

**ARLINGTON COUNTY, VIRGINIA**

**AGREEMENT NO. 22-DHS-SFA-668  
AMENDMENT NUMBER 1**

This Amendment Number 1 is made on 12/10/2022 by the County and amends Agreement Number 22-DHS-SFA-668 ("Main Agreement") dated April 4, 2022, between Achara Consulting, Inc. ("Contractor") and the County Board of Arlington County, Virginia ("County").

The County and the Contractor agree to amend the main contract called for under the Main Agreement as follows:

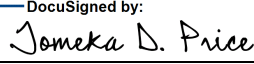
1. Contract Clause 4 is hereby revised to read:
  4. The Contractor shall provide the goods or services covered by the Contract beginning on March 15, 2022 and must be completed no later than March 14, 2023 ("Initial Contract Term"), subject to any modifications provided in the Contract Documents and in accordance to Grant Name: Substance Abuse Prevention and Treatment Block Grant, Federal Award Identification Number (FAIN): B08TI083547.
2. Contract Clause 4 is hereby revised to read:
  5. The County will pay the Contractor, for services or goods that the Project Officer accepts, up to the maximum amount of \$76,000 annually. The Contractor shall submit invoices based on actual monthly expenses. The County will pay the Contractor net 45 days from receipt of an invoice that the Project Officer approves for payment.
3. Exhibit A, Scope of Work is hereby replaced with the attached [Revised Exhibit A, Scope of Work](#).


All other terms and conditions of the Main Agreement remain in effect.

WITNESS these signatures:

THE COUNTY BOARD OF ARLINGTON  
COUNTY, VIRGINIA

ACHARA CONSULTING, INC.

AUTHORIZED SIGNATURE:   
DocuSigned by: 5950D4E0ACC0472...  
 NAME: Tomeka D. Price  
 TITLE: Procurement Officer  
 DATE: 12/10/2022

AUTHORIZED SIGNATURE:   
DocuSigned by: 8117247C24AE459...  
 NAME: Ijeoma Achara-Abrahams  
 TITLE: President  
 DATE: 12/5/2022

**REVISED EXHIBIT A**  
**SCOPE OF WORK**

**Implementing a Recovery-Oriented System of Care (ROSC) in Virginia**

**Background:**

Arlington County received grant funding from the Virginia Department of Behavioral Health and Developmental Services (DBHDS) to lead - in coordination with DBHDS - the statewide effort of implementing a recovery-oriented system of care in Virginia. The state has established a Virginia Recovery Initiative Team (VRI) that consist of 30 representatives from across the state including Community Services Boards (CSBs), State recovery organizations (e.g., Mental Health America Virginia), Managed Care Organizations and others. The VRI team and its subgroups will function in an advisory and oversight role (VRI team leadership), and actively work in coordination with and under the guidance of the Contractor to achieve the goals as outlined below. The grant period is 4 years; at the end of the first contract term (March 14, 2023), the Contractor must achieve the following goals:

**Goals for year one**

1. Establish a base line of the current system.
2. Establish a shared vision and initial priorities for a Recovery-Oriented System of Care (ROSC) within the Behavioral Health System in Virginia.
3. Determine a strategy for advancing the development of a ROSC in Virginia based on the current state of the system.
4. Build local capacity to lead the ROSC development effort.

Further steps and requirements for this contract will be based on findings and recommendations established in year one and will be agreed upon between the VRI leadership and DBHDS in writing and documented in a written amendment to this contract.

The Contractor must provide the following services during year one:

- A. In collaboration with the VRI team, assess the current state of Virginia’s Recovery-Oriented System of Care through activities such as:
  - 1) Analyzing sample treatment plans, assessment documents, system performance data.
  - 2) Conducting key stakeholder interviews with CSBs, treatment, peer and other recovery support service staff.
  - 3) Conducting stakeholder focus groups.
  - 4) Learning about and documenting information regarding specialty programs (pertaining to special populations such as chronic homelessness, transition age youth), initiatives (including trauma, health disparities, workforce development), and system challenges (challenges impeding development of ROSC).
  - 5) Examining current provider contract data to explore the alignment with recovery-oriented approaches and opportunities to further leverage contracting.
  - 6) Present a preliminary assessment plan to the Project Officer and VRI leadership.

- B. Collaborate with and engage the VRI team in activities as described in Section E below. Facilitate the assessment/discovery process and provide technical assistance to the VRI team to help achieve the goals outlined in background paragraph and the following objectives:
  - 1) Outline the extent to which the treatment system is currently aligned with a recovery-oriented approach, including strengths and opportunities for growth.
  - 2) Determine the current status of peer-based and other recovery support services in the system and identify opportunities to further enhance them.
  - 3) Gain a preliminary understanding of the extent to which community services and supports are leveraged to support recovery outcomes.
  - 4) Gain a broad picture of the extent to which the overall administrative and regulatory environment is aligned with a ROSC framework.
  - 5) Identify gaps that might impede a recovery-focused system transformation process.
  - 6) Understand the perspectives of individuals who use Virginia's public behavioral health system.
  - 7) Create a set of recommendations and a plan to guide implementation activities.
  
- C. Attend bi-monthly VRI team meetings and other VRI subgroup meetings to provide regular updates on work performed and guide the work those groups are doing. Meeting dates will be provided to the Contractor at least 5 business days in advance by the Project Officer. The Contractor must be available for periodic meetings with DBHDS, and the Project Officer as needed. Notice of the meetings will be provided by the Project Officer at least 5 business days in advance.
  
- D. Complete the tasks as listed in Section E within the timelines listed. Timelines may be adjusted by the VRI team leadership or DBHDS based on need.
  
- E. Reporting:
  - 1) Submit monthly activity reports together with monthly invoices by the 10<sup>th</sup> of the month following the month during which the services were provided. The activity report must include short descriptions and dates of meetings attended, technical assistance provided, outreach, discovery activities, processes and forms/documents developed, and others as completed.
  - 2) Submit a final report with findings and recommendations to the Project Officer and VRI Leadership for review and approval by January 15, 2023. If requested, the Contractor must present and discuss the findings and recommendations in a virtual meeting to the VRI team leadership. Any changes to the report as requested by the VRI team leadership must be completed by the end of the initial contract term.
  
- F. The Contractor must meet the following timelines and tasks:  
**12-month Timeline and Activities:**  
Timeline may be adjusted based on need and in collaboration with and with approval of Project Officer and VRI leadership.

CONTRACT MONTH	ACTIVITY	TASKS
1	Presentation to Virginia Recovery Initiative (VRI)	<b>Preparing for the Process</b> <ul style="list-style-type: none"> <li>• Overview of the process</li> <li>• Forming change teams</li> <li>• Promoting local buy-in</li> </ul>
2	Host 1-day ROSC Leadership Institute for members of the VRI and other key stakeholders	<b>Orientation</b> <ul style="list-style-type: none"> <li>• What is a ROSC?</li> <li>• How to lead transformative change: A Framework for Leading a ROSC*</li> <li>• Elements of Achara Consulting's Environmental Scan</li> </ul>
3	ROSC Leadership training Technical Assistance (TA) to VRI Change Team	<b>Preparation for Discovery Process</b> <ul style="list-style-type: none"> <li>• Deep dive into ROSC-focused discovery process</li> <li>• Prioritizing the focus areas for the system- and provider-level discovery process</li> <li>• Clarifying system and provider discovery questions along with data collection methods</li> </ul>
	Planning meetings with The Department of Behavioral Health and Developmental Services DBHDS	Discussing Needs and Next Steps
4	Planning and Development Month	<b>Preparation for System and Provider Discovery</b> <ul style="list-style-type: none"> <li>• Clarifying roles among VRI, Local Change Teams, DBHDS, and consultants</li> <li>• Developing content for focus groups, surveys, document review, process review, stakeholder interviews</li> </ul>
	Planning meetings with DBHDS	Discussing Needs and Next Steps
5	ROSC Leadership training TA to VRI Change Team	<b>Execution of System and Provider Discovery</b> <ul style="list-style-type: none"> <li>• Training for and execution of focus groups, surveys, document review, stakeholder interviews, contract data analysis, and review of performance improvement processes, etc.</li> </ul>
	Planning meetings with DBHDS	Discussing Needs and Next Steps
6	ROSC Leadership training TA to VRI Change Team	<b>Execution of System and Provider Discovery</b> <ul style="list-style-type: none"> <li>• <u>Technical Assistance</u> and support as it relates to focus groups, surveys, document review, stakeholder interviews, contract data analysis, and performance improvement processes</li> </ul>

	Planning meetings with DBHDS	Discussing Needs and Next Steps
7	TA to VRI and Change Teams on Data Synthesis	<p><b>Execution of System and Provider Discovery</b></p> <ul style="list-style-type: none"> <li>• <u>Technical Assistance</u> and support as it relates to focus groups, surveys, document review, stakeholder interviews, contract data analysis, and performance improvement processes</li> </ul>
8	ROSC Leadership training TA to VRI Change Team	<p><b>Introduction to Community Discovery Process System and Provider Data Synthesis</b></p> <ul style="list-style-type: none"> <li>• Guidance on synthesizing qualitative data</li> </ul>
	Planning meetings with DBHDS	Discussing Needs and Next Steps
9	ROSC Leadership training TA to VRI Change Team	<p><b>Discovery Findings Report out</b></p> <ul style="list-style-type: none"> <li>• Reporting discovery process and results</li> </ul>
	Planning meetings with DBHDS	Discussing Needs and Next Steps
10	2 Stakeholder Presentations (Week of December 5)	These presentations will be open to all stakeholders including treatment providers, harm reduction staff, peer support providers, peer recovery advocates, and system leaders. These presentations are to provide an introduction to the foundation of the Wellness and Recovery Transformation for the State of Virginia and also provide a clear understanding of what the next step will be.
	1 Survey	The consultants shall develop and administer a survey designed to explore stakeholders' perspectives of the strengths and opportunities for enhancement in the existing service system.
	1 Training for Focus Group Facilitators	This training will focus on building local capacity by engaging individuals interested in learning more about how to facilitate focus groups. The consulting team shall provide participants with guidance focused on developing questions, introducing the purpose of the group, and managing the group process. Participants will have opportunities to practice new skills during real focus groups and then to participate in a debrief session where they obtain feedback.
	4 Virtual Focus Groups (December 12 and 19, two focus groups per day).	Conduct at least four (4) virtual focus groups; they will consist of meeting with an affinity group of 5 to 10 individuals to learn from their experiences as leaders, service providers, service recipients, family members or allies.
	Review of Survey and Focus Group Data	The consultants will begin to examine and synthesize the survey and focus group data to identify common themes that will inform future planning and system change efforts.
	Planning meetings with DBHDS	This planning meeting will focus on FY23 contract planning and exploration of potential next steps.

<b>11</b>	Logistics Planning for Site Visits	The consulting team will plan the logistics including schedules, travel, lodging, provider communications, etc. to have several team members participate in several site visits in Virginia.
	Develop Focus Group Protocols for Several Unique Stakeholder Groups	The consulting team shall develop several focus group protocols designed to get an in-depth understanding of what is currently aligned with a recovery-oriented approach that can be leveraged and built on in Virginia's system improvement process.
	Conduct In Person Site Visits with Focus Groups Integrated (January 30 – Feb 1 tentative)	Consulting team members shall conduct in-person site tours of a variety of service providers who are viewed by ORS as the most recovery and wellness oriented in the service system. DBHDS will identify these providers in advance; they may include CSBs, treatment organizations, peer-run organizations, recovery houses, and recovery community centers. During these visits, consultants shall meet with agency leaders, supervisors, peer staff, and clinicians. In addition, consultants must facilitate several focus groups with individuals receiving services.
	1 VRI Training January 12, 2023	The consulting team shall continue to equip the VRI stakeholders with an understanding of how to lead a complex system change process. In doing so, these stakeholders will be positioned to join with DBHDS leadership in championing and leading effective system change processes throughout the state. The purpose of this month's training will be to share with VRI members some of the themes that arose in focus groups around the state and to begin to engage them in planning for the next steps in the system transformation process.
	Planning meetings with DBHDS	Review plans for the upcoming site visits and continue to explore potential next steps for the systems change process. The next steps will be finalized after the completion of the site visits.
<b>12</b>	Complete site visits	Complete the site visits of at least six (5) agencies and programs that are early adopters of recovery-oriented services.
	Synthesize data from site visits into a brief report	Review and synthesize the data obtained over the course of the year. This will include data obtained during the CSB interviews, surveys, stakeholder focus groups, site visits and documentation review. Based on this information the Contractor must complete a brief report to summarize findings and outline recommended next steps. This process will include the primary consulting team, editor, designer, and communications strategist.
	Conduct a Presentation on Potential Next Steps	The consulting team shall deliver a presentation to share the findings and potential next steps. The team shall finalize the

		overall report after receiving feedback from VRI members; feedback must be incorporated into the final report.
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Note: Leadership Training will be tailored to the real-time, on-the-ground needs of the VRI as change teams conduct their community scans; monthly topics noted here are subject to change based on system and participant needs.