**RFP 22-71589 BUSINESS PROPOSAL**

**ATTACHMENT E**

**Instructions: Please provide answers in the shaded areas to all questions. Reference all attachments in the shaded area.**

***Business Proposal***

* + 1. **General (optional) -** Please introduce or summarize any information the Respondent deems relevant or important to the State’s successful acquisition of the products and/or services requested in this RFP.

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| **About Damar Services, Inc.**  Damar Services, Inc. (Damar) is a not-for-profit organization established in the late 1960’s by the parents of two children severely challenged with complex developmental and behavioral challenges. The needs of these two children (David and Martha) formed the early focus of the mission of Damar and the on-going vision of the organization. Established on a plot of land donated by the Duesenberg family in Southwest Marion County, Damar started providing residential services to children with intensive developmental disability needs in the late 1960’s. Damar’s focus on best practice approaches prompted gradual expansion of services in the early 1990’s that included services to adults with developmental disabilities and their families. In the early 2000’s, Damar’s expansion of residential and support services grew more significantly. From 2003 to 2010, Damar tripled the number of individuals served daily through its commitment to providing a full continuum of care - from early intervention, outpatient assessment and support, and independent living training, to foster care, group home and intensive residential-based services. Damar now serves more than 1,500 individuals daily and is one of the largest not-for-profit organizations in the state of Indiana – employing more than 1200 professionals with an annual operating budget of just under $100 million.  Damar Services, Inc. (Damar) is **uniquely positioned** to provide competency attainment services for the state of Indiana. Damar has **extensive and exceptional qualifications** to provide the needed and requested services – being one of only a few, if not the only organization, to provide protocol-based competency attainment services through the administration of a best practice and nationally accepted curriculum.  Under the supervision and training of Dr. Jim Dalton, Damar Services, Inc. has provided competency attainment (formerly known as competency restoration) services for the past **15 years.** All competency attainment services have been provided to children. Damar has provided competency services to children residing in residential treatment settings, in residential group home settings, and to children who are residing in the community with parents or other community-based settings (e.g., foster care). **Damar has provided Court ordered Competency Attainment Services to approximately 118 youth over the past 15 years.**  Initial competency obstacles included the presence of an intellectual disability, the presence of interfering mental health symptoms, or the presence of emotional/psychosocial immaturity (most often due to young age). Among the 118 served, **78% were determined to be restored to competence – usually within 90 to 120 days**. The outcomes were achieved using individualized psycho-education interventions including intensive case management, mental health treatment, and/or developmentally informed in-vivo instruction and experiences/exercises provided by specially trained master’s level clinicians. Supports were provided on average of three times weekly and occurred in community/home based and residential settings. Children with primary mental health interference and IQs above 70 demonstrated the highest rates of attainment. Children with IQs of 60 or below with secondary mental health impairment demonstrated the lowest rates of attainment.  **Damar’s Competency Attainment Services are rooted in the Virginia Juvenile Competency Program (VJCP) model.** The VJCP emphasizes the presence of a primary case manager that coordinates all interventions and supports guided by an individualized treatment plan, provided in the least restrictive setting possible. The model emphasizes the systematic identification of barriers to competency and provides direct face-to-face services approximately three times weekly with independent evaluation of competency occurring dynamically – and formally before every Court date/review. The goal of VJCP is to attain/restore competency to the level that the youth is likely to remain competent for the foreseeable future. The Commonwealth of Virginia enacted a juvenile competency law in 1999 – from which the VJCP model was initiated. After more than 10-years of implementation, **the VJCP model has been significantly studied and evaluated for efficacy.** |

* + 1. **Respondent’s Company Structure** - Please include in this section the legal form of the Respondent’s business organization, the state in which formed (accompanied by a certificate of authority), the types of business ventures in which the organization is involved, and a chart of the organization. If the organization includes more than one (1) product division, the division responsible for the development and marketing of the requested products and/or services in the United States must be described in more detail than other components of the organization. Please enter your response below and indicate if any attachments are included.

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| Damar is a private, not-for-profit organization established and operating in the state of Indiana. The certificate of authority to operate the business in Indiana is included in ***Attachment B.*** Damar does not operate outside of Indiana at this time.  Damar’s executive management team consists of **President and CEO Dr. Jim Dalton** (licensed child psychologist), **Chief Operating Officer Jennifer Maggard** (licensed clinical social worker), **Chief Financial Officer Octavius Molton, Chief Human Resource Officer Yolanda Means, Chief Strategy Officer Jenny Peters, and Foundation President Shawn Collinsworth.** Curriculum Vitaes for each of Damar’s Executives is included in ***Attachment C*.**  Dr. Dalton led the agency as the President and COO from 2002 through 2012 and was appointed as the President and CEO in the fall of 2013. Before joining Damar in the early 2000’s, Dr. Dalton served as the COO for Lutheran Child and Family Services in his role as Director of Behavior Care Services at Gallahue Mental Health Center and Community Hospitals of Indianapolis. Jennifer Maggard has served the mission at Damar for more than 26 years. She was promoted to the Chief Operating Officer in 2017. The Chief Financial Officer at Damar retired after serving Damar for more than 19 years. After an extensive time of overlap and training, Damar’s new CFO has been on the job for about one year.  Damar also has the support and leadership of 6 Vice President Positions. Carla Bill, Brittany Kalmas, Kemberly Johnson-Daily, Dr. Sam Moya, Adrienne Reed, and Donnie McCoy have a combined 96 years of service to Damar.  Damar’s Board of Directors includes highly qualified and credentialed community leaders dedicated to the promotion of the Damar mission. The Board works closely with the staff at Damar to ensure that the quality and quantity of care, as well as the strong financial history of Damar is preserved in all programs and services. Please refer to the list of the Board of Directors in ***Attachment D.***  Damar’s encompassing mission is fulfilled daily with a strong commitment to least-restrictive interventions that fully respect individuals and families as a primary guiding principle. In the provision of services, confidentiality as well as the use of behavior and language that demonstrates respect for socio-cultural values, personal goals, lifestyle choices, and complex family situations is required. Services are provided in a neutral-valued and culturally competent manner that highlights family-driven and youth-guided principles**. Damar’s extensive Performance and Quality Improvement (PQI) program collects and analyzes data on a regular basis regarding quality of services and outcomes and reports this information regularly to the Board of Directors, to the community, and to other constituents**. Damar’s 2020 and 2021 Annual Reports are included in ***Attachments E & F.***  Damar’s full continuum of services and associated leadership is listed below and can be more fully viewed at [www.damar.org](http://www.damar.org).     |  |  | | --- | --- | | Programs and Services | Director/Administrator | | Residential Treatment for Children | Dr. Sam Moya, Ph.D., CSAYC | | Short Term Stabilization, Assessment and Transition Services (SAT) | Dr. Danielle Nance, Psy.D., HSPP, CSAYC | | Children’s Neuropsychiatric Crisis Center | Dr. Danielle Nance, Psy.D., HSPP, CSAYC | | Admission and Transition Services | Carla Bill, LCSW | | Information Technology Services (IT) | Jack Jordan | | Clinical Services | Jessica Piechocki, LCSW | | Group Home Services | Erin Crick, MS | | Older Youth Services (IL Services) | Adrienne Reed, LCSW | | Diagnostic and Evaluation Services | Cari Sovich, Ph.D., HSPP | | School-Based Services | Donnie McCoy, MBA | | Community Living Services | Brittney Kalmas, LCSW | | Outpatient Mental Health Services | Jessica Piechocki, LCSW | | Adult Services – Medicaid Waiver | Juman Bruce, BS | | Children’s Services – Medicaid Waiver | Juman Bruce, BS | | Medicaid Group Home Services | Juman Bruce, BS | | Medical Services | Erik Cox, MD | | Psychiatry Services | IU Child and Adolescent Psychiatry | | Damar Freeway Academy | Erin Crick, MS | | Damar Public Charter Academy | Aimee Brown, MA | | ABA Services/Clinics | Dr. Kristin McCoy, BCBA-D, CSAYC | | Nursing Services | Stephanie Cunningham, RN | | Foster Care Services | Guene Kalal, MA | | Research and External Training (Damar Best) | Angel Knapp, MSW, CSAYC | | Performance and Quality Improvement | Kemberly Daily-Johnson, JD | | Autism Services | Dr. Kristin McCoy, BCBA-D, CSAYC | | Recreation Services | Jim Porter, BA | | Safety and Security | Officer Gabe Cox, IMPD | | Outcomes | Angel Knapp, MSW, CSAYC | | IN-AJSOP | Amanda Pryor, LSCW, CSAYC | | Family Training | Robert Crick, BA | | Parent Liaisons | Donna Hammond – Parent | | Public Relations/Communications | Jenny Peters, MS | | Volunteer Resource Director | Tammy Duncan | | Dietary Services | Dottie Gilliam | | Learning and Development | Joshua Callahan, MS | | Behavior Management | Brittney Kalmas, LCSW | | Community-Based Services | Adrienne Reed, LCSW |  |  |  | | --- | --- | | **Primary Contact for RFI** | | | Dr. Jim Dalton  President and CEO  Damar Services, Inc.  6067 Decatur Blvd.  Indianapolis, IN 46241  317-856-5201  [jimd@damar.org](mailto:jimd@damar.org)  [www.damar.org](http://www.damar.org) | | | Other Key Organization Contacts | | | Jennifer Maggard  Chief Operating Officer  Damar Services, Inc.  6067 Decatur Blvd.  Indianapolis, IN 46241  317-856-5201  [jennifer@damar.org](mailto:jennifer@damar.org) | Kristin McCoy  Director – Autism Services  ABA Fall Creek Clinic  9905 Fall Creek Rd.  Indianapolis, IN 46256  317-856-5201  [kristinm@damar.org](mailto:kristinm@damar.org) | | Yolanda Means  Chief Human Resource Officer  Damar Services, Inc.  6067 Decatur Blvd.  Indianapolis, IN 46241  317-856-5201  [Yolandam@damar.org](mailto:Yolandam@damar.org) | Carla Bill  Vice President, Admissions and Transitions  Damar Services, Inc.  6067 Decatur Blvd.  Indianapolis, IN 46241  317-856-5201  [carlab@damar.org](mailto:carlab@damar.org) | | Octavius Molton  Chief Financial Officer  Damar Services, Inc.  6067 Decatur Blvd.  Indianapolis, IN 46241  317-856-5201  [Octaviusm@damar.org](mailto:Octaviusm@damar.org) | Jenny Peters  Chief Strategy Officer  Damar Services, Inc.  6067 Decatur Blvd.  Indianapolis, IN 46241  317-856-5201  [jennyp@damar.org](mailto:jennyp@damar.org) | | Kemberly Daily-Johnson  Vice President of Quality and Compliance  Damar Services, Inc.  6067 Decatur Blvd.  Indianapolis, IN 46241  317-856-5201  [kemberlydj@damar.org](mailto:kemberlydj@damar.org) |   A complete Damar Services Organizational Chart is included in ***Attachment #G*.** |

* + 1. **Respondent’s Diversity, Equity and Inclusion Information -** With the Cabinet appointment of a Chief Equity, Inclusion, and Opportunity Officer, on February 1, 2021, the State of Indiana sought to highlight the importance of this issue to the State. Please share leadership plans or efforts to measure and prioritize diversity, equity, and inclusion. Also, what is the demographic compositions of Respondents’ Executive Staff and Board Members, if applicable.

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| Damar’s Diversity, Equity, and Inclusion Council is made up of 15 employee and client individuals who represent all facets of Damar’s work force and programs. The charge of the Council is to ensure that all of Damar’s activities, polices, procedures, advancement opportunities, and culture are fully diverse, respectful, and equitable. More than 50% of Damar’s employees are minorities. Damar’s DEI Council was established in 2010 and was provided additional resources and authority in 2020. The Council meets regularly, has an executive representative, and presents and interacts regularly in the weekly Executive Meeting. The President and CEO charges the Council with autonomy and independence in their work.  The demographic composition of Damar’s Executive Staff is as follows:  President and CEO, Dr. Jim Dalton – Male, Over 40, White  COO, Jennifer Maggard, Female, Over 40, White  CFO, Octavius Molton – Male, Over 40, Black  CSO, Jenny Peters, Female, Over 40, White  CHRO, Yolanda Means, Female, Over 40, Hispanic  Foundation President, Shawn Collinsworth, Male, Over 40, White  Attachment D provides information about Damar Services Board of Directors. Collectively, Damar’s Boards of Directors (Four Not-for-Profits) includes the following demographic information:  Males: 60%  Females: 40%  Over 40: 70%  Minority: 35% |
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* + 1. **Company Financial Information** - This section must include documents to demonstrate the Respondent’s financial stability. Examples of acceptable documents include most recent Dunn & Bradstreet Business Report (preferred) or audited financial statements for the two (2) most recently completed fiscal years. If neither of these can be provided, explain why, and include an income statement and balance sheet, for each of the two most recently completed fiscal years.

If the documents being provided by the Respondent are those of a parent or holding company, additional information should be provided for the entity/organization directly responding to this RFP. That additional information **should explain the business relationship between the entities and demonstrate the financial stability of the entity/organization which is directly responding to this RFP.**

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| Damar’s Fiscal Year 2022 operating budget is just under $100M. **Damar has no debt and maintains significant operating cash reserves**. Damar’s headquarters are located on an 83-acre campus in southwest Marion County (just south of the Indianapolis International Airport). Further, Damar has operation locations and assets across Marion County and in the doughnut counties around central Indiana.  In addition to all the services that Damar Services, Inc. provides, it oversees and manages the operations and assets of the Damar Foundation, Inc. (a separate 501(c)3 organization); the Damar Charter Academy (a separate 501(c)3 organization); Damar Medical Services, Inc. (a separate 501(c)3 organization), Damar Specialized Services, LLC; Damar Support Services, LLC; Damar Transportation, LLC, Damar Pharmacy Services, Damar Institute, LLC, and Advocacy and Training, LLC.  As of May 31, 2022, **Damar’s consolidated assets total $112,979,768.00**.  Damar houses most of its assets and cash/investments in the Damar Foundation. The Damar Foundation is a separate not-for-profit organization that exists for the sole purpose of supporting Damar Services, Inc. The Foundation has a separate governing board included in ***Attachment H*.** All members of the Foundation Board are appointed by the Damar Services Board of Directors.  In 2011, Damar invested $1M in the start-up of Damar Charter Academy (DCA). Entering its 8th year of operation, Damar is the Educational Management Organization for this public school. DCA maintains a nine (9) member Board of Directors. Four (4) of the members are appointed by Damar Services and five (5) are community at large members. The DCA Board of Directors can be found in ***Attachment I.***  In 2017, Damar was the recipient of a $10M Sustainability grant from Lilly Endowment. The purpose of the grant is to ensure the long-term financial strength and sustainability of Damar Services, Inc.  In 2018, Lilly Endowment granted Damar an additional $4M to assist in the capital expenses related to creation of the Children’s Neuropsychiatric Crisis Center, as well as supports for young adult transitional housing planned on a site adjacent to Damar’s main campus.  Damar closed a $21M campaign – The Road to Remarkable – in June of 2020. Mr. Tom Zupancic served as the campaign chair.  Damar has a long history of clean financial audit results. The last two fiscal year audits are included in ***Attachment A.*** |

* + 1. **Integrity of Company Structure and Financial Reporting** - This section must include a statement indicating that the CEO and/or CFO, of the responding entity/organization, has taken personal responsibility for the thoroughness and correctness of any/all financial information supplied with this proposal. The areas of interest to the State in considering corporate responsibility include the following items: separation of audit functions from corporate boards and board members, if any, the manner in which the organization assures board integrity, and the separation of audit functions and consulting services. The State will consider the information offered in this section to determine the responsibility of the Respondent under IC 5-22-16-1(d).

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| **The President and CEO (Dr. Jim Dalton) has signed the Executive Summary Letter to ensure and verify the thoroughness and correctness of all financial information presented with this proposal/RFP response.** This verification indicates further that Dr. Dalton takes personal responsibility for the financial information provided in this RFP.  Damar has utilized the services of a reputable accounting firm, BKD, for more than 12 years. Damar’s not-for-profit status requires comprehensive annual financial audits. BKD was founded in 1923 by three CPAs (Baird, Kurtz and Dobson). In 2001, Baird, Kurtz and Dobson, LLP merged with Olive, LLP – doubling the size of its firm. In 2007, BKD helped form Praxity, AISBL, the world’s largest alliance of independent accounting firms. In 2017, BKD’s chief operating officer, Eric Hansen, was elected to serve as the 105th Chair of the American Institute of CPAs (AICPA). BKD has 40 offices in 18 states and offers a full range of financial/accounting services.  Separation of Audit Functions – Audit functions and the process by which an accounting firm is hired to perform audit functions at Damar is separate and free from board influence and any single board member.  Assurance of Board Integrity – Board member expectations are clearly provided in written documents including the annual completion of a Conflict-of-Interest Form. ***Attachment J*** includes the Board Expectations and the Conflict of Interest (COI) form.  Damar’s Board of Directors meets regularly (six formal meeting annually), and each board member is highly engaged in at least one sub-committee of the Board. Sub-committees meet bi-monthly and are identified below.   * + Governance   + Executive   + Programs and Services   + Human Resources   + Risk and Asset Management   + Finance, Insurance, Audit, and Investment   + Compensation   ***Attachment K*** provides descriptions and functions of each Board of Directors sub-committees.  The way Damar assures Board integrity, and the separation of audit functions and consulting services is required to be consistent with IC 5-22-16-1(d). |

* + 1. **Contract Terms/Clauses** - Please provide the requested information in RFP Section 2.3.6. Additional rows may be added if necessary.

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| **Contract Term Identifier and Header** | **Suggested Language Change** | **Rationale for Suggested Change** |
| NA |  |  |
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* + 1. **References** - Reference information is captured on **Attachment H** Respondent should complete the reference information portion of the **Attachment H** which includes the name, address, and telephone number of the client facility and the name, title, and phone/fax numbers of a person who may be contacted for further information if the State elects to do so. The rest of **Attachment H** should be completed by the reference and **emailed DIRECTLY** to the State. The State should receive three (3) **Attachment Hs** from clients for whom the Respondent has provided products and/or services that are the same or similar to those products and/or services requested in this RFP. **Attachment H** should be submitted to [idoareferences@idoa.in.gov](mailto:idoareferences@idoa.in.gov). **Attachment H** should be submitted by the due date listed in Section 1.24 of the RFP. Please provide the customer information for each reference.

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| **Customer 1** |  |
| Legal Name of Company or Governmental Entity | Marion County Public Defender Agency |
| Company Mailing Address | 151 N. Delaware St., Suite 200 |
| Company City, State, Zip | Indianapolis, IN 46204 |
| Company Website Address | MCPDA@indy.gov |
| Contact Person | Jill Johnson, JD |
| Contact Title | Supervisor – Juvenile Courts |
| Company Telephone Number | 317-327-4100 |
| Company Fax Number | 317-327-3932 |
| Contact E-mail | Jill.Johnson@indy.gov |
| Industry of Company | Public Defender Agency |
| **Customer 2** |  |
| Legal Name of Company or Governmental Entity | Juvenile Court Attorney |
| Company Mailing Address | 4715 Keystone Avenue |
| Company City, State, Zip | Indianapolis, IN 46204 |
| Company Website Address | MCPDA@indy.gov |
| Contact Person | Robert Newell, JD |
| Contact Title | Staff Attorney |
| Company Telephone Number | 317-327-4100 |
| Company Fax Number | 317-327-3932 |
| Contact E-mail | Robert.Newell@indy.gov |
| Industry of Company | Attorney |
| **Customer 3** |  |
| Legal Name of Company or Governmental Entity | Lawyer/Attorney - Retired |
| Company Mailing Address | Not Disclosed |
| Company City, State, Zip | Not Disclosed |
| Company Website Address | Not Disclosed |
| Contact Person | Jan Berg, JD |
| Contact Title | Former Public Defender in Indiana |
| Company Telephone Number | Not Disclosed |
| Company Fax Number | NA |
| Contact E-mail | janberglaw@gmail.com |
| Industry of Company | Legal |

* + 1. **Registration to do Business** – Per RFP 2.3.8,Respondents providing the products and/or services required by this RFP must be registered to do business by the Indiana Secretary of State. The Secretary of State contact information may be found in Section 1.18 of the RFP. This process must be concluded prior to contract negotiations with the State. It is the successful Respondent’s responsibility to complete the required registration with the Secretary of State. Please indicate the status of registration, if applicable. Please clearly state if you are registered and if not provide an explanation.

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| Damar is registered to do business within the State by the Indiana Secretary of State and the Indiana Department of Administration, Procurement Division. Please see registration in ***Attachment L.*** |

* + 1. **Authorizing Document -** Respondent personnel signing the Executive Summary of the proposal must be legally authorized by the organization to commit the organization contractually. This section shall contain proof of such authority. A copy of corporate bylaws or a corporate resolution adopted by the board of directors indicating this authority will fulfill this requirement. Please enter your response below and indicate if any attachments are included.

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| Dr. Jim Dalton has signed the Executive Summary Letter for this RFP response/proposal. As the President and CEO, Dr. Dalton is legally authorized by Damar to commit the organization contractually. A copy of Damar’s corporate by-laws indicating this authorization is included in ***Attachment M.*** |

* + 1. **Diversity Subcontractor Agreements** -

1. Per RFP Section 1.21, Minority & Women’s Business Enterprises (MBE/WBE), and 1.22 Indiana Veteran Owned Small Business Subcontractor (IVOSB), explain process followed to engage with potential MBE, WBE and IVOSB owned, Indiana certified businesses listed on Division of Supplier Diversity site. List the businesses invited to discuss the opportunity for potential partnership.

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| None |

1. If not proposing each MBE, WBE or IVOSB subcontractor partnership, explain the rationale for declining to do so. Complete this for each category not proposed.

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| The service requested in this RFP have never been done in the state of Indiana. The service is highly specialized. As such, and after a review of potential opportunities to partner with a primary MBE/WBE/IVOSB, there were not viable or reasonable options found available that would enhance the quality of efficiency of the services and operations proposed – due to lack of experience with this service. |

* + 1. **Evidence of Financial Responsibility** – Removed at the request of the agency.
    2. **General Information** - Each Respondent must enter your company’s general information including contact information.

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| **Business Information** |  |
| Legal Name of Company | Damar Services, Inc. |
| Contact Name | Dr. Jim L. Dalton, Psy.D., HSPP, CSAYC |
| Contact Title | President and CEO |
| Contact E-mail Address | jimd@damar.org |
| Company Mailing Address | 6067 Decatur Blvd. |
| Company City, State, Zip | Indianapolis, IN 46241 |
| Company Telephone Number | 317-856-5201 |
| Company Fax Number | 317-856-2333 |
| Company Website Address | www.damar.org |
| Federal Tax Identification Number (FTIN) | 35-1168048 |
| Number of Employees (company) | 1,200 |
| Years of Experience | 55 |
| Number of U.S. Offices | One headquarter location and several satellite offices in Indiana |
| Year Indiana Office Established (if applicable) | 1967 |
| Parent Company (if applicable) | NA |
| Revenues ($MM, previous year) | $90M |
| Revenues ($MM, 2 years prior) | $76M |
| % Of Revenue from Indiana customers | 100% |

* 1. Does your Company have a formal disaster recovery plan? Please provide a yes/no response. If no, please provide an explanation of any alternative solution your company has to offer. If yes, please note and include as an attachment.

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| Yes – Please see comprehensive disaster recovery plan in ***Attachment N.*** |

* 1. What is your company’s technology and process for securing any State information that is maintained within your company?

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| Damar currently utilizes a secured electronic health records (HER) system (hosted on a remote, protected server) to store all client health information and to meet all HIPAA requirements. For all other internal files, Damar utilizes a secured, global shared drive and server that cannot be accessed without using Damar server credentials, and additionally cannot be accessed when away from the Damar network – even when using Damar’s credentials. When emailing protected or confidential information, Damar uses a security gateway and email encryption service to ensure that only the intended recipient can access the email and any attachments containing confidential information. Please see ***Attachment O -* *Technology Policy*** *-* for additional details. |

* + 1. **Experience Serving State Governments -** Please provide a brief description of your company’s experience in serving state governments and/or quasi-governmental accounts.

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| **Over the last 55 years, Damar has worked with tens of thousands of individuals, family members, agencies, funders, philanthropists, employees, employers, state offices and professionals to achieve the mission of building better futures for individuals facing life’s greatest developmental and behavioral challenges. Damar has a very long history of substantive relationships with state government offices including DCS, BDDS, DARS, DOE, Medicaid, and DOC. Damar’s services have spanned all 92 counties in Indiana**. Damar is highly regarded in its work with state government in achieving the highest level of outcomes for Indiana’s citizens.  With Damar’s strong and established leadership and guiding principles, the organization has led **several initiatives and innovations in partnerships with government entities over the years**.   * Damar was the first to open a Medicaid-funded children’s group home in Indiana. * Damar has been instrumental in the de-institutionalization of children and adults in Indiana by being an early provider of community-based Medicaid Waiver services to children, adults and families in their own communities. * Damar operates the first outpatient mental health clinic designed specifically to meet the behavioral health needs of individuals with developmental and behavioral challenges and their families. * Damar was the first agency licensed as a Child Placing Agency (LCPA) to focus exclusively on the special needs (ID/DD) population in Indiana. * In partnership with the DOE, Damar opened the first private, accredited special needs school (Damar Academy) focusing on the educational needs of children with severe autism and other related developmental conditions. * Damar was the first to open a charter school – Damar Public Charter Academy – designed to meet the specific and specialized educational needs of students with significant developmental and behavioral disorders. * Damar established the Indiana Association of Juvenile Sexual Offender Practitioners (IN-AJSOP) – Indiana’s first and only initiative to improve the identification and treatment of youth with sexually harmful behaviors in 2003. This initiative has significantly expanded over the years to its current status. In collaboration with more than 46 organizations across the State of Indiana and more than 500 individual professionals and practitioners, IN-AJSOP is recognized by DCS and other state agencies as the official credentialing and governing body for Indiana. * Damar worked closely with Indiana DCS to establish standards for a short-term diagnostic, stabilization and transition service for children and families in crisis in the State. Damar developed the prototype for this service in late 2016 and has worked closely with DCS since that time in refining the services and outcomes. Damar expanded this program with the support of Indiana DCS in 2019 – the Children’s Neuropsychiatric Crisis Center. This program expansion was based on the model of programming and outcomes initially developed for this new service in Indiana by Damar. * Damar worked very closely with the State of Indiana in 2006 and 2007 when the State moved to close the state-funded institution, Silvercrest – a long-standing institution for youth with severe developmental and behavioral conditions. Damar partnered with the State Board of Health by providing specific intervention and transition consultation as well as length of stay and financial outcomes for comparison. The State successfully closed this institution – saving millions of dollars each year. For the few children that continued to need placement, Damar provided respite or placement and support for transition back to the community. * In addition to working with Indiana’s state government officials and agencies, Damar has been active with other states to promote best practices, provide training, and to support practice-change among residential providers across the country. Indeed, Damar’s work in Indiana around innovation and best practices has been recognized across the country. The Substance Abuse and Mental Health Services Administration (SAMHSA), through its Building Bridges Initiative, has recognized Damar as a demonstration and model site for best practices in community-based and residential services for the United States. Damar was recognized in 2010 and again in 2011 in SAMHSA publications for its partnership with Indiana DCS in creating the Integrated Services Pilot (ISP) – a public-private partnership with DCS - for best clinical and fiscal practices in the United States. * Damar’s CEO and clinical leaders continue to serve the federal government’s best practices initiatives through the Building Bridges Initiative ([BBI – www.buildingbridges4youth.org](http://www.buildingbridges4youth.org/)). In addition to providing training and consulting services across the country for hundreds of residential, short-term diagnostic and Psychiatric residential treatment facilities, Damar is one of only a few providers that participates in the national Provider Exchange Network. This is a group of expert providers that designate time across the country to encourage shorter term and more effective interventions that result in sustained outcomes for youth and families requiring intensive levels of care. Damar is highlighted in a national publication *– A Building Bridges Initiative Guide to Implementing Effective Short-Term Residential Outcomes - Essential Element #2 – Family and Youth Engagement and Inclusion (July 2017. pp 24-25).* |

* + 1. **Experience Serving Similar Clients -** Please describe your company’s experience in serving customers of a similar size to the State with similar scope. Please provide specific clients and detailed examples.

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| Damar Services, Inc. (Damar) is **uniquely positioned** to provide competency attainment services for the state of Indiana. Damar has **extensive and exceptional qualifications** to provide the needed and requested services – being one of only a few, if not the only organization, to provide protocol-based competency attainment services through the administration of a best practice and nationally accepted curriculum.  Under the supervision and training of Dr. Jim Dalton, Damar Services, Inc. has provided competency attainment (formerly known as competency restoration) services for the past **15-years.** All competency attainment services have been provided to children. Damar has provided competency services to children residing in residential treatment settings, in residential group home settings, and to children who are residing in the community with parents or other community-based settings (e.g., foster care). **Damar has provided Court Ordered Competency Attainment Services to approximately 118 youth over the past 15-years.**  Initial competency obstacles included the presence of an intellectual disability, the presence of interfering mental health symptoms, or the presence of emotional/psychosocial immaturity (most often due to young age). Among the 118 served, **78% were determined to be restored to competence – usually within 90 to 120 days**. The outcomes were achieved using individualized psycho-education interventions including intensive case management, mental health treatment, and/or developmentally informed in-vivo instruction and experiences/exercises provided by specially trained master’s level clinicians. Supports were provided on average of three times weekly and occurred in community/home based and residential settings. Children with primary mental health interference and IQs above 70 demonstrated the highest rates of attainment. Children with IQs of 60 or below with secondary mental health impairment demonstrated the lowest rates of Attainment.  **Damar’s Competency Attainment Services are rooted in the Virginia Juvenile Competency Program (VJCP) model.** The VJCP emphasizes the presence of a primary case manager that coordinates all interventions and supports guided by an individualized treatment plan, provided in the least restrictive setting possible. The model emphasizes the systematic identification of barriers to Competency and provides direct face-to-face services approximately three times weekly with independent evaluation of competency occurring dynamically – and formally before every Court date/review. The goal of VJCP is to attain/restore competency to the level that the youth is likely to remain competent for the foreseeable future. The Commonwealth of Virginia enacted a juvenile competency law in 1999 – from which the VJCP model was initiated. After more than 10-years of implementation, **the VJCP model has been significantly studied and evaluated for efficacy.** |

* + 1. **Payment -** Removed at the request of the agency.