
From: Farrell, Willa
Sent: Tuesday, February 20, 2018 3:14 PM
To: 'Cody Brumgard, FOIA Manager, OPEN MINDS' <foiamanager@openminds.com>
Subject: RE: Request for Public Information - attachment

Attached is the winning proposal, omitted on the email I just sent.

From: Farrell, Willa
Sent: Tuesday, February 20, 2018 3:10 PM
To: 'Cody Brumgard, FOIA Manager, OPEN MINDS' <foiamanager@openminds.com>
Subject: RE: Request for Public Information

Dear Cody Brumgard,

Here is the information you requested.

SOLICITATION TITLE: Vermont Seeks YSASP Screening Brief Intervention and Referral to Treatment Coaching Services

SOLICITATION DUE DATE: 10/20/2017

- Name, contact person, mailing address, e-mail address, and telephone number of the organization(s) awarded a contract as a result of this solicitation
 - Center for Behavioral Health Integration, LLC
 - Jody Kamon
 - PO Box 966
 - Middlebury, VT 05753
 - jody@c4bhi.com
 - 802-999-1676
- Contract award date
 - 1/19/18
- Contract award period
 - January 15, 2018 to July 31, 2018
- Contract award amount
 - Not to exceed \$25,000
- List of additional organizations that responded to this RFP
 - Nek Counseling & Consultation
- Copy of the winning proposal
 - Attached as *Proposal Garfield Audrey.pdf*

Regards,
Willa

Willa Farrell | Court Diversion & Pretrial Services Director | Attorney General's Office

From: Cody Brumgard, FOIA Manager, OPEN MINDS [<mailto:foiamanager@openminds.com>]

Sent: Friday, February 16, 2018 4:51 PM

To: Farrell, Willa <willa.farrell@vermont.gov>

Subject: Request for Public Information

Dear Willa Farrell,

The purpose of this letter is to request publicly available information under regulations associated with open access to public information, such as laws created and enacted by the Freedom of Information Act (FOIA). In order to help us with research for our RFP Database, *OPEN MINDS* is formally requesting the following information for the solicitation referenced below:

SOLICITATION NUMBER: N/A

SOLICITATION TITLE: Vermont Seeks YSASP Screening Brief Intervention and Referral to Treatment Coaching Services

SOLICITATION DUE DATE: 10/20/2017

Please provide*:

- Name, contact person, mailing address, e-mail address, and telephone number of the organization(s) awarded a contract as a result of this solicitation
- Contract award date
- Contract award period
- Contract award amount
- List of additional organizations that responded to this RFP
- Copy of the winning proposal

*Please send a copy of the contract, additional organizations and copy of the winning proposal if the bulleted list cannot be provided

If, upon receipt of this letter, the contract has not yet been awarded, we ask you to retain this request and communicate the award information to us when it becomes available. The information may be sent electronically to the following e-mail address: foiamanager@openminds.com, or can be sent via postal mail to: *OPEN MINDS*, 15 Lincoln Square, Gettysburg, PA, 17325.

Please state in your response to this letter if you have a formal process in place for responding to requests for public information and include an invoice for any applicable fees associated with receiving these documents. If the aforementioned award information is available online, please provide the web address and any applicable instructions.

If you have any questions or would like to further discuss this request, please do not hesitate to contact me at 717-334-1329.

Sincerely,

Cody Brumgard
FOIA Manager
OPEN MINDS

Audrey Garfield
897 Guilford St
Brattleboro, VT 05301

Response to Request for Proposal
October 20, 2017

Executive Summary

I am pleased to submit this proposal in response to the Request for Proposal from the Vermont Office of the Attorney General (AGO) in collaboration with Vermont Department of Health's Alcohol and Drug Abuse Program (ADAP) and the Center for Behavioral Health (C4BHI) to provide Motivational Interviewing (MI) coaching and support to Youth Substance Abuse Safety Program (YSASP) case managers.

The YSASP project intends to provide an alternative to the civil court process for youth who violate Vermont's underage alcohol or marijuana laws. YSASP case managers will use the Screening, Brief Intervention, and Referral to Treatment (SBIRT) evidence-based practice to assess the young person's risk, help them understand the impact of their use on themselves and others, lower their risk of future use, and connect those identified as using at higher-risk levels to professional substance use clinicians.

Case managers will receive training and ongoing support and coaching in Motivational Interviewing (MI). MI is a person-centered, empathic approach that elicits change from within without confrontation or coercion. The interviewer establishes a collaborative partnership with the participant to support them in identifying, examining, and resolving ambivalence about changing their behavior. One of the key elements of MI is recognizing the autonomy of the participant; a strong motivator that resonates with youth. MI is the foundation of SBIRT practice.

Currently, I work for C4BHI under the SBIRT grant as the follow up interviewer and data collector for the Vermont grantee funding area. I have held this position since 2014. I have a thorough understanding of SBIRT: the screening process, using MI in the brief intervention, and the referral to treatment for higher-risk users. My familiarity with SBIRT and MI, my excellent working relationship with my employer, C4BHI, as well as my qualifications, will ensure the delivery of the scope of services in the Request for Proposal and the success of the program.

1. Relevant experience, qualifications, and skills:

Addressing substance use of youth and young adults

I have many years' experience in addressing substance use of youth and young adults. From 2001-2003, I was the Executive Director of Pathways for Youth, a safe space resource center in Brattleboro, VT for youth ages 13 to 21. Many of the visitors to the center struggled with family instability, substance and alcohol use, and self-harm. As Executive Director, in addition to my

supervisory and administrative responsibilities, I provided direct service to youth. I offered them attentive listening, empathic reflection, and non-judgment of their narratives; a foundation for the techniques I would learn in my later MI trainings. I was a field interviewer for the completed Youth in Transition (YIT) grant under the University of Vermont's College of Medicine Vermont Child Health Improvement Program (VCHIP). The grant evaluated Vermont's system of care for youth ages 16 to 21, and assessed their mental health and substance abuse challenges and their experience receiving services. Currently, in addition to my work under the SBIRT grant, I am a field interviewer for the Vermont Youth Treatment Enhancement Program (VYTEP) grant, also under the University of Vermont's College of Medicine VCHIP. The goal of the project is to expand and enhance treatment and recovery systems for youth and young adults with substance use and co-occurring substance use and mental health challenges.

Motivational Interviewing

My training in advanced and group MI has given me a deep understanding and appreciation for the spirit and practice of MI. I was trained in MI and advanced MI techniques by Stephen Andrew, a member of the International Motivational Interviewing Network of Trainers (MINT) through the Health Education and Training Institute in Portland, ME, in 2010. That year, I also trained in group-based MI. In 2014, I attended a refresher course in advanced MI. For more than seven years, use of MI has been invaluable to me working with individuals, and as a group facilitator of Wellness Recovery Action Plan (WRAP) workshops and multiple communication workshops for parents and families. In my position as field interviewer for the YIT and VYTEP grants, I use MI with the youth participants during interviews. I'm able to elicit complex and often deeply personal, candid responses from participants, providing comprehensive data for the projects. Currently, in my position as a follow up interviewer for C4BHI under the SBIRT grant, using the compassionate, empathic, and non-judgmental approach of MI, I'm able to re-connect, on average, 15-20% of follow up patients to intervention services.

Delivery of structured feedback to clients and to staff

As Executive Director of two non-profit agencies, I was responsible for delivery of feedback to staff. Using a performance rating scale, as well as narrative feedback, I provided performance evaluations for staff, drawing on their strengths and self-assessments of competency and opportunities for professional development. As chair of the Brattleboro Selectboard, I provided ongoing feedback and an annual evaluation to the Town Manager, and collaborated with her to develop common goals and direction for the town. The evaluation tool was developed in collaboration with other board members and oversight from the town attorney. In my current role as follow up interviewer for the SBIRT and VYTEP grants, I employ MI in providing non-judgmental, positive feedback and a competent world view to clients and patients on their substance use and efforts in reducing their use. Using MI, I elicit self-reflection and boost self-awareness through empathic listening and feedback. Through this client-centered approach, clients recognize their own motivation for change and are often willing to re-connect to services if they are still in need.

I am familiar with the Motivational Interviewing Assessment: Supervisory Tools for Enhancing Proficiency (MIA: STEP). During advanced MI trainings, we utilized role-play to practice MI. Using assessment tools from MIA: STEP, we conducted self-assessments and assessments of our role-

play partners in the MI techniques of open questions, affirmation, reflection, and summary reflections (OARS), quantifying method and interventions and rating skill level. This was a valuable exercise in understanding my proficiency in MI and recognizing components of my practice that needed improvement. Assessing my partner also provided valuable insight into my own skill level and a deeper understanding of MI.

My approach in providing effective feedback to staff is based strongly in the spirit and practice of MI. I begin by eliciting self-reflection on what felt successful and areas of confidence, then ask them to explore opportunities for growth in a non-judgmental way. I offer my assessment using engaging, non-confrontational language, relaxed body posture, and a calm tone of voice. This approach is effective in keeping people focused on MI tasks in an organized way and supporting them in trying new methods which may be outside their comfort zones.

Coaching and supporting staff

After attending the advanced MI training in 2010, I participated in a monthly coaching support group for staff at Cheshire Medical Center in Keene, NH. Medical staff at the hospital had attended the training; nurses received continuing education credits. Participation in the group included interactive MI practice with nurses and doctors and shared feedback on MI. Currently, for the SBIRT grant, I provide coaching support in MI to one of our partner sites. Coaching relies heavily on role-playing, self-assessment, and constructive feedback. Additionally, I've trained staff at partner sites in conducting follow up interviews using MI and re-connecting patients to services. I make myself available for ongoing consultation and problem-solving, regularly reaching out to staff and colleagues to check in, offer support, and acknowledge successes.

In my role as Executive Director of Pathways for Youth, I was responsible for coaching staff in non-judgmental, supportive interaction with youth clientele. As Executive Director of Our Place Drop In Center, an adult day center in Bellows Falls, VT, I coached and supported staff in serving our at-risk and underserved clientele, many of whom suffered severe mental health issues.

Working independently

Most of my professional work has required me to work independently and I thrive on it. This is evidenced by my productivity in my current positions. I work from home and travel the entire state to interview patients for the SBIRT program and clients for the VYTEP project. I am the sole interviewer for both grants. C4BHI consistently has the highest follow up completion rate of grantees in our funding area; currently in excess of 15% higher than other grantees. Additionally, after six months in my role as field interviewer for the VYTEP grant, the follow up rate increased to the second highest rate in our funding area, bringing us out of correction action for low follow up rates.

Maintaining regular and clear written and verbal communication

My strong written and verbal communication skills are demonstrated through the breadth of my experience in the non-profit and public sector. I was Executive Director of two Vermont non-profits. I have served on multiple boards and councils including the Copeland Center for Wellness and Recovery as board President, and the Brattleboro Selectboard as chair. In each of these positions, regular and clear written and verbal communication were essential. I've prepared board

reports, staff evaluations, and Annual reports, delivered opening statements for the annual WRAP conference, and created a business plan for a youth hostel. I was successful in writing grant proposals, including winning grant funding from the Windham Foundation for a health project for Our Place. I've been a group facilitator for fifteen years, facilitating several communication curricula. In my current position with the SBIRT grant, I developed a protocol for the follow up process.

I emphasize relationship and trust-building with my colleagues and clients, while maintaining clear, professional communications. As an example, in past SBIRT follow up interviews with college-aged young adults at a partner site, I've often been able to guide patients who reported increases in substance and/or alcohol use toward increased self-awareness using empathic sensitivity through words and tone of voice.

2. Proposed approach and locations to be served

I will provide individual coaching and support to one YSASP case manager in each of the following locations: Brattleboro, Bennington, and White River Junction. I will provide on-site observation once per month for each site.

Adapting support to their various levels of expertise, I will provide constructive feedback and coaching on case managers' intake interviews with youth. In guiding case managers toward empathic, client-based language and techniques, I will use my knowledge and skills in MI to support them in developing their own skills. After each observation, I will check in with the case manager, eliciting self-assessment and possibilities for personal development, in the spirit of MI. In collaboration with the case manager, we will revisit the basic concepts, approaches, and practices of MI through role-playing and modeling.

I will provide constructive oversight and support of the case managers' delivery of feedback on structured themes. Self-assessment and coaching will be utilized toward their effective screening and assessment of the participants, helping participants to understand the impact of their substance and alcohol use, helping to lower the risk of future use, and connecting those identified as high-risk to appropriate services. Together, we will assess their use of MI and SBIRT in the screening and assessment process, and their ability to engage the youth in a brief, motivational and educational intervention.

Drawing on my experience conducting six-month follow-ups with SBIRT patients and my skills supporting individuals in designing self-directed response plans to addiction and other mental health challenges through WRAP, I will offer guidance to the case managers in identifying the appropriate level of services needed by participants based on their risk level and development of follow up plans, as well as brief interventions and referrals for further treatment. Coaching and feedback will also be provided for follow up with the participant to ensure completion of the recommendations.

I will engage the case managers in an exchange of ideas, as we assess their adherence to the spirit and practice of MI together, including their abilities and techniques in collaborating with the participant, evoking the participant's ideas about change, emphasizing the autonomy of the

participant, and their practice of compassion in the process. Self-assessment, role-playing, and coaching will provide opportunities for development of their skills in a supportive environment. Coaching will be based on constructive feedback and a positive, competent world-view of their expertise.

I will be available and responsive to telephone and email questions from case managers throughout the grant period. My availability will be flexible and my responses to telephone calls and emails will be timely to support the case managers effectively and ensure the success of the program. Additionally, I will be available for monthly group case consultation with C4BHI. Currently, as part of my work with the SBIRT grant, my supervisor at C4BHI and I have a scheduled monthly meeting. These meetings are informative, supportive, and an integral part of the success of my work under SBIRT.

Prior to providing the scope of services listed above, I will meet with the YSASP Coaching Workgroup (including representatives from the AGO, ADAP, C4BHI and program staff) for a planning session and attend a regional training provided by C4BHI.

3. Availability during regular office hours

I will be available to provide the services specified in Section 2 during regular office hours Monday through Friday from 8:30AM to 5:30PM.

4. Budget

Work will begin on November 15, 2017 and end on July 31, 2018. Hours and mileage will be submitted monthly to be paid within 21 days of submission.

Services	Hours monthly	Hourly rate	Monthly budget	Total budget (9 months)
Planning session	2	\$50	\$100	\$100
Travel time to planning session Brattleboro to Montpelier	4	\$32	\$128	\$128
Training	4	\$50	\$200	\$200
Travel time to training Brattleboro to Montpelier	4	\$32	\$128	\$128
Brattleboro				
Observation and coaching for one staff person	2	\$50	\$100	\$900
Telephone and email support	2	\$50	\$100	\$900
Preparing narrative reports and invoices	1	\$50	\$50	\$450
Total salary for Brattleboro site				\$2250
Bennington				
Observation and coaching for one staff person	2	\$50	\$100	\$900
Travel time to and from site	2	\$32	\$64	\$576
Telephone and email support	2	\$50	\$100	\$900
Preparing narrative reports and invoices	1	\$50	\$50	\$450

Total salary for Bennington site				\$2826
White River Junction				
Observation and coaching for one staff person	2	\$50	\$100	\$900
Travel time to and from site	2	\$32	\$64	\$576
Telephone and email support	2	\$50	\$100	\$900
Preparing narrative reports and invoices	1	\$50	\$50	\$450
Total salary for WRJ site				\$2826
Total salary				\$8458
Travel (mileage reimbursement)	Miles	Mileage rate	Monthly budget	Total
Planning session Brattleboro to Montpelier round trip	236	.545	\$128.62	\$128.62
Training Brattleboro to Montpelier round trip	236	.545	\$128.62	\$128.62
Bennington On-site observation	90	.545	\$49.05	\$441.45
White River Junction On site observation	140	.545	\$76.30	\$686.70
Total Travel				\$1385.39
Total budget				\$9843.39
10% administrative fee C4BHI				\$985.00
Total budget				\$10,828.39

5. References

Dr. Jody Kamon, 16 Rosewood Trail, Essex Junction, VT [REDACTED]
 Dr. Win Turner, 35 Liberty Street, Montpelier, VT [REDACTED]
 Dr. Tom Delaney, 9 Cedar Street, Montpelier, VT [REDACTED]

6. Resume

Audrey Garfield
 897 Guilford St
 Brattleboro, VT 05301

Professional Experience

2016-Present Field Interviewer/Data Collector, Vermont Child Health Improvement Program (VCHIP), Burlington, VT

- Locate and interview participants under the Vermont Youth Treatment Enhancement Program (VYTEP) grant, a study intending to expand and enhance treatment and recovery systems for youth and young adults with substance use and co-occurring substance use and mental health challenges.

- 2014-Present Field Interviewer/Data Collector, Center for Behavioral Health Integration, Montpelier, VT
 - Locate and interview participants at risk for alcohol and substance abuse under the SBIRT grant.
 - Provide coaching on Motivational Interviewing techniques to partner clinicians.
- 2011-2013 Field Interviewer/Data Collector, Vermont Child Health Improvement Program (VCHIP), Burlington, VT
 - Locate and interview participants under Youth in Transition grant, national longitudinal study to improve system of care for transitional youth and young adults ages 16-22.
- 2010-Present Certified WRAP Facilitator, Copeland Center for Wellness and Recovery
 - Facilitate Wellness Recovery Action Plan (WRAP) curriculum, research-based, self-management system for mental health and chronic care recovery and wellness.
 - Create Sex and Intimacy Wellness workshop for people within WRAP community.
- 2009-2011 Facilitator, Vermont Family Matters
 - Facilitate research-based communications techniques and parenting curriculum for Head Start qualified families.
 - Was recruited to facilitate national pilot workshop for single parents.
- 2008-2009 Youth Hostel Program Consultant, Morningside Shelter, Brattleboro, VT
 - Completed year contract to develop Brattleboro Youth Hostel program for homeless area youth.
 - Developed program concept and budget, engaged in grant writing for project, facilitated collaboration among key stakeholder organizations, elicited community support for program.
- 2003-2005 Executive Director, Our Place Drop-In Center, Bellows Falls, VT
 - Managed daily operations, finances, staff, development, and direct service to clients of day-shelter responsible for meeting basic needs of Rockingham, VT and Walpole, NH communities.
- 2001-2003 Executive Director, Pathways for Youth, Brattleboro, VT
 - Managed daily operations, finances, staff, development, and direct service to clients of day-shelter and resource center for youth ages 13-21.

Relevant trainings and certifications

- Advanced MI training 2014
- MI for groups: 2010
- Advanced MI training: 2010
- WRAP Facilitator training: 2010

7. State of Vermont insurance and other contracting requirements

I make this application as a Contractor under C4BHI. Should I to be awarded the contract, the contract would go to C4BHI as C4BHI will provide supervision, administrative overhead, and State of Vermont insurance requirements listed in Attachment C of this Request for Proposal. C4BHI will be responsible for delivery of services and all contract requirements. However, it is important to note that I will be the primary party engaged in the work, not C4BHI staff.