



PROCUREMENT JUSTIFICATION FORM (PJF)

This form must accompany all contract requests and sole source requisitions (RQS) over \$10,000 submitted to the Office of State Procurement Services.

INSTRUCTIONS: Please provide the requested information in the white spaces below. All responses (except signatures) must be typed; no hand-written forms will be accepted. See the guidance document posted with this form on the Procurement Services intranet site (Forms page) for additional instructions.

| PART I: OVERVIEW | | | | | |
|---|-------------------------------|---|--------------------------------|-----------|--|
| Department Office/Division/Program: | | DHHS/OADS/DS | | | |
| Department Contract Administrator or Grant Coordinator: | | Jennifer Levesque / Melinda Farrell | | | |
| (If applicable) Department Reference #: | | ADS-26-9866A | | | |
| Agency Department Code: | 10A | Advantage CT / RQS # : | 20250627000ADS269866 | | |
| Amount: (Contract/Amendment/Grant | | Amend A: \$500,000.00 Revised: \$950,000.00 | | | |
| CONTRACT | Proposed/Original Start Date: | 7/1/2025 | Proposed/Most Recent End Date: | 6/30/2026 | |
| AMENDMENT | New Effective Date: | 10/1/2025 | New End Date (if Applicable): | 6/30/2027 | |
| GRANT | Project Start Date: | | Grant Start Date: | | |
| | Project End Date: | | Grant End Date: | | |
| Vendor/Provider/Grantee Name, City, State: | | Alvarez and Marsal, Public Sector Services, LLC New York, NY | | | |
| Brief Description of Goods/Services/Grant: | | Assist and consult in the development of a continuous quality management and reporting strategy for critical incident oversight. Review and revise Quality Improvement as well as develop policy and procedure documents, provide suggested revisions for quality related policy guidance, recommended language for proposed Rule changes, and draft quality reporting templates. | | | |

PART II: JUSTIFICATION FOR VENDOR SELECTION

Check the box below for the justification(s) that applies to this request. (Check all that apply.)

| | | | |
|-------------------------------------|---|-------------------------------------|----------------------------------|
| <input type="checkbox"/> | A. Competitive Process | <input checked="" type="checkbox"/> | G. Grant |
| <input checked="" type="checkbox"/> | B. Amendment | <input type="checkbox"/> | H. State Statute/Agency Directed |
| <input checked="" type="checkbox"/> | C. Single Source/Unique Vendor | <input type="checkbox"/> | I. Federal Agency Directed |
| <input type="checkbox"/> | D. Proprietary/Copyright/Patents | <input type="checkbox"/> | J. Willing and Qualified |
| <input type="checkbox"/> | E. Emergency | <input type="checkbox"/> | K. Client Choice |
| <input type="checkbox"/> | F. Higher Education Cooperative Project | <input type="checkbox"/> | L. Other Authorization |

Please respond to ALL of the questions in the following sections.

PART III: SUPPLEMENTAL INFORMATION

1. Provide a more detailed description and explain the need for the goods, services or grant to supplement the response in Part I.

The purpose of this Amendment is to also provide an external Quality Improvement (QI) Strategies review which will consider all 1915c Waiver Appendix H Assurances and new Money Follows the Person (MFP) Quality Measure Set requirements, including a plan to assure the health and welfare of program participants.

The purpose of this agreement is to provide assessment, expert consultation, and recommendations regarding the development of a Continuous Quality Improvement infrastructure and system for all 1915c HCBS waiver programs to ensure compliance with new Federal quality measurement, reporting, strategy and improvement requirements.

2. Provide a brief justification for the selected vendor to supplement the response in Part II. Reference the solicitation (RFP/RFA/RFQ) number and the date of award notification, if applicable.

The selected Vendor has a history of working with other States and local Governments to develop and/or refine their service delivery systems specific to challenges related to the Center for Medicaid and Medicare’s HCBS rule implementation. Recent examples include the following:

- Maryland DDA System Transformation. A&M is supporting the Maryland DDA through the development of a long-term transformation plan to redesign its existing service delivery system from a financial and programmatic perspective. A&M provides subject matter expertise, project and change management, and data analysis.
- North Dakota DDA Assessment of Developmental Disabilities Services & Autism Spectrum Disorder Programs. A&M did an assessment requested by the ND Legislature to explore existing pathways to services, identify gaps in access, analyze peer states, and estimate the effects of proposed program implementation and/or expansion. A&M conducted a comprehensive study of ND’s current state, a national scan, and presented recommendations to modernize ND’s I/DD and ASD program offerings.
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PART III: SUPPLEMENTAL INFORMATION

3. Explain how the negotiated costs or rates are fair and reasonable; or how the funding was allocated to grantee.

A&M developed deliverable pricing using an estimate of staffing levels and hours. During the engagement, A&M has committed to providing the State of Maine with 1-2 full time staff along with support and direction from an additional 1-2 part time (senior level) staff. Below is the team we currently expect to deliver the work for Maine:

Project Executives and Subject Matter Expert

- Erin Leveton, Managing Director, Part Time, Project Executive and Subject Matter Expert
- A&M also has a pool of subject matter experts that we might call into the project, as needed, to provide technical assistance, for example, Dr. Christopher Baglio, Managing Director, Part Time, Subject Matter Expert.

A&M Project Team (Proposed team of 1 – 2 people)

- Alecia Ortiz, Manager, Full Time, Project and Change Manager
- Data Analyst TBD, as needed

OADS management team reviewed the comprehensive report submitted by Alvarez and Marsal in spring 2025 and developed deliverables to implement identified areas for quality improvement and continued assistance to develop infrastructure for ongoing monitoring of HCBS programs.

OADS has determined the costs to be fair and reasonable.

4. Describe the plan for future competition for the goods or services.

The Department does not intend to competitively procure these services as they will be provided in this contract to assist with development and implementation.

PART IV: AMERICAN RESCUE PLAN ACT (ARPA) / MAINE JOBS & RECOVERY PLAN (MJRP)

Does this request utilize ARPA/MJRP funds?

Yes, MJRP funds (023) – If Yes, please attach the approved Business Case(s).

Yes, ARPA funds (025) – If Yes, please be aware of the requirements from awarding federal agencies.

No – If No, proceed to Part V.

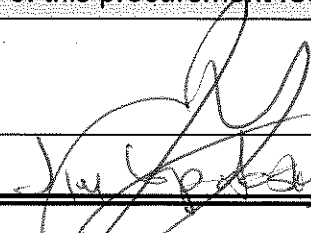
PART V: CONFLICTS OF INTEREST (COI); CONTRACT WITH THE STATE

Maine law contains Conflict of Interest statutes directed to State Departments, State Officers, and Employees Generally under MRS [Title 5, §18](#) and [§18-A](#), in harmony with MRS [Title 17, §3104](#).

The requesting department signatory understands and acknowledges Maine's Conflict of Interest statutes.

PART VI: APPROVALS


The signature below indicates approval of this procurement request.

| | | | |
|--|---|-------|-----------|
| Signature of requesting Department's Commissioner (or designee): |  | | |
| Typed Name: | | Date: | 15-Oct-25 |

PART VII: EMERGENCY – Required only if selecting E. Emergency Justification

The signature below indicates approval by the Commissioner or designee of this procurement request.

| | | | |
|--|--|-------|--|
| Signature of requesting Department's Commissioner (or designee): | | | |
| Typed Name: | | Date: | |

| | | | |
|---|---|-------|------------|
| Signature of DAFS Procurement Official: | DocuSigned by:  41G2BA36FAF44GD... | | |
| Typed Name: | Kathy Paquette | Date: | 10/21/2025 |