APPRECIATED.</p> <p>THE BID SHOULD CONTAIN THIS INFORMATION ON THE FACE OF THE ENVELOPE OR THE BID MAY NOT BE CONSIDERED:</p> <p>SEALED BID</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE: *[Signature]* TELEPHONE: **(717) 334-1329** DATE: **June 24, 2010**
 TITLE: **Chief Executive Officer** FEIN: **52-1540991** ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'



State of West Virginia
 Department of Administration
 Purchasing Division
 2019 Washington Street East
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 Charleston, WV 25305-0130

Request for Quotation

RFQ NUMBER
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5

ADDRESS CORRESPONDENCE TO ATTENTION OF
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 304-558-0067**

RFQ COPY

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DATE PRINTED	TERMS OF SALE	SHIP VIA	FOB	FREIGHT TERMS
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BID OPENING DATE: **06/30/2010** BID OPENING TIME **01:30PM**

LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
BUYER: -----RW/FILE 22----- RFQ. NO.: -----BCF11006----- BID OPENING DATE: -----6/30/2010----- BID OPENING TIME: -----1:30 PM----- PLEASE PROVIDE A FAX NUMBER IN CASE IT IS NECESSARY TO CONTACT YOU REGARDING YOUR BID: ----- (717) 334-0538 ----- CONTACT PERSON (PLEASE PRINT CLEARLY): ----- Pamela Caras -----						
***** THIS IS THE END OF RFQ BCF11006 ***** TOTAL: _____						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE <i>[Signature]</i>	TELEPHONE (717) 334-1329	DATE June 24, 2010
TITLE Chief Executive Officer	FEIN 52-1540991	ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'

BCF RFQ specifications BCF11006

Purpose

The Bureau for Children and Families is seeking bids for the delivery of professional consultation, technical assistance, planning, facilitation, and report preparation services to assist with the work of the Commission to Study Residential Placement of Children. The successful bidder will be required to establish a standard hourly rate structure (which includes travel expenses) for the provision of the services identified below.

Background

The Commission to Study Residential Placement of Children was established by legislative code (H.B. 2334) in 2005 and was reconstituted (S.B. 636) in 2010. The legislation mandated the Commission to study strategies and methods to reduce the number of children presently placed out-of-state, a system of care approach, barriers in developing needed services and how to fund these services, and other special issues and activities that were already being implemented in West Virginia that focused on certification issues regarding facilities. This continues to be the focus of the Commission.

With the common value of doing what is best for the child, the Commission provides significant recommendations found in its summary report, *Advancing New Outcomes: Finding, Recommendations & Initial Actions of the West Virginia Commission to Study Residential Placements of Children* (May 2006). These key findings shows that there is an inconsistency and lack of standards in many facets of the entire system, a critical need for stability of placements, and a need for more accurate data to support objective decision-making.

Since publishing its summary report in May 2006, the Commission has continued to meet at least quarterly to ensure that work is being done to implement their recommendations. Further, every effort is made to continue to enhance the working relationships among the key agencies involved in the Commission's work.

Effective cooperation and communication among the participating entities (Circuit Judges, the State Supreme Court, the Division of Juvenile Services, the Department of Education, the Prosecuting Attorneys Institute, the Department of Health and Human Resources, service providers, parent representation, and others) continues at a high level, especially agency-to-agency interaction outside of the direct Commission work.

The Commission also recognizes that the total environment in which out-of-home children are a part of needs to be addressed to make the long-term changes that will dramatically reduce the amount and degree of many of the required interventions now in place.

With this in mind, the Commission agreed to broaden the scope to include child welfare and is collaborating with the Bureau for Children and Families to develop an enhanced comprehensive child welfare system in West Virginia. This includes the development of the West Virginia Comprehensive (5-Year) Child and Family Services Plan. In addition to the already existing four workgroups, three additional workgroups (Safety, Permanency, and Well-Being) have been formed to assist in the development, implementation, and the ongoing progress of a comprehensive child welfare plan.

This expansion of their role also includes continued collaboration and communication with the WV Court Improvement Planning (CIP) Board. Several members of the Commission also serve on the CIP. The CIP focuses on the role of the court system with child welfare and in achieving the federal outcomes within permanency, safety, and well-being.

Required Services

Vendor must be able to provide up to 175 hours of the following services/activities to the Commission to Study Residential Placement of Children.

Provide consultation, technical assistance and meeting planning.

Assist with the development of an agenda that address the needs of the group.

Help prepare clear, concise, meaningful and achievable goals for planning sessions.

Develop visual and analytical models.

Provide phone/e-mail consultation.

Attend regular quarterly meetings (4 hours each meeting) and special meetings (when required, although no more than two per year). Meetings are held in Charleston, West Virginia).

Facilitate meetings to keep the group "on task", "on target", and "on time".

Recommend different approaches that can save time or produce better results.

Document meeting results (sample format is attached). Meetings are quarterly. The meeting Notes (results) are expected within one month of the previous meeting date. The meeting notes are reviewed jointly by the vendor and the

Bureau for Children and Families Commission to Study the Residential Placement of Children support staff. Copies must be provided to Commission members electronically one week prior to the next meeting date. Copies are distributed to the Commission members and guests at the next meeting, and posted on the Commission's website.

Post-session reports include the task, person(s) responsible, and the due date (due dates prior to the next meeting). The vendor will develop the post session reports. The reports will be reviewed jointly by the vendor and the Bureau for Children and Families, Commission to Study the Residential Placement of Children support staff before release to members.

Develop strategies for recommendations and implementation plans resulting from meetings.

Develop post-session reports identifying action items for implementation.

Develop annual progress report (March).

Mandatory Requirements

Vendor must provide detailed work history including 3 references and resumes to confirm the proposed staff meets the minimum education and experience requirements.

Consultant must have no less than a Masters in Business Administration, Public Administration, Human Services (Social Work, Psychology, Criminal Justice; minimum of 3 years experience in children & families programs (Child Welfare, Juvenile Justice, Behavioral Health, Education) & technical assistance, meeting planning and facilitation, developing strategies and implementations plans for group recommendations, consultation, and report preparation.

The Commission's work is focused on change among the WV system partners in how the partners can work more effectively together. Knowledge of West Virginia systems is preferred to assure the work of the Commission will continue to run smoothly & the facilitation/consultation role will be effective.

Vendor must submit an all inclusive hourly rate for the required services which includes travel, materials, supplies, and support.

PROCUREMENT TERMS

Vendor Registration: Vendors participating in this process should complete and file a Vendor Registration and Disclosure Statement (Form WV-1) and remit the registration fee. Vendor is not required to be a registered vendor in order to submit a Quotation, but the successful vendor must register and pay the fee prior to the award of an actual purchase order/contract.

Purchasing Affidavit: West Virginia State Code 5A-3-1-a-(3) (d) requires that all vendors submit an affidavit of debt, which certifies that there are no outstanding obligations or debts owing the State of West Virginia. The Affidavit is attached to this request for Quotation which must be completed, signed, and returned. If bidding a joint Quotation, an Affidavit must be completed for both vendors.

Subcontracts Prohibited: The Successful vendor will be solely responsible for all work performed under the contract. The vendor shall not enter into written subcontracts for performance or work under the contract without written permission of the Department.

Compliance with Law and Regulations: Vendor shall pay any sales, use and personal property taxes arising out of this contract and the transactions contemplated thereby. Any other taxes levied upon this contract, the transaction, or the equipment, or services delivered pursuant hereto shall be borne by the vendor. Vendor must be governed by the laws of the State of West Virginia. Vendor shall comply with all related federal and state laws and regulations.

Project Term: This contract will be effective (date set upon award) and shall extend for the period of one (1) year, at which time the contract may, upon mutual consent, be renewed. Such renewals are for a period of up to one (1) year, with a maximum of two (2) one year renewals, or until such reasonable time thereafter as is necessary to obtain a new contract. The reasonable time period shall not exceed twelve (12) months.

Invoices and Payments: Vendor shall submit detailed monthly invoices, in arrears, to the Bureau of Children and Families, Office of Finance and Administration for all services provided pursuant to the terms of the contract. The Bureau of Children and Families reserves the right to reject any or all invoices for which proper documentation has not been provided. State law forbids payment of invoices prior to receipt of services.

Evaluation Process: Bids will be evaluated as to the lowest responsible bidder meeting specifications.

Vendor must provide detailed documentation as to how the proposed staff meets all of the mandatory qualifications stated above.

Staff must be identified.

Resumes and copies of certificates/degrees must be provided to support meeting of mandatory requirements.

References must be provided for verification of mandatory work experience.

Vendor must complete the Documentation of Qualifications and Vendor Bid Summary Sheet with the all inclusive hourly rate for the required services.

Documentation of Qualifications

Position	Indicate where mandatory requirements/qualifications can be found
Masters in Business Administration, Public Administration, Human Services (Social Work, Psychology, or Criminal Justice).	Appendix B - Degrees/Certificates
Five years experience in consultation, technical assistance, planning and facilitating meetings, developing strategies and implementation plans for group recommendations and report preparation for public agencies	Section II - Detailed Work History; Appendix A - Team Resumes
Three of the five years experience must be with in the areas of child welfare, juvenile justice, education, and behavioral health, preferably in West Virginia.	Appendix A - Team Resumes; Section II - Detailed Work History

Vendor must bid on all tasks listed above. Vendor must provide documentation supporting the meeting of all Mandatory Qualifications as listed.

Estimated # of hours annually:

175 hours services/ All inclusive Hourly Rate: \$ 185 Annual Cost \$ 32,375

Vendor Signature: _____

Date: _____

Jim Culluse
June 25, 2010

Commission to Study Residential Placement of Children

MEETING NOTES (DRAFT)

MEMBERS:

ABSENT:

Administrative Assistance:

GUESTS:

Welcome

Meeting Notes

Meeting Notes follow the agenda unless otherwise noted.

Status

Next Steps

Performance Benchmarks

The Foster Care Placements Report

The Distance Report

Unfinished Business

Recommendations Action Plan Status Review

Commission Members Reflections/New Items

Meeting was adjourned at ____

State of West Virginia VENDOR PREFERENCE CERTIFICATE

Certification and application* is hereby made for Preference in accordance with *West Virginia Code*, §5A-3-37. (Does not apply to construction contracts). *West Virginia Code*, §5A-3-37, provides an opportunity for qualifying vendors to request (at the time of bid) preference for their residency status. Such preference is an evaluation method only and will be applied only to the cost bid in accordance with the *West Virginia Code*. This certificate for application is to be used to request such preference. The Purchasing Division will make the determination of the Resident Vendor Preference, if applicable.

- 1. **Application is made for 2.5% resident vendor preference for the reason checked:**
 Bidder is an individual resident vendor and has resided continuously in West Virginia for four (4) years immediately preceding the date of this certification; or,
 Bidder is a partnership, association or corporation resident vendor and has maintained its headquarters or principal place of business continuously in West Virginia for four (4) years immediately preceding the date of this certification; or 80% of the ownership interest of Bidder is held by another individual, partnership, association or corporation resident vendor who has maintained its headquarters or principal place of business continuously in West Virginia for four (4) years immediately preceding the date of this certification; or,
 Bidder is a nonresident vendor which has an affiliate or subsidiary which employs a minimum of one hundred state residents and which has maintained its headquarters or principal place of business within West Virginia continuously for the four (4) years immediately preceding the date of this certification; or,
- 2. **Application is made for 2.5% resident vendor preference for the reason checked:**
 Bidder is a resident vendor who certifies that, during the life of the contract, on average at least 75% of the employees working on the project being bid are residents of West Virginia who have resided in the state continuously for the two years immediately preceding submission of this bid; or,
- 3. **Application is made for 2.5% resident vendor preference for the reason checked:**
 Bidder is a nonresident vendor employing a minimum of one hundred state residents or is a nonresident vendor with an affiliate or subsidiary which maintains its headquarters or principal place of business within West Virginia employing a minimum of one hundred state residents who certifies that, during the life of the contract, on average at least 75% of the employees or Bidder's affiliate's or subsidiary's employees are residents of West Virginia who have resided in the state continuously for the two years immediately preceding submission of this bid; or,
- 4. **Application is made for 5% resident vendor preference for the reason checked:**
 Bidder meets either the requirement of both subdivisions (1) and (2) or subdivision (1) and (3) as stated above; or,
- 5. **Application is made for 3.5% resident vendor preference who is a veteran for the reason checked:**
 Bidder is an individual resident vendor who is a veteran of the United States armed forces, the reserves or the National Guard and has resided in West Virginia continuously for the four years immediately preceding the date on which the bid is submitted; or,
- 6. **Application is made for 3.5% resident vendor preference who is a veteran for the reason checked:**
 Bidder is a resident vendor who is a veteran of the United States armed forces, the reserves or the National Guard, if, for purposes of producing or distributing the commodities or completing the project which is the subject of the vendor's bid and continuously over the entire term of the project, on average at least seventy-five percent of the vendor's employees are residents of West Virginia who have resided in the state continuously for the two immediately preceding years.

Bidder understands if the Secretary of Revenue determines that a Bidder receiving preference has failed to continue to meet the requirements for such preference, the Secretary may order the Director of Purchasing to: (a) reject the bid; or (b) assess a penalty against such Bidder in an amount not to exceed 5% of the bid amount and that such penalty will be paid to the contracting agency or deducted from any unpaid balance on the contract or purchase order.

By submission of this certificate, Bidder agrees to disclose any reasonably requested information to the Purchasing Division and authorizes the Department of Revenue to disclose to the Director of Purchasing appropriate information verifying that Bidder has paid the required business taxes, provided that such information does not contain the amounts of taxes paid nor any other information deemed by the Tax Commissioner to be confidential.

Under penalty of law for false swearing (*West Virginia Code*, §61-5-3), Bidder hereby certifies that this certificate is true and accurate in all respects; and that if a contract is issued to Bidder and if anything contained within this certificate changes during the term of the contract, Bidder will notify the Purchasing Division in writing immediately.

Bidder: *Michael* Signed: *Michael*
OPEN MINDS
Date: *June 24, 2010* Title: *Chief Executive Officer*

*Check any combination of preference consideration(s) indicated above, which you are entitled to receive.

RFQ No. BCF11006

STATE OF WEST VIRGINIA
Purchasing Division

PURCHASING AFFIDAVIT

West Virginia Code §5A-3-10a states: No contract or renewal of any contract may be awarded by the state or any of its political subdivisions to any vendor or prospective vendor when the vendor or prospective vendor or a related party to the vendor or prospective vendor is a debtor and the debt owed is an amount greater than one thousand dollars in the aggregate.

DEFINITIONS:

"Debt" means any assessment, premium, penalty, fine, tax or other amount of money owed to the state or any of its political subdivisions because of a judgment, fine, permit violation, license assessment, defaulted workers' compensation premium, penalty or other assessment presently delinquent or due and required to be paid to the state or any of its political subdivisions, including any interest or additional penalties accrued thereon.

"Debtor" means any individual, corporation, partnership, association, limited liability company or any other form or business association owing a debt to the state or any of its political subdivisions. "Political subdivision" means any county commission; municipality; county board of education; any instrumentality established by a county or municipality; any separate corporation or instrumentality established by one or more counties or municipalities, as permitted by law; or any public body charged by law with the performance of a government function or whose jurisdiction is coextensive with one or more counties or municipalities. "Related party" means a party, whether an individual, corporation, partnership, association, limited liability company or any other form or business association or other entity whatsoever, related to any vendor by blood, marriage, ownership or contract through which the party has a relationship of ownership or other interest with the vendor so that the party will actually or by effect receive or control a portion of the benefit, profit or other consideration from performance of a vendor contract with the party receiving an amount that meets or exceeds five percent of the total contract amount.

EXCEPTION: The prohibition of this section does not apply where a vendor has contested any tax administered pursuant to chapter eleven of this code, workers' compensation premium, permit fee or environmental fee or assessment and the matter has not become final or where the vendor has entered into a payment plan or agreement and the vendor is not in default of any of the provisions of such plan or agreement.

Under penalty of law for false swearing (*West Virginia Code* §61-5-3), it is hereby certified that the vendor affirms and acknowledges the information in this affidavit and is in compliance with the requirements as stated.

WITNESS THE FOLLOWING SIGNATURE

Vendor's Name: Behavioral Health Industry News, Inc. dba OPEN MINDS

Authorized Signature: [Signature] Date: June 24, 2010

State of Pennsylvania

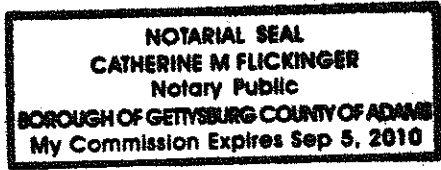
County of Adams, to-wit:

Taken, subscribed, and sworn to before me this 24th day of June, 2010

My Commission expires September 5, 2010

AFFIX SEAL HERE

NOTARY PUBLIC [Signature]





State of West Virginia
 Department of Administration
 Purchasing Division
 2019 Washington Street East
 Post Office Box 50130
 Charleston, WV 25305-0130

Request for Quotation

RFQ NUMBER
BCF11006

PAGE
1

ADDRESS CORRESPONDENCE TO ATTENTION OF
ROBERTA WAGNER
304-558-0067

RFQ COPY

Behavioral Health Industry News, Inc.
DBA OPEN MINDS
163 York Street
Gettysburg, PA 17325

HEALTH AND HUMAN RESOURCES
BCF - COMMISSIONER'S OFFICE
350 CAPITOL STREET, ROOM 730
CHARLESTON, WV
25301-3711 304-558-4682

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
06/16/2010				

BID OPENING DATE: **06/30/2010** BID OPENING TIME **01:30PM**

LINE	QUANTITY	UCP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
ADDENDUM NO. 1 1. QUESTIONS AND ANSWERS ARE ATTACHED. 2. ADDENDUM ACKNOWLEDGEMENT IS ATTACHED. THIS DOCUMENT SHOULD BE SIGNED AND RETURNED WITH YOUR BID. FAILURE TO SIGN AND RETURN MAY RESULT IN DISQUALIFICATION OF YOUR BID. EXHIBIT 10 REQUISITION NO.: BCF11006 ADDENDUM ACKNOWLEDGEMENT I HEREBY ACKNOWLEDGE RECEIPT OF THE FOLLOWING CHECKED ADDENDUM(S) AND HAVE MADE THE NECESSARY REVISIONS TO MY PROPOSAL, PLANS AND/OR SPECIFICATION, ETC. ADDENDUM NO. S: NO. 1 NO. 2 NO. 3 NO. 4 NO. 5 I UNDERSTAND THAT FAILURE TO CONFIRM THE RECEIPT OF THE ADDENDUM(S) MAY BE CAUSE FOR REJECTION OF BIDS.						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE: *[Signature]* TELEPHONE: **(717) 334-1329** DATE: **June 24, 2010**
 TITLE: **Chief Executive Officer** FEIN: **52-1940991** ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'

GENERAL TERMS & CONDITIONS REQUEST FOR QUOTATION (RFQ) AND REQUEST FOR PROPOSAL (RFP)

1. Awards will be made in the best interest of the State of West Virginia.
 2. The State may accept or reject in part, or in whole, any bid.
 3. Prior to any award, the apparent successful vendor must be properly registered with the Purchasing Division and have paid the required \$125 fee.
 4. All services performed or goods delivered under State Purchase Order/Contracts are to be continued for the term of the Purchase Order/Contracts, contingent upon funds being appropriated by the Legislature or otherwise being made available. In the event funds are not appropriated or otherwise available for these services or goods this Purchase Order/Contract becomes void and of no effect after June 30.
 5. Payment may only be made after the delivery and acceptance of goods or services.
 6. Interest may be paid for late payment in accordance with the *West Virginia Code*.
 7. Vendor preference will be granted upon written request in accordance with the *West Virginia Code*.
 8. The State of West Virginia is exempt from federal and state taxes and will not pay or reimburse such taxes.
 9. The Director of Purchasing may cancel any Purchase Order/Contract upon 30 days written notice to the seller.
 10. The laws of the State of West Virginia and the *Legislative Rules* of the Purchasing Division shall govern the purchasing process.
 11. Any reference to automatic renewal is hereby deleted. The Contract may be renewed only upon mutual written agreement of the parties.
 12. **BANKRUPTCY:** In the event the vendor/contractor files for bankruptcy protection, the State may deem this contract null and void, and terminate such contract without further order.
 13. **HIPAA BUSINESS ASSOCIATE ADDENDUM:** The West Virginia State Government HIPAA Business Associate Addendum (BAA), approved by the Attorney General, is available online at www.state.wv.us/admin/purchase/vrc/hipaa.htm and is hereby made part of the agreement. Provided that the Agency meets the definition of a Cover Entity (45 CFR §160.103) and will be disclosing Protected Health Information (45 CFR §160.103) to the vendor.
 14. **CONFIDENTIALITY:** The vendor agrees that he or she will not disclose to anyone, directly or indirectly, any such personally identifiable information or other confidential information gained from the agency, unless the individual who is the subject of the information consents to the disclosure in writing or the disclosure is made pursuant to the agency's policies, procedures, and rules. Vendor further agrees to comply with the Confidentiality Policies and Information Security Accountability Requirements, set forth in <http://www.state.wv.us/admin/purchase/privacy/noticeConfidentiality.pdf>.
 15. **LICENSING:** Vendors must be licensed and in good standing in accordance with any and all state and local laws and requirements by any state or local agency of West Virginia, including, but not limited to, the West Virginia Secretary of State's Office, the West Virginia Tax Department, and the West Virginia Insurance Commission. The vendor must provide all necessary releases to obtain information to enable the director or spending unit to verify that the vendor is licensed and in good standing with the above entities.
 16. **ANTITRUST:** In submitting a bid to any agency for the State of West Virginia, the bidder offers and agrees that if the bid is accepted the bidder will convey, sell, assign or transfer to the State of West Virginia all rights, title and interest in and to all causes of action it may now or hereafter acquire under the antitrust laws of the United States and the State of West Virginia for price fixing and/or unreasonable restraints of trade relating to the particular commodities or services purchased or acquired by the State of West Virginia. Such assignment shall be made and become effective at the time the purchasing agency tenders the initial payment to the bidder.
- I certify that this bid is made without prior understanding, agreement, or connection with any corporation, firm, limited liability company, partnership, or person or entity submitting a bid for the same material, supplies, equipment or services and is in all respects fair and without collusion or fraud. I further certify that I am authorized to sign the certification on behalf of the bidder or this bid.

INSTRUCTIONS TO BIDDERS

1. Use the quotation forms provided by the Purchasing Division. Complete all sections of the quotation form.
2. Items offered must be in compliance with the specifications. Any deviation from the specifications must be clearly indicated by the bidder. Alternates offered by the bidder as **EQUAL** to the specifications must be clearly defined. A bidder offering an alternate should attach complete specifications and literature to the bid. The Purchasing Division may waive minor deviations to specifications.
3. Unit prices shall prevail in case of discrepancy. All quotations are considered F.O.B. destination unless alternate shipping terms are clearly identified in the quotation.
4. All quotations must be delivered by the bidder to the office listed below prior to the date and time of the bid opening. Failure of the bidder to deliver the quotations on time will result in bid disqualifications: Department of Administration, Purchasing Division, 2019 Washington Street East, P.O. Box 50130, Charleston, WV 25305-0130
5. Communication during the solicitation, bid, evaluation or award periods, except through the Purchasing Division, is strictly prohibited (W Va. C.S.R. §148-1-6.6).



State of West Virginia
 Department of Administration
 Purchasing Division
 2019 Washington Street East
 Post Office Box 50130
 Charleston, WV 25305-0130

Request for Quotation

RFQ NUMBER
BCF11006

PAGE
2

ADDRESS CORRESPONDENCE TO ATTENTION OF:
ROBERTA WAGNER
304-558-0067


RFO COPY

Behavioral Health Industry News, Inc.
DBA OPEN MINDS
163 York Street
Gettysburg, PA 17325


HEALTH AND HUMAN RESOURCES
BCF - COMMISSIONER'S OFFICE
350 CAPITOL STREET, ROOM 730
CHARLESTON, WV
25301-3711 304-558-4682

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
06/16/2010				

BID OPENING DATE: **06/30/2010** BID OPENING TIME: **01:30PM**

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>VENDOR MUST CLEARLY UNDERSTAND THAT ANY VERBAL REPRESENTATION MADE OR ASSUMED TO BE MADE DURING ANY ORAL DISCUSSION HELD BETWEEN VENDOR'S REPRESENTATIVES AND ANY STATE PERSONNEL IS NOT BINDING. ONLY THE INFORMATION ISSUED IN WRITING AND ADDED TO THE SPECIFICATIONS BY AN OFFICIAL ADDENDUM IS BINDING.</p> <p style="text-align: center;">  SIGNATURE Behavioral Health Industry News, Inc. COMPANY June 24, 2010 DATE <i>dba OPEN MINDS</i> </p> <p>NOTE: THIS ADDENDUM ACKNOWLEDGEMENT SHOULD BE SUBMITTED WITH THE BID.</p> <p>REV. 09/21/2009</p> <p style="text-align: center;">END OF ADDENDUM NO. 1</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE:  TELEPHONE: **(717) 334-1329** DATE: **June 24, 2010**

TITLE: **Chief Executive Officer** FEIN: **52-1540991** ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'



State of West Virginia
 Department of Administration
 Purchasing Division
 2019 Washington Street East
 Post Office Box 50130
 Charleston, WV 25305-0130

Request for Quotation

RFQ NUMBER
BCF11006

PAGE
3

ADDRESS CORRESPONDENCE TO ATTENTION OF
ROBERTA WAGNER
304-558-0067

RFQ COPY

ROBERTA WAGNER

Behavioral Health Industry News, Inc.
DBA OPEN MINDS
163 York Street
Gettysburg, PA 17325

S.H.P.T.O.

HEALTH AND HUMAN RESOURCES
BCF - COMMISSIONER'S OFFICE
350 CAPITOL STREET, ROOM 730
CHARLESTON, WV
25301-3711 304-558-4682

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
06/16/2010				

BID OPENING DATE: **06/30/2010** BID OPENING TIME **01:30PM**

LINE	QUANTITY	UOP	CAT NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
0001	1	YR		785-70		
TECHNICAL ASSISTANCE, CONSULTATION, MEETING FACILITA						
***** THIS IS THE END OF RFQ BCF11006 ***** TOTAL:						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE *[Signature]* TELEPHONE **(717) 334-1329** DATE **June 24, 2010**
 TITLE **Chief Executive Officer** FEIN **52-1540991** ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'



State of West Virginia
 Department of Administration
 Purchasing Division
 2019 Washington Street East
 Post Office Box 50130
 Charleston, WV 25305-0130

Request for Quotation

RFO NUMBER
BCF11006

PAGE
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304-558-0067

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163 York Street
Gettysburg, PA 17325

HEALTH AND HUMAN RESOURCES
BCF - COMMISSIONER'S OFFICE
350 CAPITOL STREET, ROOM 730
CHARLESTON, WV
25301-3711 304-558-4682

DATE PRINTED	TERMS OF SALE	SHIP VIA	FOB	FREIGHT TERMS
06/18/2010				

BID OPENING DATE: **06/30/2010** BID OPENING TIME: **01:30PM**

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>ADDENDUM NO. 2</p> <p>1. TO ATTACH THE QUESTIONS AND ANSWERS INADVERTENTLY LEFT OUT OF ADDENDUM NO. 1.</p> <p>2. ADDENDUM ACKNOWLEDGEMENT IS ATTACHED. THIS DOCUMENT SHOULD BE SIGNED AND RETURNED WITH YOUR BID. FAILURE TO EXHIBIT 10</p> <p>REQUISITION NO.: BCF11006</p> <p>ADDENDUM ACKNOWLEDGEMENT</p> <p>I HEREBY ACKNOWLEDGE RECEIPT OF THE FOLLOWING CHECKED ADDENDUM(S) AND HAVE MADE THE NECESSARY REVISIONS TO MY PROPOSAL, PLANS AND/OR SPECIFICATION, ETC.</p> <p>ADDENDUM NO.'S:</p> <p>NO. 1</p> <p>NO. 2</p> <p>NO. 3</p> <p>NO. 4</p> <p>NO. 5</p> <p>I UNDERSTAND THAT FAILURE TO CONFIRM THE RECEIPT OF THE ADDENDUM(S) MAY BE CAUSE FOR REJECTION OF BIDS.</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE *[Signature]*

TELEPHONE **(707) 334-1329**

DATE **June 24, 2010**

TITLE **Chief Executive Officer** FEIN **52-1540991**

ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'

**GENERAL TERMS & CONDITIONS
REQUEST FOR QUOTATION (RFQ) AND REQUEST FOR PROPOSAL (RFP)**

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14. **CONFIDENTIALITY:** The vendor agrees that he or she will not disclose to anyone, directly or indirectly, any such personally identifiable information or other confidential information gained from the agency, unless the individual who is the subject of the information consents to the disclosure in writing or the disclosure is made pursuant to the agency's policies, procedures, and rules. Vendor further agrees to comply with the Confidentiality Policies and Information Security Accountability Requirements, set forth in <http://www.state.wv.us/admin/purchase/privacy/noticeConfidentiality.pdf>.
15. **LICENSING:** Vendors must be licensed and in good standing in accordance with any and all state and local laws and requirements by any state or local agency of West Virginia, including, but not limited to, the West Virginia Secretary of State's Office, the West Virginia Tax Department, and the West Virginia Insurance Commission. The vendor must provide all necessary releases to obtain information to enable the director or spending unit to verify that the vendor is licensed and in good standing with the above entities.
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I certify that this bid is made without prior understanding, agreement, or connection with any corporation, firm, limited liability company, partnership, or person or entity submitting a bid for the same material, supplies, equipment or services and is in all respects fair and without collusion or fraud. I further certify that I am authorized to sign the certification on behalf of the bidder or this bid.

INSTRUCTIONS TO BIDDERS

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State of West Virginia
 Department of Administration
 Purchasing Division
 2019 Washington Street East
 Post Office Box 50130
 Charleston, WV 25305-0130

Request for Quotation

RFQ NUMBER
BCF11006

PAGE
2

ADDRESS CORRESPONDENCE TO ATTENTION OF:
ROBERTA WAGNER 304-558-0067

RFO COPY

VENDOR

Behavioral Health Industry News, Inc.
DBA OPEN MINDS
 163 York Street
 Gettysburg, PA 17325

SHIP TO

HEALTH AND HUMAN RESOURCES
 BCF - COMMISSIONER'S OFFICE

 350 CAPITOL STREET, ROOM 730
 CHARLESTON, WV
 25301-3711 304-558-4682

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
06/18/2010				

BID OPENING DATE: 06/30/2010 BID OPENING TIME 01:30PM

LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>VENDOR MUST CLEARLY UNDERSTAND THAT ANY VERBAL REPRESENTATION MADE OR ASSUMED TO BE MADE DURING ANY ORAL DISCUSSION HELD BETWEEN VENDOR'S REPRESENTATIVES AND ANY STATE PERSONNEL IS NOT BINDING. ONLY THE INFORMATION ISSUED IN WRITING AND ADDED TO THE SPECIFICATIONS BY AN OFFICIAL ADDENDUM IS BINDING.</p> <p style="text-align: center;"><i>[Signature]</i> SIGNATURE</p> <p style="text-align: center;">Behavioral Health Industry News, Inc. COMPANY <i>dba OPEN MINDS</i></p> <p style="text-align: center;"><i>June 24, 2010</i> DATE</p> <p>NOTE: THIS ADDENDUM ACKNOWLEDGEMENT SHOULD BE SUBMITTED WITH THE BID.</p> <p>REV. 09/21/2009</p> <p style="text-align: center;">END OF ADDENDUM NO. 2</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE <i>[Signature]</i>	TELEPHONE (304) 334-1329	DATE June 24, 2010
TITLE Chief Executive Officer FEIN 52-1540991	ADDRESS CHANGES TO BE NOTED ABOVE	

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'



State of West Virginia
 Department of Administration
 Purchasing Division
 2019 Washington Street East
 Post Office Box 50130
 Charleston, WV 25305-0130

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LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
0001	1	YR		785-70		
TECHNICAL ASSISTANCE, CONSULTATION, MEETING FACILITA						
***** THIS IS THE END OF RFQ BCF11006 ***** TOTAL:						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE: *[Signature]* TELEPHONE: **(70) 334-1329** DATE: **June 24, 2010**
 TITLE: **Chief Executive Officer** FEIN: **52-1540991** ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'

Vendor Questions and DHHR Responses Submitted in Response to BCF11006

1. **Question:** During the course of this work, is administrative support available through DHHR BCF or any of the collaborating partners involved in the work of the Commission to Study the Residential Placement of Children? The term administrative support is used here to refer to making copies of meeting documents, the typing of flip chart recordings that would then be emailed to and made into meeting notes by the consultant, website upgrades and the loading of documents to the Commission's website, etc.

Response: DHHR/BCF makes copies/packets unless the facilitator is unable to provide documents in a timely manner. In those instances, the facilitator makes copies. We typically provide 50 packets per meeting. The facilitator has made professional copies of annual reports for distribution. This goes beyond the 50 copies—for DHHR leadership, legislators, Governor's Office in addition to the Commission members & guests (50 copies). The facilitator types flip chart notes, DHHR/BCF does minutes & forwards to facilitator. DHHR/BCF maintains updates to website.

2. **Question:** What have been the research needs of the Commission historically? Is it anticipated that research related to promising practices, other states' progress, innovations in the field of Systems of Care for children and youth, etc. will be helpful or necessary to the Commission as it fulfills its responsibilities SB636 authorizing the Commission and outlining its work?

Response: The collaborating partners complete the research & prepare reports for presentation to the Commission. The facilitator uses this information in drafting Commission reports & documents. The facilitator has conducted research to better understand the work of the Commission and to enhance their ability to carry out their responsibilities/guidance.

3. **Question:** Are basic supplies and equipment for meetings available through DHHR BCF or any of the collaborating partners involved in the work of the Commission to Study the Residential Placement of Children? The terms basic supplies and equipment are used here to refer to flip chart stands and flip chart pads of paper.

Response: The facilitator brings flip charts, stands, markers if not provided by site where meeting is being conducted.