

June 14, 2022

Indiana Department of Administration
Teresa Deaton-Reese, Sourcing Analyst
Procurement Division
402 W. Washington Street, RM W468
Indianapolis, IN 46204

RE: *Executive Summary – RFP 22-71589*
Bidder: *Damar Services, Inc.*
Bidder#: *0000031053*
FEIN: *35-1168048*
Business: *Indiana Not-for-Profit*
NAICS Code: *62*

Dear Ms. Deaton-Reese,

Please accept this letter as Damar's formal transmittal of specific information – as required and outlined in Section Two (2) of RFP 22-71589 – DCS Competency Attainment Services. This letter serves to introduce Damar's specific qualifications to respond to the RFP, its ability and desire to provide high quality competency attainment services, and its delineation of understanding and agreement with the requirements and conditions listed in Section One (1) and Section Two (2) of RFP 22-71589. This letter also identifies Damar's authorized and legal representative – acting on behalf of the organization for purposes of RFP 22-71589.

Summary of Ability and Desire to Supply the Required Services (2.2.1)

Through this Executive Summary, Damar is stating its willingness and desire to provide competency attainment services consistent with and subject to the terms set forth in RFP – 22-71589 - including, but not limited to, the State's mandatory contract clauses.

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.**

Damar has unique and specialized qualifications that differentiate it from other organizations. In support of this RFP response, the following qualifications and features of Damar Services are differentiating – when considering the very specialized services needed and requested.

- ✓ **Unmatched experience.** Damar’s mission is to build better futures for children and adults facing life’s greatest developmental and behavioral challenges. And, for more than 55 years, Damar has focused on this specific mission. Unlike any other organization in Indiana, Damar has more than 15-years of direct competency attainment services experience.
- ✓ **Specific experience in developing and implementing competency attainment plans and services to children ordered by the Juvenile Court to participate in a competency attainment program.** Damar is the only broad service organization that has extensive experience in creating and implementing competency attainment plans and services for children in need of such interventions and supports.
- ✓ **Expertise in Competency Evaluation and Attainment Services.** Damar is in a unique position to have employed/access to doctoral and master level clinicians who have previously participated in competency evaluation and attainment services. Damar’s wide array of service areas and leadership and large size allow it to be flexible in the development and implementation of new programs and services.

Damar’s oversight bodies (state licensing, COA, CARF, BHCOE) **ensure guidelines and standards of safety and clinical efficacy are in place and active at all times**, including, but not limited to:

- Staff Qualifications, Training and Oversight
- Treatment Program and Planning
- Crisis Management
- Workplace Safety
- Responsible Financial Management
- Collaboration and Coordination of Care
- Ethics and Consumer Protection
- HIPAA Compliance
- Patient Satisfaction
- Employee Satisfaction

- ✓ **Complete continuum of care** – Damar’s service and support array has expanded over the years to include a full continuum of support and care opportunities. From early identification and intervention to the aging adult, Damar provides services to children as young as two years of age through the adult years – even those who are significantly mature (older than 60). Damar’s service opportunities are varied and include: three community-based ABA clinics, outpatient behavioral health supports, the operations of a private school on campus, the operation of a public charter school, residential placement/supports for children, community-based group homes for children and adults, community-based and in-home supports, behavioral management services, intensive behavioral interventions, diagnostic and evaluation services, foster care services, 24-hour supports for adults living in their own homes, among others. In sum, Damar provides services to more than 1,500 individuals daily.
- ✓ **Experience in providing state-wide services.** Damar’s full continuum of care touches lives all over the state of Indiana. In recent years, Damar has provided services as far south as Evansville and has far north as Elkhart. The centralized Indianapolis operations of Damar and its vast resources allow distant management of services to be effective and efficient. As the State is aware, Damar implemented one of DCS’s largest pilot projects (Integrated Service Pilot – ISP) in past years – reaching those in need in the majority of Indiana counties by partnering with distant providers and providing extensive training and outreach.

In partnership with St. Joseph Carmelite Home in East Chicago, Damar is currently establishing services in the northern/northwest part of the state – Lake County. This additional Damar hub is expected to provide additional partner and continuity opportunities for the execution of competency attainment services in Indiana.

- ✓ **Financial stability** – Damar’s annual operating revenue is soon to exceed **\$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. Damar is audited annually by the auditing firm of BKD and has a long history of clean financial audit results (See last two years of audited financial in **Appendix A**).

- ✓ **Organizational capacity and outreach** – In addition to all the services that Damar provides, Damar Services oversees and manages the operations and assets of the Damar Foundation, Inc. (a separate 501(c)3 organization), the Damar Charter Academy (a separate 501c3 organization), Damar Medical Services, Inc. (a separate 501c3 organization), Damar Specialized Services, LLC, Damar Support Services, LLC, Damar Pharmacy Services, LLC, Damar Institute, LLC, and Damar Transportation, LLC.
- ✓ **Substantial expert professional resources** – Damar employs more than 1,200 staff positions and supports more than 250 contracted professionals to support and fulfill the mission. Some of those positions are listed below for reference.
 - MD Physicians/Psychiatrists
 - Physician Assistants
 - RN/LPN Nurses
 - BCBA Professionals
 - ABA Therapists (RBT Certified)
 - Doctoral Level Child and Adolescent Psychologists
 - Clinical Case Managers
 - Clinical Social Workers
 - Occupational Therapists
 - Speech Therapists
 - Physical Therapists
 - Direct Support Professionals
 - Recreation Specialists
 - Training Specialists
 - Housekeepers
 - Dieticians
 - Maintenance
 - Accountants (CPA)
- ✓ **Well-established performance and quality improvement processes** – Damar has an extensive and sophisticated quality improvement process that includes day to day communication, monitoring and processing of critical incidents and expands to the reporting of daily, weekly, and monthly dashboard reports on quality, safety, and outcome variables. Damar has an independent process of specific quality monitoring that reports directly to the President and CEO of Damar Services.

- ✓ **Engaged Board of Directors** – Damar has a **25-member Board of Directors** that is active and involved in the organization's mission and outcomes. Expertise on the Board includes legal, clinical, medical, financial, construction and safety specialists. The Board also includes several parents of children who are challenged with developmental disabilities and autism. In addition to the Board of Damar Services, the Damar Foundation operates with a Board appointed by Damar Services. Damar Charter Academy is overseen by its own **nine-member independent Board of Directors**. Damar Charter Academy is also overseen and governed by the Indianapolis Mayor's Office of Education Innovation (OEI). Damar Medical Services, Inc. is overseen by its own **nine-member independent Board of Directors**.
- ✓ **Extensive training resources and curriculum** - Damar has a substantial training department that provides initial and on-going training and supports for more than 1,200 staff members. Training supports range from the basics of safety and OSHA compliance to extensive clinical topics such crisis intervention, trauma-informed environments, applied behavioral analysis, and best-practice clinical interventions for short-term residential services, and competency attainment, among others.
- ✓ **Robust and expansive community partnerships** - Clinically, Damar has long-term and well-established partnerships and service agreements with a community mental health center (Meridian Health Services), a pediatrician/physician group (IU Health Physicians), a child psychiatry group (IU School of Medicine Department of Psychiatry) and an ancillary professional services group (Kids Count) for additional and supplemental speech, OT and PT services as well as professional ABA consultation and training.

Damar has professional relationships with hundreds of vendors in various industries including clinical equipment, IT equipment and services, construction, interior design, architectural, dietary, housekeeping, maintenance, education, landscaping, and health services, among others.

Additionally, Damar has strong relationships with hundreds of residential and community-based providers. It is these relationships and access to clinicians across the state that will allow the provision of state-wide competency attainment services to be achieved.

- ✓ **National reputation** – Damar is a recognized leader in the developmental disability and autism space in the country. Damar is a member of the national Provider Exchange – providing expert training to short-term residential and inpatient programs across the country. Through the Building Bridges Initiative (BBI), this national expertise and training is supported by the federal government through the Substance Abuse and Mental Health Services Administration (SAMHSA).
- ✓ **National accreditation** – All of Damar’s inpatient, residential, short-term diagnostic, foster care, ABA and community-based services are accredited by the Council on Accreditation (COA), Council on the Accreditation of Rehabilitation Facilities (CARF) and/or the Behavioral Health Center of Excellence (BHCOE). In addition, all Damar’s programs are in excellent standing with state licensing/oversight authorities – Medicaid, Department of Child Services, Bureau of Developmental Disabilities Services, Bureau of Quality Improvement Services.
- ✓ **Experience serving state governments** - 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 organization licensed as a Child Placing Agency (LCPA) to focus exclusively on the special needs' 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 Sexual Offender Practitioners (IN-AJSOP) – Indiana's first and only initiative to improve the identification and treatment of youth with sexually harmful behaviors. 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 300 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 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.

Authorized Individual (2.2.2)

The Damar Services Board of Directors has authorized Dr. Jim Dalton, President and CEO, to commit Damar to the representations contained in the RFP responses and to certify that the information offered in the proposal meets all general conditions, including the integrity of company structure and financial reporting. Dr. Dalton's signature on this Executive Summary Letter is authorized as legal representative of Damar Services, Inc.

Respondent Notification (2.2.3)

Principal Contact

Dr. Jim L. Dalton, Psy.D., HSPP, CSAYC
President and CEO
Damar Services, Inc.
6067 Decatur Blvd.
Indianapolis, IN 46241
317-856-5201 (office)
317-281-4545 (cell)
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jimd@damar.org

Secretary of State (2.2.4)

This document verifies that Damar Services, Inc., and all of its affiliates, and in good standing and compliant with all requirements of the Secretary of State.

Other Information (2.2.5)

The stability and quality of Damar's mission directed leadership is important when considering Damar's qualifications and experience to provide high quality competency attainment services for Indiana. Some of Damar's executive management team (www.damar.org/leadership) is noted below.

President and CEO

Dr. Jim L. Dalton, Psy.D., HSPP, CSAYC
Years Employed at Damar: 20
Years in Applicable Experience 35

Chief Operating Officer

Jennifer Maggard, LCSW

License: Clinical Social Worker

Years Employed at Damar: 26

Years in Industry: 26

Chief Financial Officer

Octavius Molton

Years Employed at Damar: 1

Years in Finance 18

Chief Human Resource Officer

Yolanda Means

Years Employed at Damar: 3

Years in Human Resources: 25

Chief Strategy Officer

Jenny Peters

Years Employed at Damar: 7

Years in Communications: 18

Foundation President

Shawn Collinsworth

Years Employed at Damar 5

Years in Fundraising: 25

Vice President – Youth Services/Admissions

Carla Bill, LCSW

Years Employed at Damar: 39

Years in Industry: 39

Vice President – Children's Residential Services

Dr. Sam Moya, Ph.D., CSAYC

Years Employed at Damar: 13

Years in Industry: 15

Vice President – Community-Based Services

Adrienne Reed, LCSW

Years Employed at Damar: 4

Years in Industry: 25

Vice President – Quality and Compliance

Kemberly Johnson-Daily, MS

Years Employed at Damar: 5

Years in Industry: 40

Vice President – Community Living and Supports

Brittney Kalmas, MS

Years Employed at Damar: 14

Years in Industry: 19

Vice President – Operations and Assets

Donnie McCoy, MS, MBA

Years Employed at Damar: 20

Years in Industry: 20

Director of Autism Services

Dr. Kristin McCoy, BCBA-D, CSAYC

Years Employed at Damar: 16

Years in Industry: 20

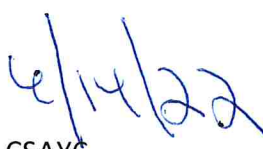
Senior Director of External Initiatives

Angel Knapp-Gehring, MSW, CSAYC

Years Employed at Damar: 17

Years in Industry: 27

Respectfully Submitted,

 
Dr. Jim L. Dalton, Psy.D., HSPP, CSAYC
President and CEO
Damar Services, Inc.