

## Resume

**Frank W. Kirkland**

### **EDUCATION:**

West Virginia University – Morgantown, WV  
Masters Clinical Psychology Program, 1983-1985

University of Charleston – Charleston, WV  
Bachelor of Arts Degree, Psychology, 1981

### **EMPLOYMENT:**

**Current Position:**                      **Executive Director**  
**November 2019 to Present**           **Linwood Center, Inc.**  
**3421 Martha Bush Drive**  
**Ellicott City, MD 21043**

Directs overall operations of Linwood Center which includes a non-public special education school for children with autism and related developmental disabilities serving 55 students, residential services 56 for children and adults in 17 homes, and day and employment services for 60 adults. Oversees a budget of over \$15 million for all operations. Serving as the main liaison with local and state government officials and funding agencies.

**Previous Positions:**                      **Director of Operations**  
**RHA Health Services Inc.**  
**1819 Peachtree Road NE, Suite 450**  
**Atlanta, GA 30309**

**Director of Operations,**                      Directed all IDD services and operations for RHA in Georgia. Oversees 4  
**Georgia**    separate administrative units providing residential and day services to  
**10/2017 to 11/2019**                      more than 160 individuals. Develops and manages budgets over  
\$17,000,000 annually. Oversees Quality Assurance and serves as main  
Interface with state funding and regulatory agencies. Responsible for  
acquisitions and onboarding of new agencies to become part of RHA.

## Frank Kirkland Resume Page 2

**Operations Consultant**  
**July 2017 to October 1017**

Assisted in the operations of RHA's IDD services in Georgia and in the transition of services from another provider to RHA as part of an acquisition of another provider.

- Assess the current operations of the current provider including health and safety and physical plant issue to determine actions needed to come into compliance with Georgia regulations.
- Assist in the transfer of existing provider systems to RHA systems, including clinical, personnel, IT, and other operations.

**Assistant Director**  
**September 2014 to**  
**January, 2017**

**Division of Developmental Disabilities**  
**Department of Behavioral Health and Developmental Disabilities**  
**2 Peachtree Street, NW**  
**Atlanta, GA 30308**

Directs all community-based services for the Georgia Division of Developmental Disabilities.

- Oversees, Support Coordination, Family Support, Residential, Behavior Support, Employment and Day and Self-Directed Services for state and federal funded programs.
- Coordinates 5 strategic initiative committees to re-engineer Georgia's DD service system and comply with Department of Justice Settlement Agreement.
- Develops overall policy to promote employment as first option for adults in the Georgia DD system.
- Serve as lead DD representative for DBHDD implementation of Administrative Services Organization (ASO).
- Oversees Georgia Crisis Response System for in and out of home crisis services for people with IDD.
- Serve as primary DD representative for Quality Improvement efforts for DBHDD

**Senior Consultant**  
**April 2014 to June 2014**

**AWS/Benchmark**  
**8515 Bluffton Road**  
**Fort Wayne, IN 46809**

Provided consultation services to improve operations of state ICF/ID facilities California that have been decertified by CMS due to numerous operational and health and safety citations. Developed questions and assessed individuals experience in regards to rights. Reviewed facility oversight of all individual rights and protections and make recommendations for improvement.

**Special Advisor**  
**June 2013 to December 2013**

**Developmental Disabilities Administration**  
**Department of Health and Mental Hygiene**  
**West Preston Street, Fourth Floor**

**Frank Kirkland Resume Page 3**  
**Baltimore, MD 21201**

Provided policy and program direction to the acting executive director.  
Specific projects included:

- Developed and implemented Employment Outcome Data project for DDA to track employment and day activities for all providers.
- Recommended changes in Maryland's Self-Directed Program to streamline and enhance operations.
- Assisted in obtaining approval from CMS for renewal of Maryland's HCBS Waivers to assure continued federal funding for more than 12,000 people with ID/DD.

**Executive Director**  
**August 2011 to June 2013**

**Developmental Disabilities Administration**  
**Department of Health and Mental Hygiene**  
**201 West Preston Street, Fourth Floor**  
**Baltimore, MD 21201**

Directed all fiscal and programmatic operations of the Maryland Developmental Disabilities Administration (DDA) with annual budget over \$900 million. Specific accomplishments include:

- Negotiated new MOU with Division of Rehabilitation Services for coordination of employment services.
- Reestablished ongoing meetings with Maryland Medicaid office to improve operations of HCBS Waivers and develop renewal application.
- Obtained grant award from NASDDDS to implement National Core Indicators in Maryland.

**July 2009 to January 2011**

**Assistant Director, Individualized Service**  
**Division of Developmental Disabilities**  
**New Jersey Department of Human Services**  
**P.O. Box 726**  
**Trenton, NJ 08625**

Directed all individualized services statewide for New Jersey's Division of Developmental Disabilities. Responsible for day, employment and self-directed services to well over 18,000 individuals. Accomplishments include:

- Formed new statewide unit with focus on self-directed, employment and day services, and Olmstead operations.
- Used futures planning model to develop plan for new unit and build cohesive team.
- Updated MOU with Division of Rehabilitation Services to coordinate funding and service delivery for employment services.
- Expanded availability of self-directed services to all transitioning youth in New Jersey entering the adult system.
- Led cross stakeholder team to develop standard policies and procedures for various versions of self-directed services the division provide

**February, 2008  
To October, 2009**

**Frank Kirkland Resume Page 4  
Regional Assistant Director, Division of Developmental Disabilities  
New Jersey Department of Human Services  
P.O. Box 726  
Trenton, NJ 08625**

Directed community services for the Lower Central and Southern Regions of New Jersey's Division of Developmental Disabilities. This represents services to well over 19,000 consumers and over 320 regional staff. Directed New Jersey's self-directed and transitioning youth services. Accomplishments include:

- Successfully led transition of services for over 100 individuals in day and residential services for large provider who closed operations in one county,
- Established regular provider meetings in regions to communicate division initiatives and dialogue regarding concerns of providers,
- Led stakeholder group to select new individual budget assessment tool for New Jersey

**September, 1999  
To February, 2008**

**Director, Division of Developmental Disabilities  
Bureau for Behavioral Health and Health Facilities  
West Virginia Department of Health and Human Resources  
350 Capitol Street, Room 350  
Charleston, WV 25301**

Directed the Division of Developmental Disabilities. Oversaw the management of the DD Waiver Program serving more 4,000 individuals with a budget of \$250 million per year as well as state funded Family Support Program. Accomplishments include:

- Settled Benjamin H. Waiting list lawsuit.
- Expanded HCBS DD waiver program by adding more than 2000 people to the program over 8 years.
- Established statewide crisis respite program to serve people who needed emergency placement and who had challenging behaviors.
- Implemented Quality Assurance program for DD Waiver that met new CMS requirements.

**September, 1995  
To September, 1999**

**Community Support Services Coordinator  
Division of Developmental Disabilities, Office of Behavioral Health Services  
West Virginia Department of Health and Human Resources  
Building 6, Room 717  
State Capitol Complex  
Charleston, WV 25305**

Responsible for all day, employment, and other support services for persons with developmental disabilities. Accomplishments include:

- Served as Chairperson of WV Supported Employment Partnership Project, (WV's System Change Grant for Supported Employment).
- Authored the Medley At Risk Plan.
- Developing a system of allocation of funding for supported employment for Medley class members.  
Developed monitoring system for all Medicaid funded day services.
  - Developed and provided training for providers on coordinating Vocational Rehabilitation and Medicaid for Supported Employment Services

November, 1989  
To August, 1995

**Planner**  
**West Virginia Developmental Disabilities Council**  
**110 Stockton Street**  
**Charleston, WV 25312**

Responsible for monitoring and evaluating all Council funded demonstration projects in program areas. Developed the Council State Plan for persons with Developmental Disabilities. Program areas included education, information and referral, positive behavioral support, aging and developmental disabilities, supported employment and transition services. Accomplishments include:

- Facilitated the creation of legislation to establish a state funded Supported Employment program. Coordinated advocacy to assure passage of legislation.
- Advocated for the closure of WV's remaining institution for people with ID/DD.
- Created and implemented monitoring and evaluation process for all Council funded projects.

June, 1988  
To November, 1989

**Program Director/QMRP**  
**VOCA Corporation of WV Inc.**  
**Huntington, WV 25701**

Directed two ICF/ID facilities, an 8 bed home for adults with moderate to severe intellectual disabilities and a 6 bed home for adults with autism and severe challenging. Accomplishments included:

- Opened up new home that passed licensure survey on first inspection.
- Transitioned 6 people from state institution to the community.
- First ICF program in WV to refer people to vocational rehabilitation services for employment services.

September, 1985  
To June, 1988

**Educational Specialist II**  
**Autism Training Center**  
**Marshall University**  
**Huntington, WV 25705**

Provided assessment and training services to children with autism and their families throughout WV. Developed behavioral support and training programs to families and staff of children.

December, 1984  
To August, 1985

**Behavior Program Specialist/Graduate Intern**  
**Child Development Specialist/Graduate Intern**  
**The May Institute**  
**100 Seaview Street**

**Frank Kirkland Resume Page 6**  
**Chatham, MA**

Responsibilities for Behavior Program Specialist Intern included orienting new staff, supervising child development specialists, conducting home visits, completion of evaluation data on staff training procedures, assisting the Director of Clinical Services, reporting progress of each child in a cottage on a quarterly basis, training parents and staff to use behavioral interventions with the children.

Responsibilities for Child Development Specialist Intern included assessing skills of children with challenging behavior and autism using Adoptive Behavior Scales and direct observation, assisting case managers in developing short and long-term goals and objectives.

**September, 1983**  
**To December 1984**

**Graduate Student Intern**  
**Summit Center for Human Development**  
**#6 Hospital Plaza**  
**Clarksburg, WV 26301**

Responsibilities included: conducting parent training and classroom instruction with the Early Intervention Program, conducting individual and group training for individuals with developmental disabilities, assisting the start-up of the New Directions restaurant run by adults with chronic mental illness and conducting individual counseling and assisting in group programming for the day treatment program for elderly persons with chronic mental illness.

**September, 1981**  
**To June, 1983**

**Psychology Assistant**  
**Spencer State Hospital**  
**Spencer, WV**

Provided psychological services for 90-100 men and women with chronic mental illness who resided in the adult chronic units. Responsibilities included the position of Therapeutic Community Coordinator, providing individual and group therapy, conducting assessments, participating in interdisciplinary team meetings and developing individual treatment plans.