



TITLE PAGE – COST PROPOSAL – ORIGINAL

RFP Subject: DOJ Subject Matter Expert Services (CRFP 0506 HHR2000000001)

Vendor name: University of Maryland, Baltimore

Business address: 620 West Lexington St. 4th Fl
Baltimore, Maryland 21201

Telephone number: 410-706-6723

Fax number: 410-706-6630

Name of contact person: Stephen Peterson

E-mail address: speterson@umaryland.edu

Vendor signature:

Date: 9/6/2019

RECEIVED

2019 SEP 12 AM 10: 51

WV PURCHASING
DIVISION



TITLE PAGE – COST PROPOSAL

RFP Subject: DOJ Subject Matter Expert Services (CRFP 0506 HHR2000000001)

Vendor name: University of Maryland, Baltimore

Business address: 620 West Lexington St. 4th Fl
Baltimore, Maryland 21201

Telephone number: 410-706-6723

Fax number: 410-706-6630

Name of contact person: Stephen Peterson

E-mail address: speterson@umaryland.edu

Vendor signature:

Date: 9/6/2019

A handwritten signature in blue ink, appearing to be "S. Peterson", written over the date field.

**Cost Proposal
Table of Contents**

Bid.....3
Budget Justification4

REQUEST FOR PROPOSAL
CRFP 0506 HHR2000000001

Department of Health and Human Resources
DOJ Subject Matter Expert Services

BID PROPOSAL

Cost Sheet – University of Maryland, Baltimore

Contract Item	Description	Estimated Hours	Price per Hour	Extended Price
Section 4	Technical Assistance Activity	620	\$201.57	\$124,972.00

Approved:



Stephen Peterson, MBA
Assistant Director
Office of Research and Development
Sponsored Programs Administration
University of Maryland, Baltimore

Date: 9/6/2019

Budget Justification

Fiscal Year: September 30 – September 29

The cost per hour and the total cost of attached Bid Proposal is valid for the 12 months of the proposed performance period. The renewal costs for each year following the Base Year will be renegotiated for each Option Year to address any changing needs of the project and the total hours required to complete the revised scope of work. We are projecting that the price per hour for the renewal periods will be calculated on the basis of the current bid rate plus a prorated COLA adjustment.

The Institute for Innovation & Implementation (The Institute), founded in 2005, is a department within the University of Maryland, Baltimore (UMB) School of Social Work (SSW). The Institute works to build research-based, innovative, sustainable, and transformative child-and family-serving systems, services, and workforce capacity in partnership with government agencies; provider, community, and family- and youth-run organizations; and other leaders and stakeholders to integrate systems and improve outcomes for and with children, youth, and families. It serves as a national training, technical assistance (TA), evaluation and policy center focused on children's systems and manages more than 50 contracts, worth approximately \$20 million annually, with the federal government, multiple state governments, foundations, and private organizations that span multiple parties and years.

Since 2013, The Institute has served as the coordinating entity for the National Technical Assistance Network for Children's Behavioral Health (TA Network), which operates the U.S. Department of Health and Human Services (HHS), Substance Abuse and Mental Health Services Administration (SAMHSA) National Training and Technical Assistance Center for Child, Youth, and Family Mental Health (NTTAC) and provides training and TA to states, tribes, territories, and communities focused on improving children's behavioral health. The TA Network provides support to communities funded by SAMHSA's Comprehensive Community Mental Health Services for Children and Their Families Program ("system of care grantees"), including youth and family leadership and organizations. The TA Network includes a diverse group of partner organizations and consultants to ensure a broad array of specific expertise who are each deeply committed to supporting high quality, cost effective, and community-based services and supports.

UMB is a public, non-profit, educational institution and a Maryland state agency with the necessary financial capacity, working capital, and other resources to perform the proposed work without assistance from any outside source. The three major bond rating agencies have maintained Maryland's AAA bond rating for 2019, only one of 11 states to hold the highest possible credit rating. Maryland has held a AAA bond rating with all three agencies for the past 25 years, demonstrating Maryland's continued fiscal strength and financial management. UMB's fiscal controls and accounting procedures will ensure prudent use, proper and timely disbursement, and accurate accounting of funds received.

The UMB Office of Research and Development houses the research administration and includes the Sponsored Projects Administration (SPA), which is responsible for supporting the development of proposals and ensuring compliance with federal, state, and University

regulations and policies. In addition, the UMB Sponsored Projects Accounting and Compliance (SPAC) is responsible for supporting all aspects of post-award financial administration, including compliance with applicable grant and contract terms, federal and State regulations, and University policies and procedures. By October 2019, SPAC will have fully implemented a new financial reporting system, Quantum Financials, which will further increase efficiency and improve access to and ability to use financial data in support of reporting, budgeting, and financial forecasting. This system enables UMB to relate financial data to performance data by identifying the source and application of federal funds to demonstrate effective control over and accountability for funds, compare outlays with budget amounts, and provide accounting records supported by source documentation.

UMB's School of Social Work, which houses The Institute, also maintains a Sponsored Projects Office (SPO), which works closely with SPA and SPAC, and offers administrative and financial management services to faculty, staff, and students. The Office's Director, Research Administrator, and Research Coordinator have many years of pre- and post-award administrative and financial experience. In addition, eight accountants and accounting specialists provide financial expertise and assistance, assuring that structures are in place to pay employees correctly, to monitor time and effort reporting, to review expenditures of grant and gift funds, and to provide grant reports to funders. Much of the infrastructure for this project is provided through the Office of Finance & Administration, which includes human resources, facilities and operations (including procurement), travel, financial services (accounts payable), and management and advisory services (auditing). Accounting and finance personnel The Institute will liaison with SPA, SPAC, and SPO, and will be responsible for daily oversight of expenditures as well as at least quarterly effort reporting for faculty and staff and grant expenditure reviews and forecasting with the Principal Investigator.

DIRECT COSTS

Direct Labor: The estimated costs for all personnel who will be assigned for direct work on this project are included in the summary table at the end of this proposal. As detailed below, additional experts from across UMB and the national consultant pool, organized and operated by The Institute on behalf of the TA Network, will be identified and included in the subject matter expert pool based on the evolving needs of the project. The anticipated number of hours for key subject matter expert (SME) personnel and the SME pool for the Base Year of the contract are detailed in the below personnel descriptions.

The requested personnel budget is calculated on the basis of the actual number of hours required for the proposed scope of work. The cost per hour is calculated on an individual basis. The cost categories include the approved institutional based salary, fringe benefits (at a rate that has been approved as part of UMB's federal NICRA), administrative and operational costs, travel costs for one two-day site visit per quarter, and the UMB F&A (26% off-campus rate). Excluding the uniform UMB employee leave benefits (annual, holiday, personal), the available annual labor hour base is 1,760.

The UMB Team has superior knowledge and proficiency with children's community-based mental health services, Medicaid and child welfare systems – and extends beyond a single SME

individual or organization. The breadth and depth of the UMB Team's experience and expertise at the local, state and national levels, as well as the flexibility of our SME pool approach, is unprecedented and will ensure that TA to the Department of Health and Human Resources to support compliance with the Agreement will be tailored to identified needs and provided by SME(s) who can best meet those needs based upon their research and past and current work in other communities and states.

The UMB Team will also coordinate and leverage support from SAMHSA's NTTAC, as applicable and allowable by its SAMSHA contract, to support West Virginia in enhancing its children's behavioral health system, to include connecting with other states implementing similar reform efforts. Additionally, as part of NTTAC, the UMB Team will work to coordinate with other technical assistance centers including the SAMHSA-funded Region 3 Addiction Technology Transfer Center, Mental Health Technology Transfer Center, and Prevention Technology Transfer Center, to leverage and maximize available resources and technical assistance opportunities.

The following details the roles of each identified personnel as related to each identified tasks. Curriculum Vitae for identified personnel are provided in the technical proposal.

Fields, Suzanne, Principal Investigator and Subject Matter Expert (264 hours annually):

Suzanne Fields, MSW, is a clinical social worker with 25 years of experience. Her work has spanned multiple settings including Medicaid, managed care, mental health and substance use, child and adult services, and child welfare. Currently, Ms. Fields is Faculty and the Senior Advisor for Health Care Policy and Financing at The Institute. She also provides consultation and coaching to states involved in the Centers for Medicare and Medicaid's Innovation Accelerator Program. Previously, she served as the Senior Advisor to the Administrator for Health Care Financing with the Substance Abuse and Mental Health Services Administration (SAMHSA). In that role, she was responsible for leading the agency's work on the Affordable Care Act and Mental Health Parity and Addictions Equity Act, including policy, financing, regulations, federal and state implementation, and collaboration with federal partners. Prior to joining SAMHSA, Ms. Fields worked for the Technical Assistance Collaborative (TAC), a national nonprofit consulting firm. In that role, she assisted states in numerous Medicaid, managed care, mental health and substance use disorder efforts, Olmstead and EPSDT related agreements, dissemination of best practices, cross system financing, system design and delivery, and quality initiatives. Prior to joining TAC, Ms. Fields was director of the Office of Behavioral Health for Massachusetts Medicaid, where she was responsible for the purchasing, delivery, and quality of mental health and substance use disorder services for adult and child Medicaid beneficiaries through fee for service, integrated managed care plans and specialty behavioral health organizations. Ms. Fields was also responsible for the service design and implementation of best practice services for children and youth under the Rosie D. EPSDT lawsuit. As the Principal Investigator for this project, Ms. Fields will ensure all deliverables are met as detailed in the technical proposal, including providing technical assistance, coordinating all subject matter experts, and supporting effective implementation of the work plan to comply with the Agreement between the U.S. Department of Justice and West Virginia. This will include supporting development of a Continuous Quality Improvement process by assessing existing data elements, understanding current federal and state reporting requirements, understanding

pending or planned changes based on new reporting requirements, identifying new data elements or amendments to existing data elements to track to fulfill the State's obligations, and providing guidance on how to use that data to help support their implementation and policy decision-making. As such, Ms. Schober will serve as the lead author of the semi-annual comprehensive reports and recommendations

Schober, Melissa, Subject Matter Expert (264 hours annually): Melissa Schober, MPM, currently serves as the Senior Policy Analyst for SAMHSA's National Training and Technical Assistance Center for Child, Youth and Family Mental Health (NTTAC), operated by The Institute. She has more than 15 years of experience in health policy, including policy and regulatory design; public health advocacy; and the provision of technical assistance to managed care organizations, state Medicaid agencies, provider associations, and family and consumer-led organizations. In her current role, Ms. Schober serves as a lead consultant to System of Care grantee sites across the county and providing subject matter expertise in Medicaid financing, including rate setting, state plan amendments, and waivers; behavioral health system design; and policy, statutory and regulatory analysis. She has researched and written a variety of white papers, technical reports, and briefs on children's mobile crisis response and stabilization services, telehealth, school-based health services, substance use services for youth, federal regulatory changes, and physical and behavioral health integration. She also has experience in stakeholder engagement, strategic planning, and program design and evaluation as part of statewide delivery system reform. Ms. Schober has worked closely with several states and localities, including Maryland (with its unique all-payer system); Kansas; Nebraska; Los Angeles County, California; Stark and Hancock, as well as the State of Ohio; and Washington State. Her work has included strategic planning, maximizing federal match for public mental health systems, drafting and implementing Medicaid State Plan amendments and waivers, rate setting, and coalition-building. Ms. Schober was deeply involved in the processes to integrate Maryland's mental health and substance use agencies into a single behavioral health authority amid major system redesign following the enactment of the Patient Protection and Affordable Care Act. Apart from agency integration, she was the behavioral health staff lead for creating a Section 1945 Health Home to serve individuals with co-occurring disorder, converting a time-limited, federal 1915(c) waiver to a 1915(i) state plan amendment to serve children with serious emotional disturbance, transitioning from ICD 9 to ICD 10, and initial efforts to procure new MMIS system. Prior to joining the state, Ms. Schober worked in Washington, DC as an advocate for expanding public health and safety net programs. Ms. Schober will provide input on design on the Continuous Quality Improvement process and data collection approaches as they relate to state and federal health policy, health system integration, and Medicaid. She will also contribute to technical assistance content and activities relating to Medicaid, managed care, and behavioral health services, as well as assist with coordination with the Centers for Medicare and Medicaid Services (CMS). As such, Ms. Schober will contribute significantly to the semi-annual comprehensive reports and recommendations.

Subject Matter Expert Pool, Subject Matter Experts (92 hours annually): The Institute's mission is to integrate systems and improve outcomes for and with children, youth, and families through building research-based, innovative, sustainable, and transformative child-and family-serving systems, services, and workforce capacity. To this end, the Institute's faculty and staff have nationally recognized expertise and leadership in the fields of parent, infant, and early

childhood development and mental health; children's behavioral health; service system design; clinical practice; workforce development; care management; Medicaid, managed care, and financing; child welfare, juvenile justice, and public child- and family-serving systems; housing and homelessness; LGBTQ youth and young adults; evidence-based and promising practices; policy analysis and development; implementation science; developing and disseminating adult online learning content; training and technical assistance provision, evaluation research and analysis; and data-driven strategic planning. UMB, within which the Institute is housed, is a public health, law, and human services university dedicated to excellence in education, research, clinical care, and public service. It is comprised of six professional schools – dentistry, law, medicine, nursing, pharmacy, and social work – as well as an interdisciplinary graduate school, and is a thriving academic health center combining cutting-edge research and exceptional client care. Across the University, there is an additional array of diverse national expertise that can be drawn upon. The Institute will set up agreements with all applicable schools within the University to ensure those comprising the SME pool can be accessed in a timely manner as needed. All identified members of the SME pool will be responsible for providing their knowledge and expertise to inform the proposed activities as described within the technical proposal. Other SMEs from across the University and/or the TA Network may be identified and added based on the needs of the project.

Christopher Bellonci, Subject Matter Expert: Christopher Bellonci, MD, is a Board-Certified Child/Adolescent and Adult Psychiatrist, and a member of the American Academy of Child and Adolescent Psychiatry's workgroup on Quality Issues which is responsible for writing the practice parameters that define the standards of care for the field of child psychiatry. Dr. Bellonci serves as Vice President of Policy and Practice and Chief Medical Officer at the Judge Baker Children's Center; Medical Director for SAMHSA's National Training and Technical Assistance Center for Children's Behavioral Health; a clinical consultant for the Children's Bureau's National Quality Improvement Center on Tailored Services, Placement Stability, and Permanency for LGBTQ Children and Youth in Foster Care; as well as faculty at both the Harvard University School of Medicine and Tufts University School of Medicine. Dr. Bellonci is also a founding member of SAMHSA's Building Bridges Initiative and LGBTQI2-S National Workgroup. Dr. Bellonci has worked with states such as Tennessee in their response to a settlement in a class-action lawsuit in the state's Child Welfare agency which successfully led to the state exiting the lawsuit. He has presented on his work to ensure appropriate prescribing of psychotropic medications at an Annie E. Casey Foundation conference held in West Virginia. As past President of the Association of Children's Residential Centers (ACRC), he knows many of the residential providers serving youth in West Virginia and supports their developing a full range of community-based alternatives to residential interventions consistent with the Building Bridges Initiative. Dr. Bellonci provides consultation, lectures and technical assistance nationally on the subjects of child psychiatric practice, foster care, special education, residential treatment, sexual minority youth and mental health best practices. Dr. Bellonci will contribute to technical assistance content and activities relating to quality and best practices in child and adolescent behavioral health treatment.

Terry Shaw, Subject Matter Expert: Terry Shaw, MSW, PhD, MPH is an Associate Professor and director of the Ruth H. Young Center for Families and Children at the UMB

School of Social Work Dr. Shaw's research is focused on leveraging existing administrative data systems to improve state policy and practice related to child and family health. Dr. Shaw is particularly interested in examining the pathways into and through child serving systems, focusing on opportunities for state systems to understand service overlaps, improve overall service delivery, and address the multiple needs of the children and families involved with these systems. He has over two decades of experience and expertise in developing the infrastructure, relationships and programming structure to successfully implement multi-agency data linking systems (having instituted data linking projects in South Carolina, California, and Maryland). Dr. Shaw is also the Principal Investigator on a statewide evaluation of the efficiency and effectiveness of child welfare services that has a strong focus on using child welfare administrative data to inform decisions and he provides technical assistance to the state and jurisdictions in Maryland related to the proper use of administrative data in answering child welfare outcome questions. A key part of Dr. Shaw's work utilizes predictive analytics and forecasting. Dr. Shaw will contribute to technical assistance content relating to leveraging administrative data to improve program and policy improvements, assessment of service overlaps and gaps, and linking data across systems to assess program and system outcomes.

Haksoon Ahn, Subject Matter Expert: Haksoon Ahn, PhD, is an associate professor at the University of Maryland, School of Social Work. Dr. Ahn's research focuses on the impact of child welfare policy and services with the goal of improving the well-being of vulnerable children and families. To this end, her research examines children and families at multiple levels and uses a variety of methods with the aim of improving child welfare policy, practice, and outcomes. She has conducted evaluations of child and family welfare policies and services on state, national, and international levels, and has integrated them into all aspects of my research and scholarship, teaching, and service. The funded projects include an evaluation of effectiveness and efficiency of child protection services to respond to child abuse and neglect, Continuous Quality Improvement in Child Welfare Policy and Practice, Federal Children and Families Services Review, Family Centered Practice, and Recruitments and Retention of Foster Parents. Prior to joining the University of Maryland, Dr. Ahn worked at the Economic Policy Institute in Washington, D.C. as a Research Economist. Dr. Ahn will contribute to technical assistance content relating to evaluating the effectiveness and outcomes of policies and programs implemented to improve the well-being of children and families, particularly as it relates to child abuse and neglect, and development of an effective continuous quality improvement process.

Margo Candelaria, Subject Matter Expert: Margo Candelaria, PhD, is a research assistant The Institute for Innovation & Implementation, where she serves a co-director of the Parent, Infant, Early Childhood team. Dr. Candelaria has significant evaluation as well as clinical and training expertise in Infant and Early Childhood Mental Health (IECMH) screening, diagnosis, assessment, EBP implementation and CQI, and systems development across multiple community systems. She has worked with young children and families in medical systems, community mental health agencies, early intervention agencies, and Head Start/Early Head Start (as a consultant). She also has a history of working in the NICU and Growth and Nutrition Clinic with medically fragile and substance exposed infants, and am the current psychologist in the NICU Follow-Program. She participated in the development

of the SMART Clinic in Carroll County Maryland focusing on building a developmental clinic to serve children with behavioral and developmental needs and their families, including creating a network of providers to server families and tracking referral and assessment processes and outcomes. Additionally, she currently oversees all evaluation efforts for two SAMHSA funded IECMH SOC grants (BRIDGE and E-SMART), two programs focused on implementation and evaluation of programing for pregnant and parenting at-risk youth (HHS pregnancy Assistance Fund and SAMHSA funded TREE grant), and a locally funded intervention with the Maryland Academy of Pediatrics in pediatric primary care, training providers on promoting parent-infant interactions. In addition, she also served as the evaluation PI for the prior Maryland LAUNCH program for the last three years of the project. Across all these projects, she has focused on program evaluation and implementation science aimed to improve programs for families with young children by using data and engaging in CQI processes. Dr. Candelaria will contribute to technical assistance content relating to early childhood and parenting program outcomes evaluation and continuous quality improvement of those programs.

Susan dosReis, Subject Matter Expert: Susan dosReis, PhD, is a professor and the Vice Chair for Research for the Department of Pharmaceutical Health Sciences within the University of Maryland School of Pharmacy. Dr. dosReis' clinical training and research expertise span the fields of pharmacy practice, pharmacoepidemiology methods for drug utilization, safety, and outcomes research, patient-centered outcomes research, and quantitative and qualitative (mixed) research methods. Federally-funded research grants through the National Institute of Mental Health and the Patient Centered Outcomes Research Institute have allowed her to build a foundation of research on psychotropic medication use among children and adolescents. Over the past 20 years, she has developed a program of pediatric pharmacoepidemiology and outcomes research, with publications addressing health system and patient- and family-centered factors that affect psychotropic use for youth treated in community outpatient settings. Her research on psychotropic medication use for children and adolescents has addressed the growing national interest on youth in foster care and has been cited in the New York Times. Collaboration with child-serving agencies has provided an opportunity to integrate large administrative data from individual agencies to assess outcomes for youth treated with psychotropic medication. She accomplished this in naturalistic, quasi-experimental studies using innovative designs and advanced statistical methods to control for confounding. She has expertise in stated preference methods using best worst scaling and discrete choice experiments to evaluate trade-offs in decision making with regard to stimulant and antipsychotic medication for youth. She is applying novel methods to better understand disparities in treatment decisions from a variety of patient groups, and in particular the underserved communities. Dr. dosReis will contribute to technical assistance content relating to effective and appropriate use of, programmatic and policy decision-making relating to, and outcomes of psychotropic medications among children and youth.

Deborah Harburger, Subject Matter Expert: Deborah Harburger, MSW, is a Clinical Instructor and Co-Director of the Maryland Center at The Institute. A trained Title IV-E public child welfare social worker with more than a decade of experience in public child- and family-serving systems, Ms. Harburger has knowledge of financing for behavioral health

(including Medicaid and child welfare financing), systems of care, and the intersection of child welfare and homelessness. Her focus is on sustainable financing and the use of high quality, effective, and less costly home- and community-based services and supports. Ms. Harburger has experience serving as Project Director of two Centers for Medicare & Medicaid Services-funded demonstration projects as well as two Children's Bureau-funded grants. She has experience in providing individualized technical assistance, implementation design and support, strategic planning and policy and financing analysis with state and local child welfare and behavioral health organizations and family support organizations. She has particular expertise in the areas of older youth in foster care, youth aging out of foster care and the intersection with homelessness, sustainable financing for home- and community-based services, and interagency initiatives. She also oversees The Institute's policy and financing work in Maryland. Ms. Harburger will contribute to technical assistance content relating to program strategic planning, financing, policy, and implementation, with an emphasis on sustainable financing across systems.

Brook Kearley, Subject Matter Expert: Brook Kearley, PhD, is a Research Assistant Professor at The Institute. She was a dissertation fellow of the National Institute of Justice and received her Ph.D. in Criminology and Criminal Justice from the University of Maryland in 2017. Dr. Kearley's research interests include criminal and juvenile justice policy and program evaluation with a focus on substance use and delinquency prevention and intervention programs. She has expertise in quantitative and experimental methods, with over 15 years' experience managing randomized field trials and multi-site evaluations. Dr. Kearley is currently Principal Investigator of a long term follow up of a randomized controlled trial of Functional Family Therapy for gang at risk and gang involved youth as well as an evaluation of a local Family Recovery Court. Her recent research has appeared in Prevention Science and Criminology and Public Policy. Dr. Kearley will contribute to technical assistance content relating to the juvenile and criminal justice systems, including effective interventions and program evaluation.

Jill Farrell, Subject Matter Expert: Jill Farrell, PhD, is a Research Assistant Professor at The Institute where she conducts research and provides technical assistance in the development and implementation of a statewide evidence-based case management model for the Maryland Department of Juvenile Services and serves as the lead evaluator for several evidence-based programs implemented with children, youth, and families in Maryland. Dr. Farrell is also a Co-Investigator for a statewide multi-agency data collaborative that focuses on linking and leveraging administrative data systems to improve policy and practice. Prior to joining the School of Social Work, Dr. Farrell conducted applied policy research at the University of Maryland's Innovations Institute, the Institute for Governmental Service and Research, the Urban Institute, and the Maryland State Commission on Criminal Sentencing Policy. Dr. Farrell will contribute to technical assistance content relating to effective use of administrative data systems to inform continuous quality improvement of programs and policy.

Elizabeth Manley, Subject Matter Expert: Elizabeth Manley, MSW, is a Clinical Instructor for Health and Behavioral Health Policy at The Institute. In this capacity, Ms. Manley provides technical assistance to states and communities specific to children's

behavioral health innovations with a specific focus on policy, financing and development of service array within a of systems of care. Ms. Manley is the former Assistant Commissioner for NJ's Children's System of Care. In this capacity, Ms. Manley led transformation and implementation of system innovations including integrating individuals with developmental/intellectual disabilities, substance use and integration of physical health into the Children's System of Care. She had direct oversight of the statewide child behavioral health, substance use and development/intellectual disabilities systems. This includes a wide range of home and community-based services, outpatient and residential interventions. Ms. Manley was the DCF representative on the NJ Board of Social Work Examiners and the Governor's Council on Alcohol and Drug Abuse; the Principal Investigator on NJ's Promising Path to Success, a SAMHSA System of Care Expansion Grant with the focus on improving care for youth in need of an residential intervention; Vice Chair of the National Association of State Mental Health Program Directors (NASMHPD); and has presented at several national conferences. Prior to joining DCF Ms. Manley was the CEO of Caring Partners of Morris/Sussex, Inc., a Care Management Organization (CMO) specializing in working with youth with complex behavioral health challenges. Ms. Manley worked for Capitol County Children's Collaboration, the Mercer County CMO, as the Director of Operations, at the time of its inception in 2002. She came to that position after spending 15 years at SERV Behavioral Health, in various positions with her final position at SERV as the Director of Children's Services for SERV Behavioral Health with oversight of residential interventions and partial care services for youth with complex behavioral health needs. Ms. Manley will contribute to technical assistance content relating to development and coordination of child behavioral health services within communities, with a particular focus on service integration, financing, and policy.

Shannon Robshaw, Subject Matter Expert: Shannon Robshaw, MSW, is the System Design and Implementation Coach with the National Wraparound Implementation Center at the University of Maryland. Ms. Robshaw has over twenty-five years of experience in state government and non-profit executive leadership positions focusing on policy and system reform to improve mental health and health service delivery systems. Since joining the TA Network for Children's Behavioral Health, University of Maryland in October 2013, Ms. Robshaw has provided a range of technical assistance to more than 14 state level system of care grantees and 20 local community grantees. Ms. Robshaw has also served as faculty for TA Network hosted meetings on Integrated Care, Innovations in Medicaid Managed Care and Financing Systems of Care, and at the National Wraparound Implementation Academy. She has contributed to the production of array of educational publications and briefing documents from the TA Network. She most recently served as Executive Director of the Continuum of Care in the South Carolina Governor's Office, whose mission is to provide care coordination services for the state's children and youth with the most serious and complex behavioral health disorders. She also served on multi-agency Leadership Team developing South Carolina's statewide Palmetto Coordinated System of Care (CSoC) She served as the Director of the Louisiana Coordinated System of Care and led planning and start-up efforts for the Governor's cross-departmental initiative to build a new service delivery system for children and youth at risk of out of home placements. Ms. Robshaw also managed a broad-based planning process which resulted in the development of the system design, service array and operational structure for the Louisiana CSoC, as well as financing

strategies including Medicaid waivers and state plan amendments necessary to leverage funds in support of CSoc implementation. Past service as the Executive Director of the Louisiana Health Care Quality Forum, an Executive Management Officer in the Office of the Secretary of the Louisiana Department of Health and Hospitals and as the Executive Director of the Mental Health Association in Louisiana. Ms. Robshaw will contribute to technical assistance content relating to development of effective child, youth, and family service systems through policy change and system reform, including coordination of care across service systems.

Dayana Simons, Subject Matter Expert: Dayana Simons, MEd, is the Director of Health Programs at The Institute. Ms. Simons has over 28 years of experience in policy and service design, development, and implementation; contract and project management; Medicaid and public sector managed care; and the provision of technical assistance. She currently serves as a subject matter expert for the EPSDT consent decree in Illinois. Additionally, as part of the core leadership team for SAMHSA's TA Network, she co-leads and manages a national Quality Collaborative on Improving the Use of Psychotropic Medication for Youth in Residential Treatment Facilities; is responsible for administration of the TA Network's Mobile Response and Stabilization Services Peer Curriculum; and serves as a primary technical assistance resource and coach to 11 System of Care grantee sites across the country. She serves as liaison and adjunct faculty for the Finance and Policy hub of the TA Network; and other responsibilities include development and implementation of quality assurance and improvement processes for material produced by and disseminated by the TA Network. Prior to her current position, Ms. Simons coordinated and managed a multi-year CMS funded multi-state quality collaborative focused on improving cost, quality and coordination of services and supports for children, youth and young adults with serious behavioral health challenges and their families. Past work experience includes management of efforts to improve the mental health delivery system for children involved in the child welfare and juvenile justice systems; and participation in state level re-design of the children's behavioral health service delivery system in response to EPSDT litigation; and providing oversight and monitoring service design and implementation for EPSDT remedy services. Ms. Simons will contribute to technical assistance content relating to service design, development, and implementation, with a particular focus on residential treatment facilities, mobile crisis response, behavioral health service delivery.

Denise Sulzbach, Subject Matter Expert: Denise Sulzbach, JD, is Deputy Director of SAMHSA's NTTAC at The Institute. As such, Ms. Sulzbach is responsible for leadership and oversight to the TA Network. Ms. Sulzbach also serves as the lead for an Interagency Agreement between SAMHSA and the Children's Bureau (CB) with focus on the Family First Prevention Services Act (FFPSA). As part of this work, she leads a group of experts in providing financing, policy and children's behavioral health expertise; serving as a repository for and providing guidance on FFPSA questions; and providing technical assistance on cross-system FFPSA planning and implementation to SAMHSA, the CB and the field. She has over 20 years of experience in program, policy, legal and fiscal analyses of child, youth, and family behavioral health organizations and systems, with specialty in supporting local/state/federal linkages and cross system partnerships. In addition to FFPSA planning and implementation, work has included writing, analyzing and implementing Medicaid waivers

and State Plan Amendments; drafting regulations and policy to support reform efforts; conducting financial mapping approaches to help states/localities make data-informed decisions; supporting discussions to blend and braid dollars across systems; identifying funds for use as non-federal Medicaid and other federal program match; and supporting states to conduct data analytics on the needs of children and use that data to inform system design. As a former prosecutor assigned to a child advocacy center, she specialized in child abuse, sexual assault and juvenile law and gained unique expertise in and understanding of the unmet cross system needs of youth with complex behavioral health needs and their families. Other positions include Deputy Secretary at the Maryland Department of Juvenile Services and other high-level Governor appointed positions, including Director of Systems of Care and Interagency Policy at the Governor's Office for Children. Ms. Sulzbach will contribute to technical assistance content relating to relevant federal and state legislation and policy, particularly in relation to the FFPSA, as it relates to system design and implementation of child, youth, and family services across systems, as well as supporting collaboration and coordination of systems through policy and financing reform.

Kate Wasserman, Subject Matter Expert: Kate Wasserman, MSW, LCSW-C, is Co-Director of the Parent, Infant, and Early Childhood program at The Institute. In this role, Ms. Wasserman oversees program and policy work for all parent, infant and early childhood activities. In this role she leads program development, project oversight, workforce training and policy work related to infant and early childhood mental health (IECMH) efforts including: Pyramid Model training, coaching, and statewide implementation; she serves as the Program Director for an IECMH SAMHSA-funded System of Care grant and consultant for a second SOC grant in our state. She is also the Co-lead for the TA Network's Early Childhood Systems Learning Community; and a statewide consultant and trainer for Maryland State Department of Education funded IECMHC program. Ms. Wasserman is a licensed clinician with extensive IECMH experience and former mental health consultant in Early Head Start and pediatric primary care settings. She has implemented intimate partner violence protocol within pediatrics. She is faculty and curriculum contributor to the UMB School of Medicine IECMH certificate, and has designed and is currently teaching a PIEC SSW course for our school's MSW program. She has a background in public policy, and brings expertise in public health policy, program development, and direct service perspective to projects. She has extensive experience providing and supporting the implementation of evidence-based practices in a range of disciplines that work with families, including home visitors, educators, early intervention providers and primary care as well as specialty care medical providers. She is a National Trainer of the Fussy Baby Network and has trained primary care providers, mental health consultants, and home visitors on trauma-informed, family-focused infant mental health competencies. Ms. Wasserman will contribute to technical assistance content relating to best practices, programs, and policy for early childhood and parenting interventions and services, including workforce development and community- and home-based interventions.

Other Cost Categories:

In addition to the direct labor costs for the University of Maryland employees (salary and fringe benefit costs) and external consultants, the comprehensive hourly rate that is proposed in the Cost Sheet includes:

- The total cost of four on-site visits to West Virginia for two subject matter experts as scheduled during the contract period.
- General operational and administrative costs.
- The federally approved F&A rate for the University of Maryland, Baltimore.

SUMMARY OF COSTS:

As described above, all subject matter experts named, as well as additional experts who may be identified based upon needs that arise over the course of the project, will be available at an hourly rate of \$201.57 for cumulative total of 620 hours, for a total of \$124,972.

	Hours	Hourly Rate	Total Cost
Base Year	620	\$ 201.57	\$ 124,972.00