

Application for Funding – Cover Page

Applicant

Business Name or Individual	TriWest Group, LLC	Street Address Including City, State, and ZIP Code	4450 Arapahoe Avenue, Suite 100, Boulder, CO 80303
Contact Person	Lisa Tomaka, MS, MPA	Title	Principal
Phone	915-867-8873	Email	ltomaka@triwestgroup.net
Authorized Representative	Peter Selby, PhD	Title	Managing Partner
Phone	206-612-8564	Email	pselby@triwestgroup.net
Federal Employer Tax Id #	84-1504098	Unique Entity Identifier #	CV6HP5SDM1P3
Dates of Active Registration in System for Award Management			March 6, 2026

Total Amount of Funding Request

\$80,000


Total Hours of Service

1,000

Project Period

October 1, 2025 - September 30, 2027

Signature


Signature of the Person Submitting this Form

Name

Peter Selby

Name of the Person Submitting this Form (print)

Date of Signature

8-15-2025

Budget Summary

Applicant:

TriWest Group, LLC

Project Period:

October 1, 2025-September 30, 2027

	Grant Request	Match	Total
Budget Categories:			
Personnel	-	-	-
Fringe Benefits	-	-	-
Travel	19,920.00	-	19,920.00
Supplies	2,400.00	-	2,400.00
Subaward/Contractual	57,680.00	-	57,680.00
Other Direct Costs	-	-	-
Indirect Costs	-	-	-
Total Grant Funds	80,000.00	-	80,000.00

Budget Detail Worksheet and Narrative

Applicant: TriWest Group, LLC

Project Period: October 1, 2025-September 30, 2027

Personnel				Total Grant Period		
Position	Name	Annual Salary	Grant Allocation %	Grant Request	Match	Total
			#DIV/0!			
			#DIV/0!			
			#DIV/0!			
			#DIV/0!			
			#DIV/0!			
Total Personnel Costs				\$0	\$0	\$0

Personnel Narrative:
See contract costs.

Fringe Benefits				Total Grant Period		
Position	Name	Annual Benefits	Grant Allocation %	Grant Request	Match	Total
			#DIV/0!			
			#DIV/0!			
			#DIV/0!			
			#DIV/0!			
			#DIV/0!			
Total Fringe Benefits				\$0	\$0	\$0

Fringe Benefits Narrative:
See contract costs.

Travel			Total Grant Period		
Purpose	Location	Expense Type (Hotel/Mileage/Per Diem)	Grant Request	Match	Total
Facilitate one in-person strategic planning session and targeted in-person focus groups with families and youth - one per quarter.	Bismark, ND	Hotel	\$7,920	\$0	\$7,920
Facilitate one in-person strategic planning session and targeted in-person focus groups with families and youth - one per quarter.	Bismark, ND	Airfare	\$12,000	\$0	\$12,000
Total Travel Costs			\$19,920	\$0	\$19,920
<p><i>Travel Costs Narrative:</i></p> <p>Travel expenses - A total of \$19,920 is budgeted for three staff to facilitate four in-person strategic planning session per year over the course of the two year grant. While on site, staff will also facilitate family and youth focus groups and meet with community stakeholders. Hotel and airfare costs will be charged to the grant, using GSA rates.</p> <p>Hotel Expenses - Hotel costs are calculated at \$110 per night for 3 staff for 3 nights per trip for a per-trip total of \$990. TriWest anticipates 8 trips over the two years for a total cost of \$7,920.</p> <p>Airfare Expenses – Airfare costs are calculated at \$500 per person for 3 staff to make 8 trips over two years for a total cost of \$12,000.</p> <p><i>Per Diem expenses will not be charged to the grant.</i></p>					

Supplies			Total Grant Period		
Item	Quantity	Per Unit Cost	Grant Request	Match	Total
Meeting supplies	24	\$100	\$2,400	\$0	\$2,400
Total Supply Costs			\$2,400	\$0	\$2,400
<p><i>Supply Costs Narrative:</i></p> <p>Supplies - A total of \$2,400 is budgeted for meeting supplies at \$100 per in-person meeting for 24 total meetings over the two year period.</p>					

Subawards/Contracts		Total Grant Period		
Description/Purpose	Computation	Grant Request	Match	Total
TriWest Group	\$81.24 per hour for a total of 710 hours	\$57,680	\$0	\$57,680
Total Subaward/Contractual Costs		\$57,680	\$0	\$57,680

Subaward/Contractual Costs Narrative:

TriWest Contract - TriWest will charge \$81.24 per hour for a total of 710 hours for the cost of work including meeting preparation, facilitation, and evaluation for a total of \$57,680 for the two year period. Our cost of services are typically charged at a higher rate, but we recognize the budget limitations of the North Dakota Juvenile Justice Advisory Group and we are committed to contributing our time and expertise to complete all of the work for the costs stated in this budget.

Other Direct Costs		Total Grant Period		
Type	Computation	Grant Request	Match	Total
Total Other Direct Costs		\$0	\$0	\$0

Other Direct Costs Narrative:

None.

Indirect Costs			Total Grant Period		
Description	Base	Rate	Grant Request	Match	Total
No indirect costs will be charged to this grant			\$0	\$0	\$0
Total Indirect Costs			\$0	\$0	\$0
Indirect Cost Narrative: None.					

Qualifications and Experience

Founded in 1999, TriWest Group (TriWest) is a health and human services consulting company with a wealth of experience in helping federal, state, tribal, and local governments; foundations and institutes; health and human services agencies; social services and juvenile justice agencies; criminal justice agencies; employer groups; and educators and schools. TriWest consultants come from diverse backgrounds and include experts in health and human services, data analysis, strategic planning, evaluation, and research. We (TriWest) have worked on projects in 38 states and the District of Columbia. We bring to our work broad expertise and 26 years of experience conducting multi-pronged analyses, collaborating with our clients, and developing practical strategies and solutions for improving community outcomes.

We have extensive experience conducting state and county systems research, needs assessments, and evaluations of best practices. We also have broad knowledge of successes, challenges, and lessons learned in states and localities across the country. We take on projects that help state and local stakeholders improve lives and support people in their efforts on behalf of themselves, their families, and their communities.

Since our inception, we have worked with public agencies to assess the strengths of service delivery systems and to build on these strengths to achieve goals and positive outcomes for children, youth, and families. Our collaborative approach to data collection, analysis, and reporting engages organizational leaders; service providers; children, youth, and families; policymakers; and funders in designing and implementing services and supports to improve the mental health and well-being of young people. We have comprehensive systems and tools to conduct community needs assessments, gap analyses, strategic planning, program/processes evaluation, and continuous program improvement efforts.

TriWest has built a strong, collaborative relationship with the North Dakota Behavioral Health (NDBH) System of Care (SOC), which has connected us with system and community partners across the state. Since late 2022, we have served as the evaluator for the NDBH SOC Expansion and Sustainability grant funded by the Substance Abuse and Mental Health Services Administration (SAMHSA). The SOC model is a cross-system, collaborative framework aimed at improving mental health outcomes for children, youth, and families engaged with the mental health, child welfare, juvenile justice, and education systems.

In partnership with NDBH, we conducted a comprehensive SOC needs assessment for the Lake Region Human Service Center (Devil's Lake) and West Central Human Service Center (Bismarck) service areas. The assessment examined gaps in North Dakota's array of mental health services for children, youth, and young adults with serious emotional disturbance or serious mental illness as well as racial and ethnic

disparities and cultural and linguistic needs unique to each region. To do so, we engaged stakeholders and key informants from mental health, juvenile justice, child welfare, education, and community-based nonprofit and private provider organizations, including representatives from a family-run organization.

Beyond the needs assessment, we facilitated the development of an NDBH SOC logic model and strategic plan, supported two regional advisory groups, and evaluated community-based providers' implementation of evidence-based practices and progress toward achieving NDBH's SOC goals and objectives. Our team has also collaborated with NDBH conduct an evaluation of 988 in North Dakota.

TriWest has experience working with the Black, Indigenous, and people of color (BIPOC) communities in North Dakota on issues related to juvenile justice, child welfare, and youth behavioral health. Through our work with the advisory groups, we collaborated directly with tribal members from the Spirit Lake, Turtle Mountain Band of Chippewa Indians, and Mandan, Hidatsa, and Arikara Nations, along with representatives from juvenile justice, child welfare, education, youth development, community-based organizations, and family and youth. Together, we completed an asset mapping project to identify available services across the continuum of care from prevention and early intervention to inpatient and residential treatment as well as to identify each region's strengths and service gaps.

TriWest has extensive knowledge of juvenile justice and youth development research and best practices. Our team has expertise in designing and evaluating programs at the complex intersections of juvenile and criminal justice systems, social services, health, behavioral health, education, and child welfare. We understand these systems because our staff members have devoted their varied careers to direct services, program management, evaluation, and research in these fields. For example, since 2020, TriWest has been providing technical consultation, evaluation, and data analysis services to help Santa Clara County's Juvenile Justice Coordinating Committee and Juvenile Justice Services Committee understand and mitigate the disproportionate representation of minority youth in the juvenile justice system.

Similarly, TriWest has been providing technical assistance and evaluation services for Elkhart County, Indiana, since 2019. This has included conducting Sequential Intercept Model (SIM) mapping of the juvenile justice system and other youth service systems; convening and facilitating advisory group planning processes; and evaluating access, engagement, and outcomes for youth at risk for involvement or involved in the juvenile justice system.

Our team recently partnered with Elkhart County to plan for and secure a grant from the Office of Juvenile Justice and Delinquency Prevention (OJJDP). The grant supports

efforts to identify system weaknesses and to plan, assess, and implement promising and evidence-based prevention and intervention services, creating a community-based continuum of care for youth at risk of entering, currently involved in, or transitioning out of the juvenile justice system. The project includes asset mapping, gap analysis, and SIM mapping to inform a comprehensive plan developed with input from the OJJDP Advisory Group. This plan will guide the community in accessing, delivering, and sustaining a continuum of care grounded in evidence-based programs and best practices.

For this project, we have selected key TriWest staff members to form an experienced and dedicated team that offers evaluation expertise in the juvenile justice system as well as in other social and human services systems that work to prevent justice system involvement. Our proposed leads have consulted extensively on facilitating advisory groups as well as assessing and identifying prevention, treatment, and recovery gaps and priorities in communities and complex systems.

Project Lead – Lisa Tomaka, MS, MPA, will serve as the project lead. Lisa has expertise in behavioral health care and tribal relationships. Lisa, a Principal at TriWest, has 30 years of experience working with children, youth, and families, with a focus on systems of care and implementing evidence-based practices to improve outcomes. She has worked with tribal nations and Native-run organizations to conduct system assessments, evaluate program implementation, engage key stakeholders in planning and implementation, and meet federal grant reporting requirements. Lisa is currently the project lead responsible for the evaluation of NDBH's statewide SOC grant and three Yakama Nation Behavioral Health (The Sacred Healing Place) grants addressing children's mental health, trauma, and suicide prevention. She is also the project lead responsible for all aspects of the OJJDP grant in Elkhart, Indiana.

Youth and Community Engagement Lead – Taylor M. Jackson, PhD, is a TriWest Senior Consultant who works on consultation and evaluation projects in various health and human service fields. As Project Manager for the Health Equity Project for Healthy Minds Policy Initiative, in Tulsa, Oklahoma, Taylor has helped develop a health disparities framework, researched existing data related to racial equity in the community, and compiled resources on the local impact of historical trauma on health and well-being. Taylor played a crucial role in developing the Truth, Racial Healing, and Transformation Campus Climate Assessment Toolkit for the American Association of Colleges and Universities and helped develop a campus climate assessment tool to promote narrative change and racial healing in institutions of higher education.

Subject Matter Expert, Child and Youth System of Care – Suki Martinez-Parham, MEd, is TriWest's Director of Child and Family Health. Suki has 21 years of experience in coordinating and implementing the evaluation components of multi-agency community

projects, including SAMHSA-funded SOC projects in Texas, Washington, and Michigan. She also coordinated a multisite study of mental illness stigma reduction initiatives funded by the Paso del Norte Health Foundation in El Paso, Texas. She is currently supporting NDBH's statewide SOC grant and three Yakama Nation Behavioral Health (The Sacred Healing Place) grants addressing children's mental health, trauma, and suicide prevention.

Scope of Work and Deliverables

TriWest will collaborate with the Juvenile Justice State Advisory Group (SAG), BIPOC communities, service providers, and public agencies to inform existing service delivery and develop an action plan for juvenile justice diversion and community-based prevention services. This work will be done in person and virtually.

Year One – Develop Action Plan (October 1, 2025–September 30, 2026)

Activities undertaken during Year 1 will support the development of an action plan that informs the SAG's four strategic priorities: 1) establishing family engagement activities to pilot mediation, credible messengers, and culturally aligned prevention services; 2) develop a statewide restorative practices council to strengthen and expand restorative justice services; 3) reduce barriers to prevention service delivery for BIPOC youth; and 4) more directly engage BIPOC community leaders. The resulting action plan will include written recommendations and a plan to change policy, practices, and funding to advance the strategic priorities of the SAG. Plan goals will be specific, measurable, achievable, relevant, and time-bound (SMART). We will review the draft plan with the SAG and identified partners and incorporate their feedback before finalizing. When complete, we will present the resulting action plan to the SAG and identified community agencies and partners.

Year 1 Activities include the following:

- Facilitate monthly strategic planning sessions with the BIPOC community including youth-serving community-based providers and community leaders. We will hold a combination of virtual and in-person sessions to actively engage all stakeholders.
- Conduct targeted key informant interviews with identified leaders in the BIPOC community.
- Conduct focus groups and listening circles with families and youth who have been involved with the juvenile justice system.
- Collect and analyze publicly available information and service data on the current service array; organize the information according to the OJJDP continuum of care.
- Conduct a gap and barrier analysis of services and programs for prevention based on the OJJDP continuum of care.

- Review best practices for reducing overrepresentation of youth in the juvenile justice system.

Year 2 – Develop and/or refine the SAG’s 3-year strategic plan and support action plan implementation. (October 1, 2026–September 2027)

Activities undertaken during Year 2 will support the revision of the SAG’s 3-year strategic plan to include key activities that target the reduction of racial and ethnic disparities. We will also support the SAG in implementing and measuring the impact of the action plan developed in Year 1.

Approach to Working With the BIPOC Community (particularly the Indigenous population)

TriWest is committed to employing a culturally responsive, strength-based, collaborative process to strategic plan development that builds partnerships with community and tribal partners and other key stakeholders. We will ground the development of the SAG’s Reducing Racial and Ethnic Disparities Plan in **asking stakeholders what they want rather than making decisions for them about the community’s needs** and in understanding what approaches work now rather than what has worked in the past. Our consultations entail inclusive facilitation and engagement along with rigorous assessments of quantitative and qualitative data, working with our clients to develop strategies that result in the desired community outcomes.

We have a fourfold approach to local strategic planning and action plan development: (1) direct, on-the-ground facilitation based on our experience helping communities across the country conduct systems/ community needs assessments and develop logic models, strategic plans, and sustainability plans; (2) comprehensive knowledge of national best practices; (3) use of planning tools that model the current system and compare it to the desired system; and (4) a focus on equity. We recognize that barriers, access, utilization, and outcomes are inequitable because of race, ethnicity, and/or tribal affiliation; geography (rural vs urban); income; religious, linguistic, and cultural factors; as well as gender identity and sexual orientation.

We will work with the SAG to convene and facilitate community listening sessions to gather feedback from BIPOC providers and community members, juvenile justice leadership, and community-based organizations. We also will facilitate listening sessions and talking circles for community members, including youth and families with lived experience with the juvenile justice system, particularly those who identify as BIPOC. In addition to listening sessions/talking circles, we will conduct interviews with key stakeholders.

We also propose having an ad hoc committee of the SAG participate in an asset mapping process to identify key community resources and gaps in services. We will use

the resulting asset map to inform the creation of a SIM map. We will work with the SAG to use the SIM map to identify opportunities to divert youth from further system penetration and to support youth transitioning across levels of the system.

Understanding of/Experience With Racial Disparities and Cultural Competence

Our team members understand and have experience in evaluating racial disparities and training in cultural competence. We have provided research, evaluation, and technical assistance services to clients working to address racial and ethnic minority disproportionality in the juvenile justice system. As part of this work, we facilitated convenings of the Race Equity in Prevention and Race Equity in Justice Systems workgroups in Santa Clara County, California, and conducted ad hoc research, evaluation, and technical assistance projects.

We have helped develop a health disparities framework, researched existing data related to racial equity in the community, and compiled resources on the impact of historical trauma on health and well-being in Tulsa County, Oklahoma. We have experience in developing a campus climate assessment tool to promote narrative change and racial healing in institutions of higher education.

Ability to Collaborate With Public/Private Agencies, Conduct Training, Facilitate Meetings

Our consultations emphasize collaboration with all system participants and interested parties to help children, families, adults, and communities achieve their goals. We are skilled in training program leadership, staff, and community members in strategic planning, program evaluation and evidence-based practices. We are adept at helping programs develop strategies that can maximize outcomes using evidence-based practices and a strengths-based, inclusive approach to facilitating meetings with diverse groups of individuals and families.

Capability/Experience Collecting and Analyzing Data, Writing Reports, Presenting Data

We have protocols and processes for organizing and synthesizing system-level data, which will allow us to efficiently contribute to the development of the Annual Plan.

TriWest staff have extensive experience in evaluation design and implementation, provide our clients with technical assistance on selecting evidence-based tools, and work with clients to ensure the quality and integrity of data collection methods. This can include trainings, office hours, and rapid cycle feedback reporting to improve data collection in real time. We will draft an evaluation plan that outlines the:

- Key questions to be answered by the evaluation
- Methods and timeline for identifying, collecting, and reporting data and data sources
- Tools to collect and analyze data

- Decision-making processes for quality improvement
- Thresholds for determining when changes are needed
- Communications plans to staff, partners, and the community

After discussions with the SAG, we will document our approach to updating the action plan, which may include targeted key informant interviews and quantitative data analysis. We will determine possible data sources through conversations with juvenile justice and may include probation and law enforcement data; school district data on suspensions, drug use, and truancy; North Dakota Youth Risk Behavior Survey; Kids Count Data Center, UCR FBI data, and other available crime statistics at the local level; and the Centers for Disease Control and Prevention's Social Vulnerability Index. We also have the capacity to use geographic information system (GIS) to map crime and crime risk factors at the ZIP code or census tract level.

Our data team includes staff members with statistical proficiency (including Excel, SPSS, SAS, STATA, R, and SQL), epidemiological training, survey construction and analysis expertise, GIS capabilities, and data visualization expertise (Tableau, Canva, and Datawrapper). We will write up our findings in a format chosen based on the identified purpose and audience (e.g., in-depth reports, brief fact sheets, data visualizations such as dashboards or infographics). We are practiced at writing and designing products that can effectively guide new efforts and programs, advocate for policy changes, and share information with the community.

Reference 1: Santa Clara County - Department of Probation

Gladys C. Tran

Youth Pathways for Positive Progress (YP3) | Program Manager II
County of Santa Clara | Probation Department
840 Guadalupe Parkway, San Jose, CA 95110
Gladys.C.Tran@pro.sccgov.org
Mobile: 669-899-7719

Reference 2: North Dakota Behavioral Health

Katie Houle

Project Director/Clinical Administrator, North Dakota Behavioral Health System of Care
600 East Boulevard Ave., Bismarck, ND 58505
khoule@nd.gov
Phone: 701-328-8832

Reference 3: Elkhart County, Indiana

Anna Sawatzky

Director of The SOURCE, Elkhart County's System of Care
330 Lakeview Dr., Goshen, IN 46528
anna.sawatzky@oaklawn.org
Phone: 574-533-1234, ext. 2878

TriWest resumes are included on the following pages.



Taylor M. Jackson, PhD

(TriWest Group)

CURRENT RESPONSIBILITIES

Taylor M. Jackson is a Senior Consultant and Project Manager for TriWest consultation and evaluation projects in various health and human service fields. She primarily assists with qualitative data collection and analysis, along with project management on SAMHSA funded projects.

EXPERIENCE

Taylor began consulting at TriWest in 2021. As Project Manager for the Health Equity Project for Healthy Minds in Tulsa, Oklahoma, Taylor has helped develop a health disparities framework, researched existing data related to racial equity in the community, and compiled resources on the impact of historical trauma on health and well-being. She also works with the Santa Clara County probation department in California on a project to increase racial equity in the juvenile justice system. For that project, she is currently mentoring Youth Advisory Council members to conduct a study of community perspectives on policing. Taylor has worked on an evaluation funded by The Anne & Henry Zarrow Foundation examining the effectiveness of the “Housing First” model in Tulsa for homeless populations with behavioral health conditions. Currently, she is assisting the American Association of Colleges and Universities to develop a campus climate assessment to promote narrative change and racial healing in institutions of higher education. Taylor has helped conduct key informant interviews, analyzed qualitative data, created data collection protocols, and constructed survey instruments for services and support staff.

Prior to joining TriWest, Taylor was a research assistant for 5 years and a sociology instructor for 3 years at Florida State University. She also was the Student Coordinator for Diversity and Inclusion at the University of Tampa.

Her research experience includes recruiting participants across multiple qualitative projects over three years; analyzing large data

sets using software programs such as Excel, STAT, and NVivo; and developing survey instruments and interview schedules. She has conducted in-depth interviews with research participants, managed project timelines and reports, and published research. As a college instructor, she prepared course components, in-class activities, assessments, and lecture materials; developed curriculum focused on social inequality; and advised and mentored students.

Her doctoral dissertation, *Black Women, Self-Care Behaviors, and Online Platforms*, examined how racial and gender minorities use social media platforms to improve their mental health and wellness.

EDUCATION

Taylor earned her PhD in sociology in 2021 and her MS in sociology in 2018 from Florida State University. She received a BA in psychology from the University of Tampa in 2015.



Socorro (Suki) A. Martinez-Parham, MEd, LPC

Director of Child and Family Health
4450 Arapahoe Avenue, Suite 100
Boulder CO 80303

Contact
915-227-6682
smartinez-
parham@triwestgroup.net

Education

University of Texas at El Paso 1997

MEd, Guidance and Counseling

University of Texas at El Paso 1994

BA, Psychology

Licensed Professional Counselor 1998

Texas, License # 15292

Experience

TriWest Group, Boulder, CO

Director of Child and Family Health

Jan. 2004–
present

Consultation in human services, with an emphasis on training and evaluation in mental health services, children's system of care, juvenile justice and child welfare.

Egyptian Health Department Project Connect 4.0 System of Care, Eldorado, Illinois
(September 2024 – present)

Project co-lead responsible for all aspects of the evaluation component for the Egyptian Health Department's SAMHSA-funded System of Care. The system of care will expand comprehensive, community-based mental health services and supports and crisis services. Conducted a system of care needs assessment to identify gaps and opportunities in Gallatin, Saline and White Counties.

Missoula County System of Care, Missoula, Montana (September 2024 – present)

Assist in coordination and implementation of the evaluation component for the Missoula County System of Care. The system of care will develop crisis stabilization and intensive home and community-based services for children and youth receiving services from multi-systems.

The SOURCE Elkhart County System of Care, Goshen, Indiana (September 2024 – present)

Assist in coordination and implementation of the evaluation component for The SOURCE System of Care, funded by SAMHSA. The system of care works with community providers to ensure that children, youth and their families have access to services by working together to provide a continuum of comprehensive, community-based mental health services and supports to children and youth.

Yakama Nation Behavioral Health Services System of Care, Toppenish, Washington
(September 2024 – present)

Assist in coordination and implementation of the evaluation component for Yakama Nation Behavioral Health Services' SAMHSA-funded project to implement a single, integrated system of care to provide comprehensive, community-based mental health services and supports for youth with serious emotional disturbances and their families.

The SOURCE, Elkhart County Office of Juvenile Justice Delinquency Prevention
(June 2024–present)

Project co-lead responsible for completing an asset map, gap analysis, sequential intercept map, to inform the development of a comprehensive community plan to address the needs of youth and their families who are at risk or involved in the juvenile justice system.

North Dakota Behavioral Health Division System of Care, North Dakota (Jan. 2023 – present)

Assist in coordination and implementation of the evaluation component for the North Dakota Behavioral Health Division's System of Care SAMHSA-funded project to implement a single, integrated system of care to provide comprehensive, community-based mental health services and supports for youth with serious emotional disturbances and their families in two regions.

North Central Behavioral Health Systems Certified Community Behavioral Health Clinic, La Salle County, Illinois (October 2023 – present)

Project co-lead responsible for all aspects of the evaluation component for the North Central Behavioral Systems Certified Behavioral Health Clinic (CCBHC). The evaluation involves ongoing assistance in meeting grant requirements, refining performance indicator methodologies, data collection mechanisms and reporting formats, producing reports on SAMHSA-required performance indicators and providing comprehensive on client-level National Outcome Measures (NOMs) data to both meet SAMHSA requirements and inform ongoing program quality improvement efforts.

Oklahoma Healthy Minds Policy Initiative The Anne and Henry Zarrow Foundation, Tulsa, OK (Jan. 2019 – present)

Assist with project support and key informant interviews for children's mental health and school-linked behavioral health assessments. Assist in coordination and implementation of the evaluation components for system of care projects in the city of Edmond and Tulsa, Oklahoma.

Yakama Nation Behavioral Health Services System of Care, Toppenish, Washington
(July 2020 – September 2024)

Assist in coordination and implementation of the evaluation component for Yakama Nation Behavioral Health Services' SAMHSA-funded project to implement a single, integrated system of care to provide comprehensive, community-based mental health services and supports for youth with serious emotional disturbances and their families.

Egyptian Health Department Project Connect 3.0 System of Care, Eldorado, Illinois
(August 2020 – September 2024)

Project co-lead responsible for all aspects of the evaluation component for the Egyptian Health Department's SAMHSA-funded System of Care. The system of care will expand comprehensive, community-based mental health services and supports to transition-aged youth. Co-lead Evaluation Advisory Committee. Conducted a system of care fidelity review and supported the Project Connect 3.0 evaluation advisory committee in using the results to improve the system of care.

The SOURCE Elkhart County System of Care, Goshen, Indiana (August 2021 – August 2024)

Assist in coordination and implementation of the evaluation component for The SOURCE System of Care, funded by SAMHSA. The system of care works with community providers to ensure that children, youth and their families have access to services by working together to provide a continuum of comprehensive, community-based mental health services and supports to transition-aged youth.

Nebraska Minority Resource Center, Strong Hearts “Chunte Washake” Native Connections Grant, Gordon, NE (Aug. 2021–present)

Assist in coordination and implementation of the evaluation component for five-year SAMHSA-funded project to reduce suicidal behavior and substance-use in Native American youth ages 17 to 24.

College for Behavioral Health Leadership, Mesa, AZ (2022–2024)

Project lead for Equity Grounded Leadership Fellow Program evaluation. Develop evaluation instruments and conduct key informant interviews to measure fellows' outcomes; provide recommendations for program improvements

Ouachita Behavioral Health and Wellness, Certified Community Behavioral Health Clinic (CCBHC), Arkansas (May 2020–May 2022)

Assist in coordination and implementation of the evaluation component for SAMHSA-funded Certified Community Behavioral Health Clinic (CCBHC).

Meadows Mental Health Policy Institute (MMHPI), Dallas, TX (Nov. 2013–present)

Assist with the implementation and coordination of the Meadows Mental Health Policy Institute for Texas, whose mission is to enable Texans with mental health needs to get help when and where they need it. Areas of priority include children's, veterans', and smart justice policies and practices across the state.

Dallas County Mental Health Service Delivery System Assessment Rees-Jones Foundation (March 2019 – March 2020). Conduct key informant interviews and project support for a Dallas County comprehensive children's behavioral health system assessment.

Strengthening Mental Health Services for Children, Youth, and Families Michael and Susan Dell Foundation (October 2017–October 2018). Provide technical assistance to foster care providers to increase access to high-quality

services and supports for children and adolescents involved with the foster care system who have intensive behavioral health needs.

Strengthening Mental Health Services for Children in Foster Care Rees-Jones Foundation (May 2017-November 2018). Provide technical assistance to foster care providers to increase access to high-quality services and supports for children and adolescents involved with the foster care system who have intensive behavioral health needs.

Moody (Sep. 2016-November 2017). Conduct key informant interviews and project support for a system assessment and demonstration project in the North Texas region for school-based behavioral and mental health for youth.

North Texas Children's Behavioral Health Systems Assessment (Feb. 2016-May 2017). Conduct key informant interviews and project support for a comprehensive children's behavioral health system assessment.

Trauma Informed Care (Sep. 2016-August 2017). Conduct key informant interviews and project support for a statewide study of trauma informed care practices.

El Paso Behavioral Health Consortium Paso del Norte Health Foundation (March 2016 – December 2016) Assist in coordination of project providing technical assistance to Consortium and Leadership Council in development of goals and metrics.

Midland County Mental Health Systems Assessment, Midland County, TX (Dec. 2015-June 2016). Assisted with children's services key informant interviews for the comprehensive assessment and performance review of the local mental health authority and broader behavioral health service delivery system.

Valley Baptist Legacy Foundation, Rio Grande Valley, TX (June 2016 -Oct. 2016). Assisted with children's services key informant interviews for the comprehensive assessment and performance review of the local mental health authority and broader behavioral health service delivery system.

Saginaw County Community Mental Health Authority, Saginaw System of Care, Saginaw, MI (Dec. 2010 – Sept. 2016)

Assist in coordination and implementation of the evaluation component for Saginaw County's SAMHSA-funded project to implement a single, integrated system of care to provide comprehensive, community-based mental health services and supports for Saginaw County youth with serious emotional disturbances and their families.

Children's System of Care Planning, Nebraska State Division of Behavioral, Lincoln, Nebraska (Aug. 2013 – July 2014)

Assist in the development of a statewide comprehensive strategic plan for improving, expanding and sustaining services for children and youth with serious emotional disturbances (SED) and their families.

Paso del Norte Health Foundation, Think.change Stigma Reduction Initiative, El Paso, TX (Jan. 2014 – September 2016)

Assist in the coordination of the evaluation component of the Paso del Norte Health Foundation's Think.change initiative which aims to reduce the prevalence of mental health stigma in El Paso and the surrounding region.

Rural Children's Initiative, Plainview, TX (Oct. 2011 – Sept. 2013)

Assist in coordination and implementation of the evaluation component for SAMHSA-funded project to implement a single, integrated system of care to provide comprehensive, community-based mental health services and supports for youth with serious emotional disturbances and their families in 11 Counties.

County of Yakima, Washington Yakima Valley Youth and Family Coalition, Yakima, WA (Jan. 2009 – Sept. 2014)

Assist in coordination and implementation of the evaluation component for Yakima County's SAMHSA-funded project which aims to implement a single, integrated system of care to provide comprehensive, community-based mental health services and supports for Yakima County youth with serious emotional disturbances and their families.

County of El Paso Border Children's Mental Health Collaborative, El Paso, TX (May 2007– Sept. 2009)

Assist in coordination and implementation of the evaluation component for El Paso County's SAMHSA-funded system of care project which provides comprehensive, community-based and culturally competent services to youth with serious emotional disturbances and their families.

City of El Paso Project FOCUS Senior Peer Counseling Program, El Paso, TX (Nov. 2005– Jul. 2007)

Assist in coordination and implementation of the evaluation component for Project FOCUS' Hogg Foundation funded program which provides peer counseling services to seniors identified by the City-County Nutrition Program.

North Thurston Public Schools Safe Schools / Healthy Students, Lacey, WA (Aug. 2006 – Aug 2010)

Assist in coordination of federally funded grant to develop and enhance prevention efforts related to youth violence and exposure to violence through collaboration between schools, mental health and law enforcement.

Pueblo of Zuni, Zuni, NM (Oct. 2005 – Jan. 2007)

Provided technical assistance for project implementation and evaluation of the Pueblo of Zuni OJJDP-funded Safe Start Program to address the impact of violence on young children.

Denver Public Schools, Denver, CO (Feb. 2006- Aug. 2006)

Provided technical assistance to program in the development of its Intensive Day School Program and manual.

County of El Paso Border Children's Mental Health Collaborative, El Paso, TX (Jan. 2004 – Sept. 2005)

Assist in coordination and implementation of the evaluation component for El Paso County's SAMHSA-funded system of care project which provides comprehensive,

community-based and culturally-competent services to youth with serious emotional disturbances and their families.

- 2003 **Child and Adolescent Mental Health Program, El Paso Community Mental Health/Mental Retardation Center, El Paso, TX**
Utilization Management/Utilization Review Agent
- Provided clinical supervision and training to unit staff. Conducted intakes for Early Intervention population and oversaw treatment and service planning for all children served in the unit. Oversaw child and adult admissions to the El Paso Psychiatric Center.
- 1997– 2003 **Child and Adolescent Mental Health Program, El Paso Community Mental Health/Mental Retardation Center, El Paso, TX**
Early Intervention Supervisor, Clinical Social Worker
- Provided clinical and administrative supervision to caseworkers assigned to provide services to children under six. Conducted intakes and assessments for early intervention population. Worked closely with community providers in order to promote and expand program.
- 1996—1997 **Child and Adolescent Mental Health Program, El Paso Community Mental Health/Mental Retardation Center, El Paso, TX**
Intake Specialist, Caseworker II
- Conducted intake assessments and linked children and adolescents with serious emotional disorders to community providers.
- 1996—1997 **Child and Adolescent Mental Health Program, El Paso Community Mental Health/Mental Retardation Center, El Paso, TX**
Counselor Intern
- Provided individual and family counseling to children and adolescents with serious emotional disorders.
- 1994— 1996 **Helping Kids Cope Program, El Paso Community Mental Health/Mental Retardation Center, El Paso, TX**
Caseworker I
- Provided individual and family counseling to children and adolescents with serious emotional disorders.

Other Skills Spanish Language- fluent speaking, proficient reading and writing.



Lisa M. Tomaka (Esparza), MS, MPA

Principal

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Education

University of Texas at El Paso 2007

Master of Public Administration

State University of New York College at Buffalo 1990

M.S., Multidisciplinary Studies/Art Therapy

State University of New York College at Geneseo 1987

B.A., Psychology

Experience

TriWest Group, Boulder, CO

Senior Consultant (2016–2018)/Principal (2019–present)

Feb. 2016–
present

Consultation in human services, with an emphasis on training and evaluation in mental health services, school-based mental health, juvenile justice, and child welfare.

Missoula County System of Care Expansion Grant (Sept. 2024–present)

Project lead responsible for conducting all aspects of the evaluation of SAMHSA-funded project to implement a single integrated system of care that provides comprehensive community-based mental health services and supports to county children and youth (and their families) with severe emotional disturbances.

North Dakota System of Care Expansion Grant (Dec. 2023–present)

Project lead responsible for conducting all aspects of the evaluation of a statewide SAMHSA-funded project to implement a single integrated system of care that provides comprehensive community-based mental health services and supports to county children and youth (and their families) with severe emotional disturbances. Developed reporting tools and processes for collecting SAMHSA required National Outcomes Measures (NOMs) data and Infrastructure Development, Prevention and Mental Health Promotion (IPP) indicators. Support for development and submission of SAMHSA required reports. Conducted a statewide community needs assessment and regional asset mapping. Provided support for expanding evidence-based services and supports and assessing state progress toward adopting a system of care approach.

The SOURCE, Elkhart County System of Care Expansion grant 2 and 3 (Sept. 2021–present)

Project lead responsible for conducting all aspects of the evaluation of SAMHSA-funded project to implement a single integrated system of care that provides comprehensive community-based mental health services and supports to county children and youth (and their families) with severe emotional disturbances. Assessed

infant and early childhood consultation and technical assistance program and early intervention and family-based pilot programs in the continuum through key informant interviews, focus groups and analysis of service use data. Provided support for writing and submitting a 3rd System of Care Expansion grant.

The SOURCE, Elkhart County Office of Juvenile Justice Delinquency Prevention (June 2024–present)

Project lead responsible for completing an asset map, gap analysis, sequential intercept map, to inform the development of a comprehensive community plan to address the needs of youth and their families who are at risk or involved in the juvenile justice system.

Family and Youth Initiative Plus (FYI+), Certified Community Behavioral Health Clinic Planning, Development and Implementation Grant (Sept. 2022–present)

Project lead responsible for all aspects of a SAMHSA-funded CCBHC grant to support providers to meet the CCBHC criteria and establish CCBHC programs. Developed reporting tools and processes for collecting SAMHSA required National Outcomes Measures (NOMs) data and Infrastructure Development, Prevention and Mental Health Promotion (IPP) indicators. Support for development and submission of SAMHSA required reports. Co-lead a community needs assessment and lead a county wide crisis assessment that informed the development of FYI+'s mobile crisis team.

Nebraska Minority Resource Center Native Connection Grant (July 2021–present)

Project lead responsible for all aspects of a SAMHSA-funded Native Connections grant including guiding program staff to use data for quality improvement. Developed protocols and tools for grant required data collection. Developed deliverable reports to SAMHSA, including Disparity Impact Statement, and assessment of CLAS standards.

Egyptian Health Department Project Connect 3.0 and 4.0 System of Care Expansion Grant (Sept. 2021–present)

Project lead responsible for conducting all aspects of the evaluation of SAMHSA-funded project to implement a single integrated system of care that provides comprehensive community-based mental health services and supports to county children and youth (and their families) with severe emotional disturbances. Co-lead Evaluation Advisory Committee. Conducted a system of care fidelity review and supported the Project Connect 3.0 evaluation advisory committee in using the results to improve the system of care. Provide support for writing and submitting a 4th SAMHSA System of Care Expansion grant.

Egyptian Health Department Project AWARE (Advancing Wellness and Resiliency in Education) (Sept. 2023–present)

Project lead responsible for conducting all aspects of the evaluation of SAMHSA-funded project to develop a sustainable infrastructure for school-based mental health services. Developed reporting tools and processes for collecting SAMHSA required National Outcomes Measures (NOMs) data and Infrastructure Development, Prevention and Mental Health Promotion (IPP) indicators. Support for development and submission of SAMHSA required reports. Created a data dashboard to display aggregated results of

universal student social and emotional screening to supported school and district level planning.

Egyptian Health Department Community Mental Health Center Grant (Oct. 2021 – present)

Project lead responsible for conducting all aspects of the evaluation of SAMHSA-funded project to strengthen and sustain community mental health centers. Developed reporting tools and processes for collecting SAMHSA required National Outcomes Measures (NOMs) data and Infrastructure Development, Prevention and Mental Health Promotion (IPP) indicators. Support for development and submission of SAMHSA required reports.

Yakama Nation System of Care Expansion Grant 1 and 2 (Sept. 2020–present)

Project lead responsible for the conducting all aspects of the evaluation of SAMHSA-funded project to implement a single integrated system of care that provides comprehensive community-based mental health services and supports to county children and youth (and their families) with severe emotional disturbances. Provided support for submitting a 2nd successful SAMHSA grant and completed the required community needs assessment.

Yakama Nation School-based Trauma-Informed Support Services and Mental Health Care for Children and Youth Cooperative Agreement (Sept. 2023–present)

Project lead responsible for the conducting all aspects of the evaluation of SAMHSA-funded project to increase student access to evidence-based and culturally relevant trauma support services and mental health care. Developed reporting tools and processes for collecting SAMHSA required National Outcomes Measures (NOMs) data and Infrastructure Development, Prevention and Mental Health Promotion (IPP) indicators. Support for development and submission of SAMHSA required reports.

Yakama Nation Garrett Lee Smith State/Tribal Youth Suicide Prevention Grant (Sept 2024–present)

Project lead responsible for the conducting all aspects of the evaluation of SAMHSA-funded project to implement support states and Tribes to implement youth suicide prevention and early intervention strategies in Tribal Nations. Provided support to evaluate Camp Chaparral, Yakama Nation Behavioral Health's youth summer camp designed to develop protective factors and prevent suicide by introducing youth to their heritage and cultural traditions.

The Anne and Henry Zarrow Foundation/Healthy Minds Policy Initiative, Tulsa, OK (Sept. 2018–present)

Assisted with the implementation and coordination of the Healthy Minds Policy Initiative. Serve as project lead for children and school-based mental health assessments in Tulsa and Oklahoma for Zarrow Foundation and then the newly founded Healthy Minds Policy Initiative.

Tulsa Children’s Mental Health Initiative – System of Care Expansion Grant (Sept 2023–present)

Project lead responsible for the conducting all aspects of the evaluation of SAMHSA-funded project to implement a single integrated system of care that provides comprehensive community-based mental health services and supports to county children and youth (and their families) with severe emotional disturbances.

Edmond System of Care Expansion Grant (Sept. 2024–present)

Project lead responsible for conducting all aspects of the evaluation of SAMHSA-funded project to implement a single integrated system of care that provides comprehensive community-based mental health services and supports to county children and youth (and their families) with severe emotional disturbances.

Counseling and Recovery Services Certified Community Behavioral Health Clinic Community Needs Assessment (March 2024–Oct. 2024)

Project lead responsible for conducting all aspects of CCBHC community needs assessment.

Counseling and Recovery Services of Oklahoma Evaluation Support (Sept. 2021 – Sept. 2023)

Provided evaluation support for two SAMHSA- funded projects – Community Mental Health Center Grant and a Certified Behavioral Health Center grant. Developed reporting tools and processes for collecting SAMHSA required National Outcomes Measures (NOMs) data and Infrastructure Development, Prevention and Mental Health Promotion (IPP) indicators. Support for development and submission of SAMHSA required reports.

Children’s Mental Health Continuum of Care Policy Brief Series (Feb. 2022– Sept. 2024)

Developed a series of policy brief that identified strengths and gaps in mental health care for children and youth at risk of or struggling with a mental health challenge and their families and proposed actionable solutions. Policy brief topics include Promotion, prevention, and early intervention, outpatient and integrated primary care, intensive home and community-based services, comprehensive crisis care, inpatient care, and residential treatment.

Children’s Mental Health Assessment (Sept. 2020–Sept. 2024)

Project lead responsible for conducting all aspects of a statewide analysis of the children’s delivery system, including mental health centers, children’s providers rates, telehealth, and service outcomes.

Oklahoma Multitiered System of Support Statewide Assessment (June 2020– Mar. 2021)

Project lead for all aspects of a state-wide assessment of funded multi-tiered system of supports (MTSS) initiative to inform strategy for state- level policy on MTSS.

The Impact of the Coronavirus Disease 2019 (COVID-19) on Children's Mental Health (April 2020–Oct. 2020)

Co-lead on a review of the potential impact of COVID-19 on the children and youth in Oklahoma, including statewide recommendations for mitigating the effects.

Tulsa Public Schools Mental Health Service Review (Feb. 2019–Dec. 2020)

Project lead responsible for conducting all aspects of a three-part assessment of Tulsa Public Schools' (TPS) school and community-based mental health services. Provided additional support to TPS to restructure Student Support Services staffing to allow for the adoption of a multitiered system of support to address the social, emotional, and mental health needs of all students.

Comprehensive Adolescent and Transition Age Youth Substance Use Disorder Project (Sept. 2018–Sept. 2019)

Project lead responsible for conducting all aspect of project implementation for a mini assessment of Tulsa's continuum of substance use services for adolescent and transition age youth.

Children's Enhanced Mental Health Systems Project (Sept. 2018–Sept. 2019)

Project lead for a focused assessment to identify the highest priority needs of children and youth who are at risk for suicide and/or who are involved in the mental health, juvenile justice, and child welfare system.

Meadows Mental Health Policy Institute, Dallas, TX (Feb. 2016–present)

Assist with the implementation and coordination of the Meadows Mental Health Policy Institute for Texas, whose mission is to enable Texans with mental health needs to get help when and where they need it. Areas of priority include children's, veterans, and smart justice policies and practices across the state.

North Texas Community-Based Care Environmental Assessment (Nov. 2019–Mar. 2021)

Conducted key informant interviews, developed and analyzed the outcome of a survey of child-placing agencies, and reviewed and reported on Family and Protective Services Child Protective Services data.

Harris County Community-Based Care Comprehensive Assessment and Environmental Scan (Oct. 2018–Aug. 2019)

Project co-lead responsible for coordinating all aspects of an environmental scan of the Houston Community to improve the local foster care system in preparation for a transition to a community-based care foster care model.

Trauma-Informed San Antonio Strategic Framework and Action Plan (Dec. 2019–Jan. 2020)

Co-facilitated a two-day strategic planning session with the San Antonio Metropolitan Health District and the San Antonio Trauma Informed Care Coalition to develop a strategic framework and action plan for certifying businesses and organizations in San Antonio on trauma-informed care.

Trauma-Informed Care Certifying Entity Business Plan (Mar. 2019–May 2019)

Co-lead for the development of a business plan to develop a trauma-informed care certifying entity business plan for the San Antonio Metropolitan Health District.

Mental and Behavioral Health Roadmap and Toolkit for Schools (Jan. 2018–Nov. 2018)

Responsible for supporting the project lead in developing a document to assist schools and districts in Texas in implementing school-based mental health, including reviewing MTSS, implementation science, and highlighting best practices nationally and in Texas.

North Texas Children's Behavioral Health Systems Assessment (Feb. 2016–Aug. 2017)

Project lead responsible for coordinating all aspects of project implementation for a comprehensive children's behavioral health system assessment in North Texas.

Trauma-Informed Care (Sep. 2016–July 2017)

Project lead responsible for overseeing all aspects of project implementation of a statewide trauma-informed care practice assessment.

Moody Foundation Children's Mental Health System Transformation in North Texas (Sep. 2016–June 2018)

Project lead responsible for coordinating all aspects of project implementation for a system assessment and demonstration project in Dallas, Texas, for school- and community-based behavioral and mental health services for youth.

Houston Children's Mental Health System Assessment (Sep. 2016–Aug. 2017)

Conduct key informant interviews and project support for a system assessment for the Harris County children's mental health system of care.

Midland County Mental Health Systems Assessment, Midland County, TX (Dec. 2015–June 2016)

Assisted with children's services key informant interviews for the comprehensive assessment and performance review of the local mental health authority and broader behavioral health service delivery system.

Valley Baptist Legacy Foundation, Rio Grande Valley, TX (June 2016–Oct. 2016)

Assisted with children's services key informant interviews for the comprehensive assessment and performance review of the local mental health authority and broader behavioral health service delivery system.

July 2013–
Jan. 2016

Child Crisis Center of El Paso (CCCEP), El Paso, TX

Director of Operations

Responsible for the oversight, management, and coordination of CCCEP's 30 bed emergency shelter for children ages 0–13 and the Center's community health education, psychoeducational, and case management/Wraparound services. CCCEP's community programs provide prevention services to more than 1,400 families and children a year. An additional 525 children are cared for in the emergency shelter. Supervised 56 professional and paraprofessional staff and managed nine state and local foundation grants.

Increased agency grant funding by upwards of \$750,000 per year. Secured \$500,000 in continued foundation funding for the Center's Healthy Sexuality Programming and \$240,000 in state funding for its Fatherhood EFFECT Program.

Increased the Center's direct community support and service positions by eight.

Oversaw implementation and maintained fidelity of the Center's evidence-based/evidence-informed programs, which included Wraparound, STEP Parenting, 24/7 Dad, and Teen Talk healthy sexuality curriculum.

Maintained compliance with the State of Texas Department of Family and Protective Services Minimum Standards for General Residential Operations, with eligibility to test for the TDFPS Administrators License.

Oversaw the Performance and Quality Improvement Team for El Paso HOPES, a state-funded community collaborative designed to provide services to 400 children ages 0–5.

Responsible for initiating and managing CCCEP's Council on Accreditation (COA) accreditation process.

Active member of the Family Council, a community committee appointed by the Paso Del Norte Health Foundation to address gaps in behavioral health services for children and families.

Sept. 1999–
Aug. 2001

**University College/Institute for Policy and Economic Development at the
University of Texas at El Paso, El Paso, TX**
Assistant Dean/Assistant Director

Responsible for the oversight and coordination of the non-academic community-based and grant programs at University College. Managed the staff, including four advisors, three administrative support staff, the MPA coordinator, and two graduate assistants. Developed the budget and implementation plans for all non-traditional programs offered by University College.

Actively participated in the fiscal oversight of all University College grant-supported and non-academic programming.

Maintained compliance with all aspects of the Office of the Director of National Intelligence (ODNI) Intelligence Community Center for Academic Excellence (IC CAE) \$500,000 grant, including completion of all semester reports, financial statements, and annual reports.

Oversaw all aspects of four successful years of the ODNI IC CAE High School Summer Program; 164 students successfully completed the program, and 60% of these students enrolled at UTEP. This program was designated as an ODNI "Best Practice" and required establishing and maintaining relationships with area high schools.

Coordinated all activities for the Intelligence Community Center for Academic Excellence, including job fairs, student meetings with recruiters, dinners with the Dean and ODNI staff, student workshops, and training for high school teachers.

Developed all University College travel abroad procedures. Successfully arranged 10 study-abroad programs for 70 students to Jordan, Egypt, South American, Brazil, and Morocco.

Instructor for University 1301, a class for UTEP entering freshman, fall 2007, 2008, 2009, 2010.

2007–2008

Institute for Policy and Economic Development, El Paso, TX

Project Coordinator

Responsible for the coordination of the evaluation component of a Housing and Urban Development (HUD) HOPE VI grant and the high school component of an Office of the Director of National Intelligence (ODNI), Intelligence Community Center for Academic Excellence (IC CAE) grant.

Designed and implemented all components of the HUD HOPE VI longitudinal study to include survey development, distribution, data collection, and analysis.

Oversaw summer program enrollment and supported student participation through meetings with parents, students, and school personnel.

2003–2006

Border Children's Mental Health Collaborative, El Paso, TX

Project Director

Responsible for implementing an \$18.7 million federal grant related to children's mental health system changes. Established a multi-agency entity to govern the redesign of all children's mental health services in El Paso County.

Engaged children's mental health system partners, including juvenile justice, family protective services, mental health and mental retardation, substance abuse, and the school districts in a collaborative planning and project implementation process.

Worked with system partners to develop a community-based system ensuring families and youth with serious emotional disturbances were equal partners in all aspects of implementation.

Developed and implemented community-based services and supports, including Wraparound and other evidenced-based practices.

1998–2003

EPMHMR's Child and Adolescent Mental Health Program (ChAMHPs), El Paso, TX

Director of Children's Services

Responsible for a system of community-based mental health services designed to serve youth with serious emotional disturbances and their families. ChAMHPs comprised 50 mental health workers and support staff, served approximately 1,400 youth, and provided intensive response for all levels of mental health crisis 24 hours a day/seven days a week.

Administered a \$3 million operating budget.

Maintained a monthly average caseload of 600 children and their families.

Practiced proactive interventions and innovative programming to reduce the psychiatric emergency admissions of children and adolescents.

Partnered with child protective services, the juvenile probation department, all of the independent school districts within El Paso County, and non-profit organizations.

1995–1998

Life Management Center's Child and Adolescent Mental Health Program (ChAMHPs), El Paso, TX

Clinical Social Worker V. Team Leader

Provided direct clinical oversight to treatment team of caseworkers in their delivery of community-based services focused on promoting the psychosocial development of children and adolescents with emotional disturbances.

Promoted a strength-based, family-focused philosophy of service delivery. Oversaw the development and implementation of individualized treatment plans. Reviewed clinical documentation for quality, completeness, and timeliness.