



Committee: Directly to Council
Staff: Selena Mendy Singleton, Esq., Clerk of the Council
Purpose: To interview
Keywords:

AGENDA ITEM #9
October 6, 2020
Interview

SUBJECT

Interview County Executive's appointee as Chief of Behavioral Health and Crisis Services, DHHS

EXPECTED ATTENDEES

Rolando Santiago

COUNCIL DECISION POINTS & COMMITTEE RECOMMENDATION

None.

DESCRIPTION/ISSUE

Mr. Rolando Santiago is being interviewed as the County Executive's appointee as Chief of Behavioral Health and Crisis Services, for the Department of Health and Human Services. Confirmation is tentatively scheduled for October 13, 2020.

SUMMARY OF KEY DISCUSSION POINTS

Not applicable.

This report contains:

Memorandum and appointment documents from County Executive	© 1-3
Draft resolution	© 4
Mr. Santiago's resume	© 5-10

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OFFICE OF THE COUNTY EXECUTIVE
Rockville, Maryland 20850

Marc Elrich
County Executive

MEMORANDUM

September 16, 2020

TO: Sidney Katz, President
Montgomery County Council

FROM: Marc Elrich, Montgomery County Executive

RE: Appointment of the Chief Behavioral Health and Crisis Services

A handwritten signature of Marc Elrich in black ink.

I am transmitting the appointment of Mr. Rolando Santiago for the position of Chief Behavioral Health and Crisis Services. Mr. Santiago is being appointed at a salary of \$177,000. His appointment will be effective upon confirmation by the County Council.

Attachments:

cc: Selena Singleton, Clerk of the Council, Montgomery County Council
Fariba Kassiri, Deputy Chief Administrative Officer, Office of the County Executive
Dale Tibbitts, Special Assistant to the County Executive, Office of the County Executive

APPOINTMENT

PURSUANT TO THE AUTHORITY VESTED TO ME UNDER SECTION 215 OF THE
CHARTER OF MONTGOMERY COUNTY, MARYLAND, I HEREBY APPOINT

Rolando Santiago

TO SERVE AS Chief of Behavioral Health and Crisis Services, Department of Health and Human Services.

THIS APPOINTMENT SHALL BE EFFECTIVE UPON CONFIRMATION BY THE COUNCIL FOR MONTGOMERY COUNTY, MARYLAND.



MARC ELRICH
COUNTY EXECUTIVE

9/16/20
DATE



Marc Elrich
County Executive

Richard S. Madaleno
Acting Chief Administrative Officer

MEMORANDUM

September 16, 2020

TO: Sidney Katz, President
Montgomery County Council

FROM: Richard Madaleno
Chief Administrative Officer *Richard Madaleno*

SUBJECT: Due Diligence on Non-Merit Appointment – Rolando Santiago

The purpose of this memo is to confirm that in making appointments for non-merit positions, our selection process utilizes thorough reference checks, criminal history, background checks, checks for wants and warrants, credit history and other inquiries appropriate to the position being filled.

Please be assured that due diligence was exercised in determining the suitability of Rolando Santiago for appointment as the Chief Behavioral Health and Crisis Services, Department of Health and Human Services. In addition, Mr. Santiago has filed his Financial Disclosure Statement.

RSM:amg

Resolution: _____
Introduced: _____
Adopted: _____

COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND

By: County Council

Subject: County Executive's Appointment of Chief of Behavioral Health and Crisis Services, Department of Health and Human Services.

The County Council for Montgomery County, Maryland approves the following resolution:

The County Executive's appointment of Chief of Behavioral Health and Crisis Services, Department of Health and Human Services.

Rolando Santiago

The appointment of Mr. Santiago is confirmed by the County Council.

This is a correct copy of Council action:

Selena Mandy Singleton, Esq.
Clerk of the Council

ROLANDO L. SANTIAGO, PhD, CFRE

LEADERSHIP BEHAVIORAL HEALTH & EQUITY

Articulate Strong Vision and Mission | Empower Teams to Accomplish Goals

Strategic visionary leader with demonstrated success leading, managing, and evaluating innovative public health and faith-based organizations and their equity efforts. Over 15 years of experience in health equity, health disparities, cultural competence, mental health services, intellectual and developmental disabilities, public health, evaluation, fundraising, strategic planning, board service, and system change. Proven track record as CEO of U.S. affiliate of international non-governmental organization, and CEO of a regional non-profit historical organization. As federal acting deputy chief, manage multi-million federal contracts, cooperative agreements, grants, programs and staff. Direct leading-edge, federally-funded community-based programs, culturally competent program evaluations, monitoring systems and budgets. Decisionmaker with strong work ethic, a life-long learner with ability and drive to mobilize teams to positively impact people's lives. Expertise in:

Executive Leadership | Health Equity | Health Disparities | Cultural Competence | Development | Communications | Program Evaluation | Strategic Planning | Speaking & Writing | Spanish Fluency

PROFESSIONAL EXPERIENCE

JUBILEE ASSOCIATION OF MARYLAND, Kensington, MD

May 2018 — Jan 2020

Director of Communications and Development (40 hours)

Led the development, communication, and community relations activities of Jubilee Association of Maryland, a provider of services for over 140 adults with intellectual and developmental disabilities in Montgomery County, MD.

- Supervised five staff, including communications manager, by assigning work, establishing priorities, and evaluating work performance.
- Created an environment based on open, clear, and consistent communication by holding weekly meetings both at the individual and team levels to review projects and goal attainment.
- Oversaw communications activities including print and digital publications, social media, website, news releases; contributed articles and other written material; and appeared on local cable TV show to promote Jubilee's outreach to the Hispanic population.
- Ensured that all department staff were encouraged to participate in the development of fundraising, communications, and community relations programs and policies by organizing and leading annual strategic planning activities.
- Acquired a foundation grant in for \$270,000 to fund a navigator position for identifying adults with intellectual and developmental disabilities from underserved Hispanic and Asian American populations in Montgomery County, MD, and connect them to services of the State of Maryland's Developmental Disabilities Administration.
- Oversaw a gala that netted \$160,000 (\$300,000 gross), mostly in individual and corporate sponsorships.
- Organized several major promotional events with stakeholder groups including elected officials and administrators at state, county, and town levels, community leaders, staff, and clients.
- Represented the organization on the Board of Directors of the Wheaton & Kensington Chamber of Commerce that had significant representation of businesses of color.

LANCASTER MENNONITE HISTORICAL SOCIETY (LMHS), Lancaster, PA

Aug 2010 — Dec 2017

Executive Director (40 hours)

Led faith-based regional historical society. Performed day-to-day operational and administrative duties including board support, budgeting, human resources, event planning, fundraising, retail sales, communications, facilities, church and community relations.

- Supervised seven staff and evaluated employee performance, recommended work improvements, and encouraged professional training and growth opportunities.
- Created an environment based on open, clear, and consistent communication by organizing monthly meetings with individual staff and with all staff to review projects and goal attainment.

LANCASTER MENNONITE HISTORICAL SOCIETY (LMHS), Lancaster, PA
Executive Director (40 hours) (continued)**Aug 2010 — Dec 2017**

- Assured effective fiscal and management controls by developing the annual budget, obtaining board approval of operational budget, and monitoring income and expenses with the Board of Directors and its Finance Committee on a monthly basis.
- Maintained communications and represented LMHS to clients, constituents, general public, congregations, church conference officials, and partner organizations.
- Oversaw communications activities including publications, news releases, website, and social media; organized and taught history classes in constituent churches upon request; wrote a bimonthly newsletter column; wrote articles and book reviews with mostly Hispanic cultural history content in quarterly historical journal; and, promoted organizational activities in TV program of ABC affiliate in south central PA.
- Ensured that employees at all levels were encouraged to participate in program and policy development by asking staff to develop annual plans with goals, objectives, and outcomes in their respective areas of responsibility such as communications, archives, library, museum, sales, field trips, and historic house.
- Established collaborative and cooperative approaches such as organizing a participatory annual strategic planning process with staff to achieve organizational goals, and meeting regularly with leadership of two church conferences to foster healthy constituent relationships for financial and programmatic support.
- Fostered an environment of collaboration through partnerships with community-based groups by serving on the boards of prominent Lancaster County organizations such as the United Way, Partnership for Public Health, and Museum Council.
- Oversaw building of a replica longhouse of the Eastern Woodland Indians and its related tours and other educational resources.
- Collaborated with Circle Legacy Center, a Native American organization, the African American Historical Society of South Central Pennsylvania, and professors of history and Spanish at Lebanon Valley College to support educational events on Native American, African American, and Hispanic history.
- Acquired a tourist information center that increased revenue and business activity by over 30% annually.
- Oversaw an annual membership drive that generated over \$100K in revenue each year and cultivated a local, national and international membership of over 1,700 each year.
- Oversaw over 50 community activities each year such as new and used-book sale events, book auctions, field trips, folk art classes, museum tours, public history events, fundraising concerts, and storytelling.
- Sponsored an exhibit and organized related events on the history of Hispanics in Southeastern, Pennsylvania from March to May, 2017.
- Served as chair of Governance Committee of the Board of Directors of Mennonite Health Services (MHS) Alliance, a faith-based national association and consulting group of 80 health and human service organizations where I was a recognized leader, contributor of content, and facilitator of training on intercultural competence and health equity. LMHS used MHS's consulting services.

MENNONITE CENTRAL COMMITTEE U.S., Akron, PA
Executive Director (40 hours)**Aug 2004 — July 2010**

Led the U.S. affiliate of Mennonite Central Committee, an international faith-based non-governmental organization with a disaster response, development, and peacebuilding mission in over 50 countries.

- Supervised four key staff including national directors of Peace and Justice Ministries and the Washington Office, anti-racism coordinator, and executive assistant.
- Created an environment based on open, clear, and consistent communication among national and regional staff by organizing quarterly meetings, and regular individual meetings, to review organizational goals and achievements.
- Coordinated administrative and operational services including budgeting, program planning, human resources, development and fundraising of four regional offices across the U.S.
- Assured effective fiscal and management controls by setting annual revenue and expense targets of over \$30M with regional executive directors and their development specialists including coordinating with them a system-wide cost-reduction effort during the economic downturn of 2008 and 2009.
- Maintained communications and represented MCC U.S. among national policymakers, church denominational and conference agencies and officials, congregations, donors and constituents, and the general public.

MENNONITE CENTRAL COMMITTEE U.S., Akron, PA
Executive Director (40 hours) (continued)

- Ensured that employees at the national level were encouraged to participate in program and policy development by organizing an annual strategic planning day, and reviewing plans with staff regularly throughout the year.
- Directed the initial efforts of a \$2.1M Katrina disaster response and coordinated activities of Anabaptist-related denominational agencies involved in disaster response, economic development, health investments, anti-racism, and racial justice activities.
- Oversaw staff responsible for (1) 2 1/2-day anti-racism trainings modeled after the book *Set Free: A Journey Toward Solidarity Against Racism*, (2) public policy position statements, (3) coordination of a national summer service program for youth of color, (4) annual peace essay and video contest for high school youth, and, (5) publication of the monthly *Washington Memo*, a public policy advocacy newsletter that included articles on health equity and health disparities in U.S. policies.
- Established collaborative and cooperative relationships with the leadership of six constituent church denominations and several sister church agencies to achieve goals of leadership support, involvement in the Board of Directors of MCC U.S., and program development.
- Co-led a major two-year strategic planning initiative that resulted in organizational efficiencies by eliminating one bureaucratic layer (MCC Biantional), and bolstering two remaining entities: MCC U.S. and MCC Canada.
- Delivered speeches at high school commencements, churches, and regional MCC U.S. meetings.
- Wrote occasional column for a widely-distributed MCC quarterly magazine, *A Common Place*.

U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES (DHHS), Rockville, MD **Sep 1997 — Aug 2004**
Substance Abuse and Mental Health Services Administration (SAMHSA), Child, Adolescent and Family Branch (CAF)
Evaluation Director and Acting Deputy Branch Chief (40 hours)

Directed the National Evaluation of the Comprehensive Community Mental Health Services for Children and their Families Program to assure the effectiveness and customer satisfaction of behavioral health and crisis service programs and policies within systems of care for children and adolescents with serious emotional disturbances and their families. Assisted the Branch Chief of CAFB in the development and implementation of integrated state, county, territorial, and tribal systems of care by awarding, guiding, and directing over \$100M in grants, cooperative agreements, and contracts annually, and by establishing strategic plans, priorities, and goals, including those pertaining to cultural competence and health equity.

- Led, planned, and supervised staff in implementing core behavioral health functions of assessment, policy development, education, and quality assurance among system-of-care grantee sites serving children and adolescents with serious emotional disturbance (SED) and their families, when (1) directing contractual staff to conduct the National Evaluation of the Comprehensive Community Mental Health Services for Children and Their Families Program (hereon the Children's Program) that included outcome-based planning and accountability with grantee sites; (2) training federal staff on system-of-care policies embedded in the Request for Applications of cooperative agreements of the Children's Program; (3) educating federal and grantee management staff on results of the National Evaluation by releasing, publishing and discussing Reports to Congress on the Children's Program; and, (4) coordinating agency management staff to respond to a quality assurance tool of the U.S. Office of Management and Budget called the Program Assessment Rating Tool (PART).
- Promoted and fostered partnerships with public and private agencies to assure a coordinated system of behavioral health and crisis services by providing guidance on system integration and conducting visits to grantee sites of SAMHSA's Children's Program, and by directing the contractor for the National Evaluation to establish collaborative partnerships with private providers of technical assistance, research, and training to grantee sites of SAMHSA's Children's Program.
- Assured effective fiscal and management controls by writing, negotiating, monitoring, and evaluating contracts for the National Evaluation of SAMHSA's Children's Program.
- Ensured the provision of adequate and relevant training of evaluation staff in grantee sites of SAMHSA's Children's Program by including training requirements in contracts for the National Evaluation.
- Maintained communications and represented SAMHSA's Children's Program to grantee sites, contractors, general public, and government officials at the federal, state, county, territorial, and tribal levels.

U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES (DHHS), Rockville, MD**Sep 1997 — Aug 2004**

Substance Abuse and Mental Health Services Administration (SAMHSA), Child, Adolescent and Family Branch (CAF)B

Evaluation Director and Acting Deputy Branch Chief (40 hours) (continued)

- Served as a national leader in cultural competence, health equity, and health disparities of systems of care for children and adolescent with serious emotional disorders and their families by directing national evaluation contracts, providing guidance to grantee sites, organizing and delivering conference presentations and symposia, participating in federal interdepartmental committees, and publishing articles, book chapters, policy briefs, Reports to Congress, and other literature.
- Supported the development of educational resources on cultural competence, health equity, and health disparities in child and adolescent mental health services such as research and policy briefs on cultural competence, and the 2004 report, *Culturally Competent Research with American Indians and Alaska Natives*, that included information on research and evaluation among American Indian and Alaska Native child and adolescent populations with SED and their families.
- Fostered an environment of collaboration with SAMHSA's Children's Program by encouraging state, county, territory, and tribal governments to apply for system of care grants, and by encouraging providers of evaluation and training resources to serve grantee sites effectively.
- Served as SAMHSA liaison on the Interdepartmental Planning Committee that organized the first U.S. Surgeon General's Conference on Children's Mental Health on September 19-20, 2000 in Washington, D.C., with three hundred participants, 15 of whom were youth with SED that I recruited from grant sites of SAMHSA's children's program. The conference released a report entitled *A National Action Agenda* that included recommendations for reducing health disparities among underserved ethnic, racial, and socioeconomic populations.

RESEARCH FOUNDATION FOR MENTAL HYGIENE, Albany, NY**Dec 1994 — July 1997****Research Scientist (40 hours)**

Led a program evaluation and conducted research of federally-funded grants that aimed to research and develop systems of care that reduced mental health service disparities among children and adolescents with serious emotional disorders and their families who were from underserved Hispanic, African American, and African racial and ethnic populations in the Bronx and South Bronx, New York.

- Planned, led, and supervised staff involved with the behavioral health function of assessment by conducting the evaluation of the FRIENDS Initiative, a five-year \$17M grant funded by SAMHSA's Comprehensive Community Mental Health Services for Children and their Families Program with the goal of assuring the effectiveness and customer satisfaction of the emerging system of care.
- Field tested an early version of the *Cultural and Linguistic Competence Health Practitioner Assessment* which is now sponsored and disseminated by the National Center for Cultural Competence at Georgetown University as a research, policy development, and educational tool to promote organizational health equity.
- Conducted interviews across the Bronx with about 15 children and adolescents with serious emotional disorders and their families who were part of a research grant funded by the National Institute of Mental Health.
- Recruited a group of parent advocates of children and adolescents with serious emotional disorders who assisted with research interviews and data collection tasks.
- Collaborated effectively with professional staff of several stakeholder groups of the FRIENDS evaluation including ORC MACRO, the contractor for the National Evaluation of SAMHSA's system of care initiative; other SAMHSA grant sites; officials of the New York State Office of Mental Health in Albany, NY and New York City; (4) and staff at the Borough of the Bronx.

ADDITIONAL EXPERIENCE

CONSULTANT, Delmar, NY**Sep 1984 — Oct 1994****Researcher and Evaluator (20 hours)**

Conducted numerous research and evaluation projects including one on educational equity that investigated the impact of raising college admissions standards on minority student participation in higher education conducted at the New York State Higher Education Opportunity Program.

ACADEMIA MENONITA, Guaynabo, PR**July 1981 – May 1984****K-12 Teacher and Guidance Counselor (40 hours)**

Taught Christian education courses at elementary, middle, and high school levels, often creating new curriculum and educational activities; organized chapel educational programs; and provided guidance counseling services to high schoolers.

MENNONITE CENTRAL COMMITTEE, Akron, PA**Sep 1979 – June 1981****U.S. Program Assistant Director (40 hours)**

Co-directed a voluntary service program of over 100 long-term (two-year) volunteers in units located mostly east of the Mississippi River such as the State of Louisiana, Minneapolis, MN, and Philadelphia and Lancaster, PA, and supported projects that included federal recognition applications, ethnocultural studies, and legal services among American Indian tribes in rural and urban settings. Also, administered a minority job training program mostly for young adults from African American and Hispanic churches.

EDUCATION

PhD, Educational Psychology and Statistics, University at Albany, State University of New York, Albany, NY

Bachelor of Arts (BA), Psychology, Eastern Mennonite College, Harrisonburg, VA

Certified Fund Raising Executive (CFRE), Boston University, Boston, MA

COMMUNITY SERVICE, LEADERSHIP, AND TEACHING

Board member, Wheaton & Kensington Chamber of Commerce, 2018 – 2019

Member Board of Elders, Neffsville Mennonite Church, 2011-2018

Board member, Partnership for Public Health (in Lancaster County), 2009 – 2018

Board member, Executive Committee member, Governance Committee chair, Mennonite Health Services (MHS), 2012 – 2018

Board member, Board Secretary, Executive Committee, United Way of Lancaster County, 2009 – 2015

Member, Board of Delegates, Mennonite Disaster Service, 2004 – 2010

Board member, vice-president (president-elect), Jubilee Association of Maryland, 2000 – 2004

President, Northeastern Educational Research Association, 2003

Lecturer, Johns Hopkins University Bloomberg School of Public Health, 2004 – Present

Teacher, Neffsville Mennonite Church, 2004 to present

Lecturer, Lancaster Theological Seminary, 2018

Teacher, Pathways for Lifelong Learning, 2017, 2018

PROFESSIONAL TRAINING COURSEWORK

Simplified Acquisition – Basic

Simplified Acquisition – Advanced

Writing Statements of Work

Performance-based Acquisition

Cost Analysis

Orientation to Grants Administration for Program Officials

Evaluation In and Across Cultures

SELECTED PUBLICATIONS

- Santiago, R. L. (2019). Introduction: Hurricane María, challenges and opportunities. In R. Falcón & T. Lehman (Eds.), *Hurricane María: Stories of resilience and compassion*. Goshen, IN: Author.
- Santiago, R. L. (2010). Faith-based organizations and public health. In P. A. Gaist (Ed.), *Igniting the power of community: The role of CBOs and NGOs in global public health* (pp. 93-108). New York: Springer.

SELECTED PUBLICATIONS (CONTINUED)

- Caldwell, J. Y., Davis, J. D., Du Bois, B., Echo-Hawk, H., Erickson, J. S., Goins, R. T., Hill, C., Hillabrant, W., Johnson, S. R., Kendall, E., Keemer, K., Manson, S. M., Marshall, C., Running Wolf, P., Santiago, R. L., Schacht, R., Stone, J. B. (2005). Culturally competent research with American Indians and Alaska Natives: Findings and recommendations of the First Symposium of the Work Group on American Indian Research and Program Evaluation Methodology. *The Journal of the National Center for American Indian and Alaska Native Mental Health Research, 12*(1), 1-21.
- Nguyen, L., Arganza, G. F., Huang, L. N., Liao, Q., Nguyen, H. T., & Santiago, R. L. (2004). Psychiatric diagnoses and clinical characteristics of Asian American youth in children's services. *Journal of Child and Family Studies, 13*, 483-495.
- Holden, E. W., Santiago, R. L., Manteuffel, B. A., Stephens, R. L., Brannan, A. M., Soler, R., Liao, Q., Brashears, F., & Zaro, S. (2003). Systems of care demonstration projects: Innovation, evaluation and sustainability. In A. J. Pumariega & N. C. Winters (Eds.), *The handbook of child and adolescent systems of care: The new community psychiatry* (pp. 432-458). San Francisco: Jossey-Bass.
- Walrath, C., Miech, R., Holden, E. W., Manteuffel, B., Santiago, R., & Leaf, P. (2003). Child functioning in rural and non-rural areas: How does it compare when using the service program site as the level of analysis? *Journal of Behavioral Health Services & Research, 30*, 452-461.
- Holden, E. W., Friedman, R., & Santiago, R. L. (Eds.). (2001). Special Issue: The National Evaluation of the Comprehensive Community Mental Health Services for Children and Their Families Program. *Journal of Emotional and Behavioral Disorders, 9*, 1-80.
- Santiago, R. L. (1994). *The interdependence between linguistic performance, cognitive performance, and home language environment among bilingual children*. Dissertation Abstracts International, 55 (06), 1510. (ProQuest Doc. ID. 747270561)