

Janet T. Mills
Governor

Sara Gagné-Holmes
Commissioner



Maine Department of Health and Human Services
Division of Contract Management
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TTY: Dial 711 (Maine Relay)

Mar-20-2025

Via Electronic Mail: jmgrant@sweetser.org

Sweetser
Joanne Grant, CGO
50 Moody Street
Saco, ME 04072

SUBJECT: Notice of Conditional Contract Award under RFA #202410190,
Development of a Psychiatric Residential Treatment Facility or Facilities

Dear Ms. Grant,

This letter is in regard to the subject Request for Application (RFA), issued by the State of Maine Department of Health and Human Services, OBH for Development of a Psychiatric Residential Treatment Facility or Facilities. The Department has evaluated the applications received using the evaluation criteria identified in the RFA, and the Department is hereby announcing its conditional contract award to the following applicant:

- Sweetser

The applicant listed above received the evaluation team's highest ranking. The Department will be contacting the aforementioned applicant soon to negotiate a contract. As provided in the RFA, the Notice of Conditional Contract Award is subject to execution of a written contract and, as a result, this Notice does NOT constitute the formation of a contract between the Department and the apparent successful vendor. The vendor shall not acquire any legal or equitable rights relative to the contract services until a contract containing terms and conditions acceptable to the Department is executed. The Department further reserves the right to cancel this Notice of Conditional Contract Award at any time prior to the execution of a written contract.

As stated in the RFA, following announcement of this award decision, all submissions in response to the RFA are considered public records available for public inspection pursuant to the State of Maine Freedom of Access Act (FOAA). 1 M.R.S. §§ 401 et seq.; 5 M.R.S. § 1825-B (6).

This award decision is conditioned upon final approval by the State Procurement Review Committee and the successful negotiation of a contract.

Any person aggrieved by an award decision may request an appeal hearing. The request must be made to the Director of the Bureau of General Services, in writing, within 15 days of notification of the contract award as provided in 5 M.R.S. § 1825-E (2) and the Rules of the Department of Administrative and Financial Services, Bureau of General Services, Office of State Procurement Services [formerly the Division of Purchases], Chapter 120, § (2) (2).

Thank you for your interest in doing business with the State of Maine.

Sincerely,

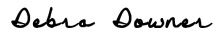
Signed by:



EFD18D286BE941B...

Adrienne Leahey
Chief Operating Officer
Office of Behavioral Health

DocuSigned by:



5DC6307B8558482...

Debra Downer
Deputy Director for Competitive Procurement
Division of Contract Management

**STATE OF MAINE
TEAM CONSENSUS EVALUATION NOTES**

RFA #: 202410190

RFA TITLE: Development of Psychiatric Residential Treatment Facility or Facilities

APPLICANT: Sweetser

DATE: March 13, 2025

SUMMARY PAGE

Department Name: Health and Human Services Office of Behavioral Health

Name of RFA Coordinator: Stacy Martin

Names of Evaluators: Henry Eckerson, Al Haynes, Anita Hood, Anna Ko, Adrienne Leahey

<u>Pass/Fail Criteria</u>	<u>Pass</u>	<u>Fail</u>
Section I. Eligibility	X	

**OVERVIEW OF SECTION I
Preliminary Information**

Part I. Eligibility

Evaluation Team Comments:

SECTION I – ELIGIBILITY	
PART I, C. Eligibility to Submit an Application	
In order to submit an application for consideration, Applicants must demonstrate having at least five (5) years’ experience in providing behavioral health services to Children/Adolescents.	
Does the Applicant have at least five (5) years’ experience in providing behavioral health services to Children/Adolescents?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
From Section II below, which project(s) meets the eligibility requirements?	<input checked="" type="checkbox"/> Project 1 <input checked="" type="checkbox"/> Project 2 <input checked="" type="checkbox"/> Project 3

**STATE OF MAINE
TEAM CONSENSUS EVALUATION NOTES**

RFA #: 202410190

RFA TITLE: Development of Psychiatric Residential Treatment Facility or Facilities

APPLICANT: Sweetser

DATE: March 13, 2025

**EVALUATION OF SECTION II
Qualifications and Experience**

Evaluation Team Comments:

SECTION II – QUALIFICATIONS AND EXPERIENCE	
<ul style="list-style-type: none">• Sweetser has 60 years of experience in serving children in various settings• Sweetser currently provides a wide range of behavioral health services to children• Sweetser’s CEO has experience with Psychiatric Residential Treatment Facilities (PRTF) services	
<p>In order to meet the eligibility requirements, outline in Section I – Eligibility above, at least one (1) project must demonstrate the Applicant having at least five (5) years’ experience in providing behavioral health services to Children/Adolescents.</p> <p>Applicants must include three (3) examples of projects which demonstrate their experience and expertise in performing the services outlined in the RFA as well as highlighting the Applicant’s stated qualifications and skills.</p> <p>For the three (3) Projects indicated, include any psychiatric residential, residential, and/or any other in-patient psychiatric experience (e.g., hospital-based), as applicable.</p>	
Project 1	
Business Reference Name:	Sweetser Children’s Residential Treatment Program/Winterport
<ul style="list-style-type: none">• Provides residential treatment services to children and families• Project in place for more than ten years• Children attend daily group sessions and two to three individual sessions per week	
Project 2	
Business Reference Name:	Sweetser’s Child Mobile Crises and Child Assertive Community Treatment (CACT)
<ul style="list-style-type: none">• This project (Child Mobile Crisis and Child Assertive Community Treatment (CACT)) has been operating for almost 30 years• Extensive experience delivering mobile crisis services. They’ve been delivering these services for 30 years and operate in 9 counties.• Operates the only children’s ACT team in the state	
Project 3	
Business Reference Name:	Child Crises Stabilization Unit/Saco and Rockport
<ul style="list-style-type: none">• Both locations serve children experiencing acute behavioral health crises.	

**STATE OF MAINE
TEAM CONSENSUS EVALUATION NOTES**

RFA #: 202410190

RFA TITLE: Development of Psychiatric Residential Treatment Facility or Facilities

APPLICANT: Sweetser

DATE: March 13, 2025

- Leverage a holistic approach to treatment
- Have operated for 30 years.

Subcontractors

If subcontractors are to be engaged client services, Applicants must describe the process the Applicant will use to evaluate the qualifications and experience of potential subcontractors, and how the Applicant will ensure that debarred, suspended, or otherwise ineligible parties are excluded from all subcontract relationships.

- None

Organizational Chart

- Met requirement

Litigation

- Applicant included 7 cases, 3 of which were settled without trial. Litigation is still active for the others. Five related to children's residential care facilities services

**EVALUATION OF SECTION III
Priority Services, Location, Development**

Evaluation Team Comments:

**STATE OF MAINE
TEAM CONSENSUS EVALUATION NOTES**

RFA #: 202410190

RFA TITLE: Development of Psychiatric Residential Treatment Facility or Facilities

APPLICANT: Sweetser

DATE: March 13, 2025

SECTION III – PRIORITY SERVICES, LOCATION, DEVELOPMENT	
PART II, A. Enhanced Services, Priority Location and/or Priority Development	
<i>Eligible enhanced treatment service(s) include, but are not limited to, service(s) for Children/Adolescents diagnosed with co-occurring Substance Use Disorder (SUD) and/or co-occurring Intellectual Disability/Developmental Disability (ID/DD) and Children/Adolescents who are identified as having treatment needs related to problematic sexualized behavior.</i>	
1. Will enhanced treatment service(s) be provided at the Psychiatric Residential Treatment Facility (PRTF)?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
<ul style="list-style-type: none"> Proposed enhanced treatment services for youth with co-occurring substance use disorder and problematic sexualized behavior (PSB) Proposed to accept clients with co-occurring substance use disorders and problem sexualized behaviors, thus increasing the number of clients the applicant can accept Assured clinicians serving in the PRTF will be or become certified in trauma-focused cognitive behavioral therapy Outlined a plan to serve children with co-occurring substance use disorders and PSB, outlining two specific approaches Proposed clinicians trained in (1) Cognitive Behavioral Therapy (CBT), Trauma-Focused-CBT through the Trauma Institute to include certification in the model as well as specific supervisor competencies, national exam; (2) Adolescent Community Reinforcement Approach (A-CRA) for Substance Use Disorder (SUD) Proposed staffing for PSB = ratio of 2 clients to 1 staff 	
2. Will the PRTF be Centrally Located within the state?	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
<ul style="list-style-type: none"> Specified Saco Location specified is not centrally located (not within 25 miles of Augusta or Bangor) 	
3. Will the PRTF be developed utilizing an existing facility?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
<ul style="list-style-type: none"> 50 Moody Street# 16 Saco, Maine 04072 in a former children's residential treatment facility Applicant owns the facility Proposed that any renovations will focus on the areas of providing increased accessibility, enhanced security, and to meet regulatory/safety requirements 	

**EVALUATION OF SECTION IV
Proposed Project**

Evaluation Team Comments:

**STATE OF MAINE
TEAM CONSENSUS EVALUATION NOTES**

RFA #: 202410190

RFA TITLE: Development of Psychiatric Residential Treatment Facility or Facilities

APPLICANT: Sweetser

DATE: March 13, 2025

SECTION IV – PROPOSED PROJECT

PART II, B. Project Workplan

- Provided a comprehensive physical structure workplan with realistic timeframe
- Project design workplan met requirement
- Did not acknowledge requirement to provide a final workplan

C. Operational Requirements

- Met requirement
- Applicant notes it has a MaineCare Provider Agreement in place and is familiar with obtaining licensures and certification
- Applicant currently offers other services on a 24/7/365 basis and standard operating procedures to ensure appropriate 24/7 coverage

Does the Applicant have an accreditation from the:

- [The Joint Commission](#);
- The [Commission on Accreditation of Rehabilitation Facilities](#); or
- The [Council on Accreditation \(COA\)](#).

☒ YES ☐ NO

- Accredited by Council on Accreditation (COA)
- Provided a detailed plan to obtain COA certification for PRTF
- Applicant offers sign on bonuses for positions that are difficult to hire
- Applicant notes it has reduced vacancies from 140 to under 50 in the past three years.
- Applicant conducts background checks on candidates and current employees
- Applicant states attrition rate is 21%, whereas the average is 30%
- Applicant provides supervision in accordance with licensure
- Applicant described specific PRTF staff training that will occur, and staff will have their competency and proficiency documented every 6 months
- Comprehensive clinical training, including participation in several “train the trainer” sessions
- Applicant anticipates sustainability via MaineCare billing within 3 years and has an endowment to supplement staff expenditures during “ramp up”

D. Programmatic Requirements

- Applicant did not specifically address SED, Intellectual Disability, or Autism Spectrum Disorder
- Proposed aligning PRTF services with requirements of MaineCare Benefits Manual, Chapter II, Section 107
- Applicant demonstrated familiarity with Section 107 requirements
- Applicant included mechanisms to address family needs such as food insecurity, transportation, and stable housing
- Proposed cognitive behavioral therapy, trauma-focused CBT, and problem sexualized behavior CBT

**STATE OF MAINE
TEAM CONSENSUS EVALUATION NOTES**

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- Proposed A-CRA for co-occurring disorders
- Proposed adhering to the fidelity of any evidenced-based models used and will discuss fidelity at team meetings
- Did not include evidence-based practices for youth with Autism/ID but indicated Applicant will provide treatment
- CBT to be a utilized modality as well as TF-CBT
- PSB-CBT to be utilized with clients presenting with problem sexual behaviors
- A-CRA to be utilized to treat co-occurring SUD
- Applicant listed specific research studies documenting efficacy of proposed treatment modalities
- Proposed a plan to ensure fidelity to the models through training/certifications
- Proposed evidence-based measures to be utilized to measure progress in treatment (e.g. DLA-20PHQ-M, GAD- 7)

- Applicant described an intake process sufficient to meet requirements
- Proposed that engagement will include explaining policies, orientation to the schedule, and extra support on the first day, in addition to other good activities/processes
- Applicant described how staff will be responsible for actively engaging youth in and outside of clinical services
- Applicant described several recreational activities in which youth may participate
- Did not describe specific policies or practices in support of accessing and successfully completing PRTF services

- Applicant demonstrated a long, comprehensive, and proven history of collaborating and coordinating with other community service agencies
- Applicant operates a behavioral health home and a special purpose private school that addresses social determinants of health
- Applicant did not fully explain how it collaborates with other agencies to address social determinants of health

- Applicant proposed maintaining ongoing communication with Case Managers, CBHS Program Coordinators in the interest of discharging clients with indicated supports. Collaboration with “step down” options also described

- Applicant believes rates being developed by MaineCare will be sustainable
- Applicant states it is prepared to absorb anticipated MaineCare-related deficits in early years of project, including anticipated salaried positions that will be filled before achieving full census

E. Equity and Consumer Engagement

- Project will be integrated into existing agency Continuous Quality Improvement (CQI) structure, which monitors several outcome measures
- Applicant identified utilization and outcome measures that will be included and reviewed by its board.

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- | |
|---|
| <ul style="list-style-type: none">• Applicant stated that no complaints or issues, including related resolutions, with relevant credentialing and/or licensing bodies are placed against it |
|---|

**EVALUATION OF SECTION V
BUDGET**

Evaluation Team Comments:

SECTION V – BUDGET	
Describe the Physical Structure and Staffing and Movable Property for the proposed project and how allowable use of funding will meet the requirements outlined in the RFA.	
Physical Structure Project	
<ul style="list-style-type: none">• Evaluation Team notes cost basis is not provided• Evaluation Team notes Applicant's reference to "site work" is included under exterior improvements and it is not clear if this should fall under allowable Pre-Construction costs	
Staffing and Movable Property Project	
<ul style="list-style-type: none">• Met requirement	
Budget Form	
<ul style="list-style-type: none">• Provided, though detail and cost basis are lacking	
Physical Structure Project	
1. Total Amount of Funding being Requested: <i>Provide the source of Project Cost Estimate</i>	\$ 1,849,500
<ul style="list-style-type: none">• Itemized table of costs provided• Cost basis not provided	
Staffing and Movable Property Project	
2. Total Amount of Funding being Requested: <i>Provide the source of Project Cost Estimate</i>	\$ 139,200
<ul style="list-style-type: none">• Itemized table of costs provided• Cost basis not provided	

**STATE OF MAINE
INDIVIDUAL EVALUATION NOTES**

RFA #: 202410190

RFA TITLE: Development of a Psychiatric Residential Treatment Facility or Facilities

BIDDER NAME: Sweetser

DATE: 3/12/2025

EVALUATOR NAME: Henry Eckerson

EVALUATOR DEPARTMENT: Department of Health and Human Services

Individual Evaluator Comments:

SECTION I – ELIGIBILITY	
PART I, C. Eligibility to Submit an Application	
In order to submit an application for consideration, Applicants must demonstrate having at least five (5) years' experience in providing behavioral health services to Children/Adolescents.	
Does the Applicant have at least five (5) years' experience in providing behavioral health services to Children/Adolescents?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
From Section II below, which project(s) meets the eligibility requirements?	<input checked="" type="checkbox"/> Project 1 <input checked="" type="checkbox"/> Project 2 <input checked="" type="checkbox"/> Project 3

SECTION II – QUALIFICATIONS AND EXPERIENCE
<ul style="list-style-type: none">• Applicant has served children with serious emotional disorders for 60 years.• Applicant delivers a wide range of behavioral health services from mobile crisis services to children's residential care facility services across the state.• The applicant has recently been awarded grants to stand up new services.• It was interesting the applicant's CEO operated seven PRTFs in New York. This is valuable experience, but it's not clear how likely the CEO will continue to work for the applicant.
<p>In order to meet the eligibility requirements, outline in Section I – Eligibility above, at least one (1) project must demonstrate the Applicant having at least five (5) years' experience in providing behavioral health services to Children/Adolescents.</p> <p>Applicants must include three (3) examples of projects which demonstrate their experience and expertise in performing the services outlined in the RFA as well as highlighting the Applicant's stated qualifications and skills.</p> <p>For the three (3) Projects indicated, include any psychiatric residential, residential, and/or any other in-patient psychiatric experience (e.g., hospital-based), as applicable.</p>

**STATE OF MAINE
INDIVIDUAL EVALUATION NOTES**

RFA #: 202410190

RFA TITLE: Development of a Psychiatric Residential Treatment Facility or Facilities

BIDDER NAME: Sweetser

DATE: 3/12/2025

EVALUATOR NAME: Henry Eckerson

EVALUATOR DEPARTMENT: Department of Health and Human Services

Project 1			
Business Reference Name:	Sweetser Children's Residential Treatment Program/Winterport		
Client Contact Person:	Kristie Worster LCSW, CCS		
Telephone:	207-251-1273		
E-Mail:	kworster@sweetser.org		
Brief Description of Project			
Project Start Date:	6/29/2014	Project End Date:	Still operating
<ul style="list-style-type: none"> The project has been operating for over ten years. Children attend daily group sessions and two to three individual sessions per week Client outcomes, average length of stay, and acuity are unclear. 			
Project 2			
Business Reference Name:	Sweetser's Child Mobile Crisis and Child Assertive Community Treatment (CACT)		
Client Contact Person:	Joanne Grant LCPC, LADC, CCS		
Telephone:	207-294-4422		
E-Mail:	jmgrant@sweetser.org		
Brief Description of Project			
Project Start Date:	7/1995	Project End Date:	Still operating
<ul style="list-style-type: none"> Extensive experience delivering mobile crisis services. They've been delivering these services for 30 years and operate in 9 counties. Operates the only children's ACT team in the state. Outcomes and performance on performance measures are not included. 			
Project 3			
Business Reference Name:	Child Crisis Stabilization Unit/Saco and Rockport		
Client Contact Person:	Kristie Worster LCSW, CCS		

**STATE OF MAINE
INDIVIDUAL EVALUATION NOTES**

RFA #: 202410190

RFA TITLE: Development of a Psychiatric Residential Treatment Facility or Facilities

BIDDER NAME: Sweetser

DATE: 3/12/2025

EVALUATOR NAME: Henry Eckerson

EVALUATOR DEPARTMENT: Department of Health and Human Services

Telephone:	207-251-1273		
E-Mail:	kworster@sweetser.org		
Brief Description of Project			
Project Start Date:	7/1995	Project End Date:	Still operating
<ul style="list-style-type: none">• Both locations serve children experiencing acute behavioral health crises.• Leverage a holistic approach to treatment• Have operated for 30 years.			
Subcontractors			
If subcontractors are to be engaged client services, Applicants must describe the process the Applicant will use to evaluate the qualifications and experience of potential subcontractors, and how the Applicant will ensure that debarred, suspended, or otherwise ineligible parties are excluded from all subcontract relationships.			
•			
•			
•			
Organizational Chart			
<ul style="list-style-type: none">• The organizational chart includes the correct positions.• Additional analysis is needed to verify if the number of staff in the chart correspond to the correct staffing ratios.			
Litigation			
<ul style="list-style-type: none">• Applicant included 7 cases, 3 of which were settled without trial. Litigation is still active for the others.• It is difficult to understand the severity of the allegations with the limited information provided.			

SECTION III – PRIORITY SERVICES, LOCATION, DEVELOPMENT

PART II, A. Enhanced Services, Priority Location and/or Priority Development

Eligible enhanced treatment service(s) include, but are not limited to, service(s) for Children/Adolescents diagnosed with co-occurring Substance Use Disorder (SUD) and/or co-occurring Intellectual Disability/Developmental Disability (ID/DD) and

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INDIVIDUAL EVALUATION NOTES**

RFA #: 202410190

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EVALUATOR NAME: Henry Eckerson

EVALUATOR DEPARTMENT: Department of Health and Human Services

Children/Adolescents who are identified as having treatment needs related to problematic sexualized behavior.

1. Will enhanced treatment service(s) be provided at the Psychiatric Residential Treatment Facility (PRTF)?

☒ YES ☐ NO

- Serving clients with co-occurring substance use disorders and problem sexualized behaviors will increase the number of clients the applicant is willing to accept
- Clinicians serving in the PRTF will be or become certified in trauma-focused cognitive behavioral therapy.
- Applicant outlined a good plan to serve children with co-occurring substance use disorders and problem sexualized behaviors, naming two specific approaches.

The Department considers any PRTF located in or within twenty-five (25) miles of Augusta or Bangor as Centrally Located. Other locations may be considered as Centrally Located with sufficient justification.

2. Will the PRTF be Centrally Located within the state?

☒ YES ☐ NO

- The location is centrally located because it is in Saco in York County. 50% of Maine kids live in York county and its three neighboring counties in southern Maine.

Pursuant to H.P. 1420 - L.D. 2214, PART NNNN (page 225), the goal is to use existing facilities in the State.

3. Will the PRTF be developed utilizing an existing facility?

☒ YES ☐ NO

- The applicant already owns the facility but the applicant did not provide details about the necessary renovations.

SECTION IV – PROPOSED PROJECT

PART II, B. Project Workplan

- **The applicant did not fill out this section on the proposal.**
- **The applicant did attached documents that contained some information on the PRTF training plan, physical structure program, and total costs, but much of the requested information above is not included.**

C. Operational Requirements

- The applicant anticipates serving 24 clients annually and 12 to 16 clients at a time, which seems appropriate based on a 16 bed facility.

**STATE OF MAINE
INDIVIDUAL EVALUATION NOTES**

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EVALUATOR NAME: Henry Eckerson

EVALUATOR DEPARTMENT: Department of Health and Human Services

<ul style="list-style-type: none">• The applicant already has a MaineCare Provider Agreement in place and is familiar with obtaining licensures and certification. I do not anticipate obtaining either will be problematic.• The applicant already offers other services on a 24/7/365 basis, and has standard operating procedures to ensure appropriate 24/7 coverage.	
Does the Applicant have an accreditation from the: ➤ The Joint Commission ; ➤ The Commission on Accreditation of Rehabilitation Facilities ; or ➤ The Council on Accreditation (COA) .	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
<ul style="list-style-type: none">• The applicant has been accredited by the Council on Accreditation since 1983.	
<ul style="list-style-type: none">• The applicant offers sign on bonuses for positions that are difficult to hire.• Has reduced vacancies from 140 to under 50 in the past three years.• Applicant conducts sufficient background checks on candidates and current employees.• Applicant states attrition rate is 21%, whereas the average is 30%.• Applicant provides supervision in accordance with licensure.• Applicant described sufficient PRTF staff training that will occur, and staff will have their competency and proficiency documented every 6 months.	
<ul style="list-style-type: none">• Applicant expects a deficit in year one and will break-even or have a small deficit in years two and three.• It's interesting that the applicant will use its endowment to make up for the deficit.	
D. Programmatic Requirements	
<ul style="list-style-type: none">• The applicant will align its PRTF services with what is required in MaineCare Benefits Manual, Chapter II, Section 107.• It is clear the applicant is familiar with the Section 107 requirements.	
<ul style="list-style-type: none">• The applicant will use cognitive behavioral therapy, trauma-focused CBT, and problem sexualized behavior CBT. The applicant will use A-CRA for co-occurring disorders.• The applicant will adhere to fidelity of any models used and will discuss fidelity at team meetings.• I wonder if the applicant is open or willing to use other models.	
<ul style="list-style-type: none">• The applicant described an adequate intake process.• Engagement will include explaining policies, orientation to the schedule, and extra support on the first day in addition to other good activities/processes.	

**STATE OF MAINE
INDIVIDUAL EVALUATION NOTES**

RFA #: 202410190

RFA TITLE: Development of a Psychiatric Residential Treatment Facility or Facilities

BIDDER NAME: Sweetser

DATE: 3/12/2025

EVALUATOR NAME: Henry Eckerson

EVALUATOR DEPARTMENT: Department of Health and Human Services

<ul style="list-style-type: none">• Applicant explained that staff will be responsible for actively engaging youth in and outside of clinical services. Applicant described a number of recreational activities youth may participate in.
<ul style="list-style-type: none">• Sweetser runs a behavioral health home and a special purpose private school that addresses social determinants of health.• The applicant will have three certified community behavioral health clinics that also target social determinants of health.• Applicant did not fully explain how they would collaborate with other agencies, but has substantial experience doing so.
<ul style="list-style-type: none">• The applicant will coordinate with the client's case manager and the Department of Health and Human Services.• Applicant will hold a discharge meeting 30 days prior to discharge to prepare those involved in stepping the client down or receiving the client.
<ul style="list-style-type: none">• Applicant anticipates that MaineCare PRTF rates will be sustainable in the long-term.• Clarified that
E. Equity and Consumer Engagement
<ul style="list-style-type: none">• The PRTF will be included in the applicant's continuous quality improvement reporting.• The applicant identified a number of measures that will be included and reviewed by its board.
<ul style="list-style-type: none">• The applicant put "N/A"

SECTION V – BUDGET
Describe the Physical Structure and Staffing and Movable Property for the proposed project and how allowable use of funding will meet the requirements outlined in the RFA.
Physical Structure Project
<ul style="list-style-type: none">• Applicant provided some detail of necessary construction but could have provided more detail.
Staffing and Movable Property Project
<ul style="list-style-type: none">• Applicant included furniture, kitchen appliances, radios, and computers as some of the moveable property they will need to purchase.
Budget Form
<ul style="list-style-type: none">• The budget includes a good breakdown of the moveable property needed.

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EVALUATOR NAME: Henry Eckerson

EVALUATOR DEPARTMENT: Department of Health and Human Services

- All the necessary physical structure line items are included but adding units where applicable would have been helpful.
- A few of the line item amounts seem to be higher than I would have expected.

Physical Structure Project

1. Total Amount of Funding being Requested:

Provide the source of Project Cost Estimate

\$1,849,500

- The total cost is within the allocated amount.

Staffing and Movable Property Project

2. Total Amount of Funding being Requested:

Provide the source of Project Cost Estimate

\$139,200

- The total cost is within the allocated amount.

**STATE OF MAINE
INDIVIDUAL EVALUATION NOTES**

RFA #: 202410190

RFA TITLE: Development of a Psychiatric Residential Treatment Facility or Facilities

BIDDER NAME: Sweetser

DATE: 3/10/2025, 3/11/2025

EVALUATOR NAME: Al Haynes

EVALUATOR DEPARTMENT: OBH/CBHS

Individual Evaluator Comments:

SECTION I – ELIGIBILITY	
PART I, C. Eligibility to Submit an Application	
In order to submit an application for consideration, Applicants must demonstrate having at least five (5) years' experience in providing behavioral health services to Children/Adolescents.	
Does the Applicant have at least five (5) years' experience in providing behavioral health services to Children/Adolescents?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
From Section II below, which project(s) meets the eligibility requirements?	<input checked="" type="checkbox"/> Project 1 <input checked="" type="checkbox"/> Project 2 <input checked="" type="checkbox"/> Project 3

SECTION II – QUALIFICATIONS AND EXPERIENCE
<ul style="list-style-type: none">• P – Sweetser has a long history of providing community based and residential treatment to children and adolescents in Maine. Skills pertinent to establishing a PRTF include providing community based and residential treatment services to the children/adolescents and providing special education services to children/adolescents.• P - The CEO also oversaw the quality of care in 9 PRTFs in another state.
<p>In order to meet the eligibility requirements, outline in Section I – Eligibility above, at least one (1) project must demonstrate the Applicant having at least five (5) years' experience in providing behavioral health services to Children/Adolescents.</p> <p>Applicants must include three (3) examples of projects which demonstrate their experience and expertise in performing the services outlined in the RFA as well as highlighting the Applicant's stated qualifications and skills.</p> <p>For the three (3) Projects indicated, include any psychiatric residential, residential, and/or any other in-patient psychiatric experience (e.g., hospital-based), as applicable.</p>
Project 1

**STATE OF MAINE
INDIVIDUAL EVALUATION NOTES**

RFA #: 202410190

RFA TITLE: Development of a Psychiatric Residential Treatment Facility or Facilities

BIDDER NAME: Sweetser

DATE: 3/10/2025, 3/11/2025

EVALUATOR NAME: Al Haynes

EVALUATOR DEPARTMENT: OBH/CBHS

Business Reference Name:	Sweetser Children's Residential Treatment Program/Winterport		
Client Contact Person:	Kristie Worster LCSW, CCS		
Telephone:	207-251-1273		
E-Mail:	kworster@sweetser.org		
Brief Description of Project			
Project Start Date:	6/29/2014	Project End Date:	Still operating
<ul style="list-style-type: none"> A child residential care facility that provides intensive out of home treatment and educational programming. 			
Project 2			
Business Reference Name:	Sweetser's Child Mobile Crisis and Child Assertive Community Treatment (CACT		
Client Contact Person:	Joanne Grant LCPC, LADC, CCS		
Telephone:	207-294-4422		
E-Mail:	jmgrant@sweetser.org		
Brief Description of Project			
Project Start Date:	7/1995	Project End Date:	Still operating
<p>Mobile Crisis provides 24/7 crisis response and support in several Maine counties. Child Assertive Community Treatment (CACT) provides community-based treatment to children and adolescents with severe behavioral impairments.</p>			
Project 3			
Business Reference Name:	Child Crisis Stabilization Units/Saco and Rockport		
Client Contact Person:	Kristie Worster LCSW, CCS		
Telephone:	207-251-1273		
E-Mail:	kworster@sweetser.org		
Brief Description of Project			

**STATE OF MAINE
INDIVIDUAL EVALUATION NOTES**

RFA #: 202410190

RFA TITLE: Development of a Psychiatric Residential Treatment Facility or Facilities

BIDDER NAME: Sweetser

DATE: 3/10/2025, 3/11/2025

EVALUATOR NAME: Al Haynes

EVALUATOR DEPARTMENT: OBH/CBHS

Project Start Date:	7/1995	Project End Date:	Still operating
<ul style="list-style-type: none">Crisis Stabilization Units provide short term residential support for children and adolescents experiencing a mental health crisis.			
Subcontractors			
If subcontractors are to be engaged client services, Applicants must describe the process the Applicant will use to evaluate the qualifications and experience of potential subcontractors, and how the Applicant will ensure that debarred, suspended, or otherwise ineligible parties are excluded from all subcontract relationships.			
<ul style="list-style-type: none">No subcontractors listed.			
<ul style="list-style-type: none">			
<ul style="list-style-type: none">			
Organizational Chart			
<ul style="list-style-type: none">Met – organizational chart provided, including project name and corresponding job titles.			
Litigation			
<ul style="list-style-type: none">I - Current litigation and closed cases within the past 5 years provided, some pertaining to residential treatment.			

SECTION III – PRIORITY SERVICES, LOCATION, DEVELOPMENT	
PART II, A. Enhanced Services, Priority Location and/or Priority Development	
<i>Eligible enhanced treatment service(s) include, but are not limited to, service(s) for Children/Adolescents diagnosed with co-occurring Substance Use Disorder (SUD) and/or co-occurring Intellectual Disability/Developmental Disability (ID/DD) and Children/Adolescents who are identified as having treatment needs related to problematic sexualized behavior.</i>	
1. Will enhanced treatment service(s) be provided at the Psychiatric Residential Treatment Facility (PRTF)?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
<ul style="list-style-type: none">P - The specific enhanced treatment services that Sweetser will provide will be for co-occurring substance use disorders and problem sexualized behaviors (PSB.)P – Enhanced treatments will be treated as co-occurring with primary diagnosis using Cognitive Behavioral Therapy (CBT.)	

**STATE OF MAINE
INDIVIDUAL EVALUATION NOTES**

RFA #: 202410190

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EVALUATOR NAME: Al Haynes

EVALUATOR DEPARTMENT: OBH/CBHS

<ul style="list-style-type: none">• P – Clinicians will be trained and certified in Trauma focused CBT, an evidence based modality.• P- Treatment of co-occurring SUD will utilize the Adolescent Community Reinforcement (ACRA) model, an evidence based modality.• P – Treatment for PSB will include PSB-CBT and TF-CBT when indicated.• P – Line staff will be trained in how to maintain safety with PSB clients in the milieu.	
<i>The Department considers any PRTF located in or within twenty-five (25) miles of Augusta or Bangor as Centrally Located. Other locations may be considered as Centrally Located with sufficient justification.</i>	
2. Will the PRTF be Centrally Located within the state?	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
<ul style="list-style-type: none">• N - The PRTF will be located in Saco, Maine.	
<i>Pursuant to <u>H.P. 1420 - L.D. 2214, PART NNNN</u> (page 225), the goal is to use existing facilities in the State.</i>	
3. Will the PRTF be developed utilizing an existing facility?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
<ul style="list-style-type: none">• P – Renovations focused in the areas of providing increased accessibility, enhanced security, and to meet regulatory/safety requirements.• Met – 50 Moody St. #16 Saco, Maine 04072.• P – Applicant owns the building outright.	

SECTION IV – PROPOSED PROJECT

PART II, B. Project Workplan

- P – COA accreditation to be sought immediately upon reward notification.
- 1. P – B through E addressed in an attached Excel spreadsheet.
- Met - Anticipated delivery date of new PRTF services: 4/1/2026.
- P – Number of anticipated beds: 16.

C. Operational Requirements

- P - Up to 24 clients annually, with between 12-16 in program at any given time.
- Met – Reimbursement by Mainecare or Katie Beckett.
- P – Applicant has existing Mainecare Provider Agreements, articulated process for how to obtain for PRTF.
- P – Applicant articulated process to obtain licensure relative to b.
- P – Applicant articulated process to obtain CMS PRTF certification.

STATE OF MAINE INDIVIDUAL EVALUATION NOTES

RFA #: 202410190

RFA TITLE: Development of a Psychiatric Residential Treatment Facility or Facilities

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DATE: 3/10/2025, 3/11/2025

EVALUATOR NAME: Al Haynes

EVALUATOR DEPARTMENT: OBH/CBHS

<ul style="list-style-type: none"> P – Applicant articulated how PRTF will be staffed 24/7/365, with detailed strategies to insure coverage. 	
Does the Applicant have an accreditation from the: <ul style="list-style-type: none"> ➤ The Joint Commission; ➤ The Commission on Accreditation of Rehabilitation Facilities; or ➤ The Council on Accreditation (COA). 	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
<ul style="list-style-type: none"> P – Agency already has COA certification. P – Applicant provided detailed plan to obtain COA certification for PRTF. 	
<ul style="list-style-type: none"> P – Recent recruiting/hiring strategies have drastically decreased open positions. P – Hiring protocols, including background checks, fingerprints, etc. described. P- An array of retention strategies. P – Comprehensive clinical training, including participation in several “train the trainers.” P – Applicant listed specific relevant trainings and certifications to be done with PRTF staff. 	
<ul style="list-style-type: none"> P – Applicant anticipates sustainability within 3 years, has endowment to supplement during “ramp up.” 	
D. Programmatic Requirements	
<ul style="list-style-type: none"> N – Applicant answered the question in a general sense, but not specifically re: SED, ID, or ASD that this writer could find. P- CBT to be utilized modality as well as TF-CBT as indicated. P- PSB-CBT to be utilized with clients presenting with problem sexual behaviors. P - A-CRA to be utilized to treat co-occurring SUD. P- Applicant listed specific research studies documenting efficacy of above mentioned treatment modalities. P – Plan to insure fidelity through trainings/certifications. P – Evidence based measures to be utilized to measure progress in treatment (e.g. DLA-20PHQ-M, GAD- 7 P – Detailed descriptions of all 3 areas addressed, somewhat less re: retention. Q – Some mention of related policies and practices, but not comprehensive. P – Agency has a long, comprehensive, and proven history of collaborating and coordinating with other community service agencies. 	
<ul style="list-style-type: none"> Met – Applicant described plan to maintain ongoing communication with Case Managers, CBHS Program Coordinators in the interest of discharging clients with indicated supports. Collaboration with “step down” options also described. 	

**STATE OF MAINE
INDIVIDUAL EVALUATION NOTES**

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EVALUATOR NAME: Al Haynes

EVALUATOR DEPARTMENT: OBH/CBHS

<ul style="list-style-type: none"> • P – Applicant believes rates being developed by Mainecare will be sustainable. • P – Applicant prepared to absorb anticipated deficits in first few years. • I – Applicant acknowledged significant anticipated salaried positions filled before achieving full census, resulting in deficits of at least \$300,000. • P – Timeline provided. 	
E. Equity and Consumer Engagement	
<ul style="list-style-type: none"> • P – Project will be integrated into existing agency Continuous Quality Improvement (CQI) structure, which monitors several outcome measures. 	
<ul style="list-style-type: none"> • N/A per: Applicant 	
SECTION V – BUDGET	
Describe the Physical Structure and Staffing and Movable Property for the proposed project and how allowable use of funding will meet the requirements outlined in the RFA.	
Physical Structure Project	
<ul style="list-style-type: none"> • P – This was documented on an attached spreadsheet and was comprehensive. • P - Sweetser is working closely with SMRT, who is a leader in design and engineering for mental health facilities. 	
Staffing and Movable Property Project	
<ul style="list-style-type: none"> • P – Comprehensive information re: these expenses provided in Table 1. 	
Budget Form	
<ul style="list-style-type: none"> • Met – also included in Table 1. 	
Physical Structure Project	
1. Total Amount of Funding being Requested: <i>Provide the source of Project Cost Estimate</i>	\$1,849,500
<ul style="list-style-type: none"> • Met – within the parameters of the RFA • P – itemized table was attached. 	
Staffing and Movable Property Project	
2. Total Amount of Funding being Requested: <i>Provide the source of Project Cost Estimate</i>	\$139,200
<ul style="list-style-type: none"> • P – itemized table was attached. 	

**STATE OF MAINE
INDIVIDUAL EVALUATION NOTES**

RFA #: 202410190

RFA TITLE: Development of a Psychiatric Residential Treatment Facility or Facilities

BIDDER NAME: Sweetser

DATE: March 10 and 11, 2025

EVALUATOR NAME: Anita Hood

EVALUATOR DEPARTMENT: DHHS

Individual Evaluator Comments:

SECTION I – ELIGIBILITY	
PART I, C. Eligibility to Submit an Application	
In order to submit an application for consideration, Applicants must demonstrate having at least five (5) years' experience in providing behavioral health services to Children/Adolescents.	
Does the Applicant have at least five (5) years' experience in providing behavioral health services to Children/Adolescents?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
From Section II below, which project(s) meets the eligibility requirements?	<input checked="" type="checkbox"/> Project 1 <input checked="" type="checkbox"/> Project 2 <input checked="" type="checkbox"/> Project 3

SECTION II – QUALIFICATIONS AND EXPERIENCE	
<ul style="list-style-type: none">• Applicant has 60 years of serving children in various settings.• Applicant currently provides a wide range of behavioral health services to children.• Applicant's CEO has experience with PRTF services.	
In order to meet the eligibility requirements, outline in Section I – Eligibility above, at least one (1) project must demonstrate the Applicant having at least five (5) years' experience in providing behavioral health services to Children/Adolescents.	
Applicants must include three (3) examples of projects which demonstrate their experience and expertise in performing the services outlined in the RFA as well as highlighting the Applicant's stated qualifications and skills.	
For the three (3) Projects indicated, include any psychiatric residential, residential, and/or any other in-patient psychiatric experience (e.g., hospital-based), as applicable.	
Project 1	
Business Reference Name:	Sweetser Children's Residential Treatment Program/Winterport

**STATE OF MAINE
INDIVIDUAL EVALUATION NOTES**

RFA #: 202410190

RFA TITLE: Development of a Psychiatric Residential Treatment Facility or Facilities

BIDDER NAME: Sweetser

DATE: March 10 and 11, 2025

EVALUATOR NAME: Anita Hood

EVALUATOR DEPARTMENT: DHHS

Client Contact Person:	Kristie Worster		
Telephone:	207-251-1273		
E-Mail:			
Brief Description of Project			
Project Start Date:	06/29/2014	Project End Date:	Still operating
<ul style="list-style-type: none"> This project (Winterport Children's Residential Care Facility Program) has been operating for more than 10 years. This project provides residential treatment services to children and families. 			
Project 2			
Business Reference Name:	Sweetser's Child Mobile Crisis and Child Assertive Community Treatment (CACT)		
Client Contact Person:	Joanne Grant		
Telephone:	207-294-4422		
E-Mail:			
Brief Description of Project			
Project Start Date:	07/1995	Project End Date:	Still operating
<ul style="list-style-type: none"> This project (Child Mobile Crisis and Child Assertive Community Treatment (CACT)) has been operating for almost 30 years. Applicant provides mobile crisis in 9 counties. Applicant's CACT opened over one year ago and is the only CACT program in Maine, currently serving 25 youth 			
Project 3			
Business Reference Name:	Child Crisis Stabilization Unit/Saco and Rockport		
Client Contact Person:	Kristie Worster		
Telephone:	204-251-1273		
E-Mail:			

**STATE OF MAINE
INDIVIDUAL EVALUATION NOTES**

RFA #: 202410190

RFA TITLE: Development of a Psychiatric Residential Treatment Facility or Facilities

BIDDER NAME: Sweetser

DATE: March 10 and 11, 2025

EVALUATOR NAME: Anita Hood

EVALUATOR DEPARTMENT: DHHS

Brief Description of Project			
Project Start Date:	07/1995	Project End Date:	Still operating
<ul style="list-style-type: none">This project (Child Crisis Stabilization Units in Saco and Rockport) has been operating for almost 30 years.This project provides crisis planning and various treatments to children and families.			
Subcontractors			
If subcontractors are to be engaged client services, Applicants must describe the process the Applicant will use to evaluate the qualifications and experience of potential subcontractors, and how the Applicant will ensure that debarred, suspended, or otherwise ineligible parties are excluded from all subcontract relationships.			
<ul style="list-style-type: none">			
<ul style="list-style-type: none">			
<ul style="list-style-type: none">			
Organizational Chart			
<ul style="list-style-type: none">The proposed Organizational Chart appears to cover all required positions and captures the proposed project.The proposed two Clinicians will not meet the 1:6 Clinician to youth ratio.			
Litigation			
<ul style="list-style-type: none">3 litigations settled4 active litigations			

SECTION III – PRIORITY SERVICES, LOCATION, DEVELOPMENT	
PART II, A. Enhanced Services, Priority Location and/or Priority Development	
<i>Eligible enhanced treatment service(s) include, but are not limited to, service(s) for Children/Adolescents diagnosed with co-occurring Substance Use Disorder (SUD) and/or co-occurring Intellectual Disability/Developmental Disability (ID/DD) and Children/Adolescents who are identified as having treatment needs related to problematic sexualized behavior.</i>	
1. Will enhanced treatment service(s) be provided at the Psychiatric Residential Treatment Facility (PRTF)?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO

**STATE OF MAINE
INDIVIDUAL EVALUATION NOTES**

RFA #: 202410190

RFA TITLE: Development of a Psychiatric Residential Treatment Facility or Facilities

BIDDER NAME: Sweetser

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EVALUATOR NAME: Anita Hood

EVALUATOR DEPARTMENT: DHHS

- Proposed enhanced treatment services for youth with co-occurring substance use disorder and problematic sexualized behaviors.
- Proposal identifies how Clinicians will be trained to deliver co-occurring treatment including training Clinicians in Adolescent Community Reinforcement Approach (A-CRA) and Trauma-Focused CBT (TF-CBT).
- Proposal identifies specific interventions for youth exhibiting problematic sexualized behaviors.
- Proposal clearly identifies who will be served by the proposed enhanced services.

The Department considers any PRTF located in or within twenty-five (25) miles of Augusta or Bangor as Centrally Located. Other locations may be considered as Centrally Located with sufficient justification.

2. Will the PRTF be Centrally Located within the state?

☐ YES ☒ NO

- Proposed location (Saco) is 73 miles from Augusta and further from Bangor per Maps and is not centrally located (with 25 miles of Augusta or Bangor).
- Justification for Saco to be considered centrally located included data that the majority of Maine's population under age 18 resides within 1 hour of the proposed location.
- Applicant maintains fully furnished apartments for families at no cost that will need to travel-how are these scheduled and what does availability look like?

Pursuant to H.P. 1420 - L.D. 2214, PART NNNN (page 225), the goal is to use existing facilities in the State.

3. Will the PRTF be developed utilizing an existing facility?

☒ YES ☐ NO

- Using an existing Applicant owned facility that will require some renovations.

SECTION IV – PROPOSED PROJECT

PART II, B. Project Workplan

- The workplan specific to the physical structure appears comprehensive and includes reasonable dates for initiating project phases.
- Does not include an official physical project design but plans to submit 30 days post award.
- The proposed staffing plan will meet the requirements of the staffing ratios except for the proposed Clinician ratio, which is 1:8 but should be 1:6.
- Did not include an Onboarding and Retention Plan as indicated in this section of the proposal.
- Applicant indicates they will use CBT and TF-CBT for evidence-based practices.

**STATE OF MAINE
INDIVIDUAL EVALUATION NOTES**

RFA #: 202410190

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DATE: March 10 and 11, 2025

EVALUATOR NAME: Anita Hood

EVALUATOR DEPARTMENT: DHHS

- Applicant has relationships with many community and State of Maine partners.
- The ramp up plan indicates 25% capacity in quarter 1; however, there will need to be time to hire and make any physical plant renovations.

C. Operational Requirements

- Proposing to serve Medicaid recipients only, approximately 24 annually.
- Applicant is a current MaineCare Provider.
- Applicant has experience with Maine's Children's Licensing as they have Children's Residential Care Facility locations licensed currently.
- Applicant demonstrated knowledge of the CMS certification process for a PRTF.
- Applicant has experience with service delivery on a 24/7/365 basis.

Does the Applicant have an accreditation from the:

- [The Joint Commission](#);
- The [Commission on Accreditation of Rehabilitation Facilities](#); or
- The [Council on Accreditation \(COA\)](#).

☒ YES ☐ NO

- Applicant has been accredited by COA since 1983.
- Provided a detailed explanation of COA PRTF accreditation process.
- Included multiple avenues to recruit staff including offering hire on bonuses and using social media, Indeed, NASW, and hosting walk in job interviews and hiring events.
- Applicant's staff attrition rate is lower than the average for behavioral health.
- Supervisors hold 'train the trainers' for evidence-based practices including MATCH and A-CRA.
- The Applicant offers free training to their staff and includes CUEs.
- Did not provide a brief outline of procedures and standards for staff but did address hiring, retention, supervision and training.
- Applicant described a feasible sustainability plan for ramp up of the PRTF and a three year period.

D. Programmatic Requirements

**STATE OF MAINE
INDIVIDUAL EVALUATION NOTES**

RFA #: 202410190

RFA TITLE: Development of a Psychiatric Residential Treatment Facility or Facilities

BIDDER NAME: Sweetser

DATE: March 10 and 11, 2025

EVALUATOR NAME: Anita Hood

EVALUATOR DEPARTMENT: DHHS

- Applicant described the proposed programming, aligning with the MaineCare Section 107 requirements.
- Proposed services are inclusive of family/caregivers and indicate siblings will be a vital part of treatment.
- All youth will have case management services.
- All rooms will be single occupancy.
- Inclusion of natural supports in discharge planning.
- The proposal addresses the needs of the family by including mechanisms to address family needs such as food insecurity, transportation and stable housing.
- Applicant proposes educational options including education within the PRTF and at the special purpose private school on Sweetser's campus.
- Noted CBT as the primary evidence-based intervention.
- Will incorporate TF-CBT and A-CRA as well as PSB-CBT for youth with problematic sexual behavior.
- Did not include evidence-based practices for youth with Autism/ID but indicates in prior section they will treat them.
- Outlined a detailed admissions process and an orientation designed to engage youth from the start.
- Did not include policies and practices to support accessing and successfully completing PRTF services.
- Included importance of direct care staff supporting youth in the milieu and with activities of daily living.
- Included recreational activities that will be available to youth.
- Gave specific example of how their CCBHCs address social determinants of health.
- Provided example of their special purpose private school addressing social determinants of health in conjunction with DOE.
- Proposed a viable plan to support youth pre and post discharge including connecting with the youth's case manager, meetings with community stakeholders and Behavioral Health Program Coordinators.
- Proposing to absorb initial deficit in Year 1 as well as smaller deficits in Year 2 and 3.
- Proposal indicates MaineCare rate will be sustainable and awarded funds will not support service delivery but will be used for rehabilitation of the building and equipment.

E. Equity and Consumer Engagement

- Applicant has a Continuous Quality Improvement (CQI) structure and will incorporate PRTF. The structure includes regular meetings and a clearly outlined process for incorporating change based on feedback.

**STATE OF MAINE
INDIVIDUAL EVALUATION NOTES**

RFA #: 202410190

RFA TITLE: Development of a Psychiatric Residential Treatment Facility or Facilities

BIDDER NAME: Sweetser

DATE: March 10 and 11, 2025

EVALUATOR NAME: Anita Hood

EVALUATOR DEPARTMENT: DHHS

- | |
|---|
| <ul style="list-style-type: none">• None noted. |
|---|

SECTION V – BUDGET

Describe the Physical Structure and Staffing and Movable Property for the proposed project and how allowable use of funding will meet the requirements outlined in the RFA.

Physical Structure Project

- Proposal appears inclusive of necessary renovations and proposed costs are within allowable items.

Staffing and Movable Property Project

- All items proposed are within allowable items.

Budget Form

- No concerns with budget proposed.

Physical Structure Project

1. Total Amount of Funding being Requested:

Provide the source of Project Cost Estimate

\$1,849,500

- Provided reasonable physical structure costs.

Staffing and Movable Property Project

2. Total Amount of Funding being Requested:

Provide the source of Project Cost Estimate

\$139,000

- All costs appear fair and reasonable.

**STATE OF MAINE
INDIVIDUAL EVALUATION NOTES**

RFA #: 202410190

RFA TITLE: Development of a Psychiatric Residential Treatment Facility or Facilities

BIDDER NAME: Sweetser

DATE: 3/11/2025 and 3/12/2025

EVALUATOR NAME: Anna Ko

EVALUATOR DEPARTMENT: Office of Behavioral Health

Individual Evaluator Comments:

SECTION I – ELIGIBILITY	
PART I, C. Eligibility to Submit an Application	
In order to submit an application for consideration, Applicants must demonstrate having at least five (5) years' experience in providing behavioral health services to Children/Adolescents.	
Does the Applicant have at least five (5) years' experience in providing behavioral health services to Children/Adolescents?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
From Section II below, which project(s) meets the eligibility requirements?	<input checked="" type="checkbox"/> Project 1 <input checked="" type="checkbox"/> Project 2 <input checked="" type="checkbox"/> Project 3

SECTION II – QUALIFICATIONS AND EXPERIENCE
<ul style="list-style-type: none">• Stated they are a not for profit independent behavioral health organization that offers a statewide network of comprehensive community mental health and substance use disorder care and treatment.• Stated they provide crisis, residential and education services to children, adults and families, and is the largest statewide mobile crisis provider.• Stated they have an extensive peer support program and was awarded the Statewide Intentional Warm Line Grant, a Peer Training Network Grant and a Youth Peer Grant.• Stated they have been awarded two Substance Abuse and Mental Health Services Administration (SAMHSA) grants to create Certified Community Behavioral Health Clinics (CCBHCs) in Brunswick and Sanford; was approved to create a CCBHC expansion site in Lewiston; and they were selected to be a state CCBHC demonstration site.• Stated they have sixty (60) years of experience serving children with serious emotional disorders in community-based and residential programs including behavioral health homes; school-based therapy; child ACT; children's mobile crisis; children's crisis stabilization units; and residential treatment facilities.• Stated they have operated child crisis beds in Saco and Rockport, and their mobile crisis service is provided in nine (9) counties.

**STATE OF MAINE
INDIVIDUAL EVALUATION NOTES**

RFA #: 202410190

RFA TITLE: Development of a Psychiatric Residential Treatment Facility or Facilities

BIDDER NAME: Sweetser

DATE: 3/11/2025 and 3/12/2025

EVALUATOR NAME: Anna Ko

EVALUATOR DEPARTMENT: Office of Behavioral Health

- Stated that their use of their child ACT, child residential and their soon to be operational Therapeutic Foster Care Oregon (TFCO) will create a “natural step-down level of care for some PRTF youth”.
- Stated their CEO directly operated seven (7) psychiatric children’s hospitals in New York and oversaw care quality in nine (9) PRTF.
- Stated their CEO’s prior PRTF oversight involved approving all “CON” applications; on site licensing services; adverse event monitoring; for cause inspections and sentinel event reviews.
- Stated their CEO was also the primary investigator for a successful SAMHSA grant that focused on restraint and seclusion in a PRTF.
- Stated use of core evidence-based practices, including organizational change; data informed decisions; workforce development; debriefing; and alternatives to restraint and seclusion are being incorporated into Bidder’s operations.

In order to meet the eligibility requirements, outline in Section I – Eligibility above, at least one (1) project must demonstrate the Applicant having at least five (5) years’ experience in providing behavioral health services to Children/Adolescents.

Applicants must include three (3) examples of projects which demonstrate their experience and expertise in performing the services outlined in the RFA as well as highlighting the Applicant’s stated qualifications and skills.

For the three (3) Projects indicated, include any psychiatric residential, residential, and/or any other in-patient psychiatric experience (e.g., hospital-based), as applicable.

Project 1			
Business Reference Name:	“Sweetser Children’s Residential Treatment Program/Winterport”		
Client Contact Person:	“Kristie Worster LCSW, CCS”		
Telephone:	[#]		
E-Mail:	[Email]		
Brief Description of Project			
Project Start Date:	6/2014	Project End Date:	“still operating”

**STATE OF MAINE
INDIVIDUAL EVALUATION NOTES**

RFA #: 202410190

RFA TITLE: Development of a Psychiatric Residential Treatment Facility or Facilities

BIDDER NAME: Sweetser

DATE: 3/11/2025 and 3/12/2025

EVALUATOR NAME: Anna Ko

EVALUATOR DEPARTMENT: Office of Behavioral Health

- Referred to a child residential care facility located in Winterport that provides intensive, out-of-home mental health treatment for youth that are experiencing mental/behavioral health difficulties, with the goal of returning home to their families.
- Stated their Winterport child residential care facility serves up to eight (8) clients; and children attend daily groups and 2-3 weekly family/caregiver and individual sessions.
- Stated youth in their program attend school and participate in community activities, including swimming, hiking and attending community events.

Project 2

Business Reference Name:	Sweetser's Child Mobile Crisis and Child Assertive Community Treatment (CACT)
Client Contact Person:	Joanne Grant LCPC, LADC, CCS
Telephone:	[#]
E-Mail:	[Email]

Brief Description of Project

Project Start Date:	"7/1995"	Project End Date:	"Still operating"
<ul style="list-style-type: none">• Referred to their Mobile Crisis Intervention service provided in Androscoggin, Franklin, Knox, Lincoln, Oxford, Sagadahoc, Waldo, York, and northern Cumberland Counties (Brunswick, Freeport and Harpswell).• Mobile crisis includes 24/7 response to crisis calls.• Stated they opened Maine's only Child ACT team over a year ago, an intensive community-based outpatient treatment program with a multi-disciplinary team of providers that supports eligible children who are at imminent risk of losing shelter due to "severe behavioral impairments".• Stated their Child ACT program serves a 25-mile radius of Saco Maine, and stated they are currently the only behavioral health organization providing this service in Maine, with twenty-five (25) youth currently enrolled.			

Project 3

Business Reference Name:	
Client Contact Person:	"Kristie Worster LCSW, CCS"
Telephone:	[#]

**STATE OF MAINE
INDIVIDUAL EVALUATION NOTES**

RFA #: 202410190

RFA TITLE: Development of a Psychiatric Residential Treatment Facility or Facilities

BIDDER NAME: Sweetser

DATE: 3/11/2025 and 3/12/2025

EVALUATOR NAME: Anna Ko

EVALUATOR DEPARTMENT: Office of Behavioral Health

E-Mail:	[Email]		
Brief Description of Project			
Project Start Date:	"7/1995"	Project End Date:	"still operating"
<ul style="list-style-type: none">• Referred to their Crisis Stabilization Units (CSU) service, which provides short-term therapeutic residential placement for young people from seven to seventeen (7-17) years old experiencing a mental health crisis.• Stated their CSUs are available to anyone throughout Maine, with two (2) eight (8)-bed units located in Rockport and in Saco.• CSU includes provision of crisis planning; individual therapy; family/caregiver support sessions; and daily group treatment.• Stated CSU treatment includes Acceptance and Commitment Therapy; Motivational Interviewing; and Cognitive Behavioral Therapies; and they take a holistic approach to care, including health coaching, mindfulness and care coordination.			
Subcontractors			
If subcontractors are to be engaged client services, Applicants must describe the process the Applicant will use to evaluate the qualifications and experience of potential subcontractors, and how the Applicant will ensure that debarred, suspended, or otherwise ineligible parties are excluded from all subcontract relationships.			
• "N/A"			
• "N/A"			
• "N/A"			
Organizational Chart			
<ul style="list-style-type: none">• Provided their anticipated organizational chart for their proposed PRTF.• Organizational chart includes one (1) Chief Program Officer (CPO) providing oversight; with three leadership staff below (a Medical Director, a Clinical Director and an Operations Director).• In the organizational chart, below the leadership staff, staff include: four (4) psychiatric RNs and four (4) "CNA-Ms" (under the Medical Director); two (2) "Clinicians", twelve (12) "BHPs/YPTs", and four (4) Psychiatric Crisis Specialists (PCS) (under the Clinical Director); and two (2) first shift "Sups", two (2) second shift "Sups", and two (2) third shift "sups" (under the Operations Director).			
Litigation			

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- Indicated seven (7) cases: three (3) settled without trial and four (4) litigations that are still active. Reader has some concern regarding litigation.

SECTION III – PRIORITY SERVICES, LOCATION, DEVELOPMENT

PART II, A. Enhanced Services, Priority Location and/or Priority Development

Eligible enhanced treatment service(s) include, but are not limited to, service(s) for Children/Adolescents diagnosed with co-occurring Substance Use Disorder (SUD) and/or co-occurring Intellectual Disability/Developmental Disability (ID/DD) and Children/Adolescents who are identified as having treatment needs related to problematic sexualized behavior.

1. Will enhanced treatment service(s) be provided at the Psychiatric Residential Treatment Facility (PRTF)?

☒ YES ☐ NO

- a - Stated they will provide enhanced treatment services to children and adolescents that addresses co-occurring SUDs and “problem sexualized behavior”.
- b - Stated their clinicians will have or be trained to treat co-occurring disorders and they plan to use an array of Cognitive Behavioral Therapies (CBT); Bidder also referred to the American Psychological Association (APA) regarding use of CBT for treatment.
- b – Stated their clinicians will be trained in TF-CBT through the Trauma Institute, including receiving certification in the model and meeting supervisor competencies.
- b – Plans to engage with the Traum Institute to coordinate a two (2) day in-person training or a remote three (3) day, half day training. Bidder also indicated that prior to training, staff will have to complete prerequisite online models and receive a certificate of completion. After the modules and live/remote trainings are completed, their clinicians will have to attend twelve (12) consultation calls with a cohort, completed either twice a month in six (6) months or once a month for twelve (12) months. Indicated, during the cohort consultation calls, all group participants present at least one (1) case and participants must attend at least nine (9) out of twelve (12) calls to move onto the next step of submitting two (2) case studies and passing the national TF-CBT exam, after which the clinician’s name will be added to the national TF-CBT registry.
- b – Stated for SUD treatment, they will provide the Adolescent Community Reinforcement Approach (A-CRA), which Bidder indicates is a developmentally-appropriate behavioral treatment for youth aged twelve (12) to fourteen (14) with SUDs. Bidder further described more detail regarding use of the A-CRA, cited from Chestnut Health System’s description on A-CRA.

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- b – Training for staff working with clients that exhibit PSB [problematic sexualized behavior] will differ “from a more general staff intensive program”. Specific anticipated training for staff working with clients exhibiting PSB was not included.
- b – Stated a ratio of two (2) clients to one (1) staff person is recommended for supervision with clients exhibiting PSB; and noted staff will need to be comfortable with “sensitive subject material”.
- b – For clients exhibiting PSB, stated “milieu treatment is a powerful treatment model” and their staff will be expected to engage with clients; “teach them to take responsibility for requiring supervision”; attend or co-facilitate groups; attend treatment sessions; and mirror the home environment (e.g., helping clients maintain room cleanliness, completing chores, and eating “family/caregiver-style”).
- c – Stated, for “youth with PSB”, their clients will start in a “highly contained, structured environment” and will be exposed to “more challenging situations based on treatment progress”.
- c – Plan to have “youth with PSB” attend group therapy at least four (4) times a week; and their primary treatment focus will be on developing social skills and psychoeducation on healthy sexuality and healthy relationships. Plans to include a Community Meeting for development of daily living skills, community building and conflict resolution; groups will be facilitated by clinicians, with support from staff; and they will incorporate team-building/adventure-based counseling in treatment.
- c – For youth needing treatment related to PSB, individual therapy will use PSB-CBT; clarification work; safety planning; and TF-CBT, when appropriate. Stated “family/caregiver work is essential”, will help clarify roles and structure in the home, and family/caregiver therapy may also involve TF-CBT; repairing relationships’ work; implementation of protective factors; and safety planning. Plans to include supervised family/caregiver visits, to begin in the milieu, with the plan to slowly work towards outings with staff support.
- c – For co-occurring SUD treatment, plan to deliver A-CRA in group, individual and family/caregiver counseling sessions
- c – Plans to incorporate trauma informed care in all services and included milieu management and activities.
- c – Plans to deliver each described treatment model “to fidelity” and stated all clinicians providing the enhanced services will participate in specialized clinical supervision by trained supervisors, including fidelity audits.
- d – Stated children and adolescents diagnosed with mental health, SUD and “problem sexualized behaviors” will be served by their enhanced services; and they will include the family/caregiver in all treatment provided.

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The Department considers any PRTF located in or within twenty-five (25) miles of Augusta or Bangor as Centrally Located. Other locations may be considered as Centrally Located with sufficient justification.

2. Will the PRTF be Centrally Located within the state?

☒ YES ☐ NO

- Stated PRTF will be located on 50 Moody Street, Building #16, in Saco, which Bidder indicated is one of their former residential facilities.
- Stated their proposed site is a single-story building with a daylight basement that is in close proximity to the interstate; has a new roof from three (3) years ago; and new boilers installed a year ago.
- Stated they initially built and used this facility for residential health care until late 2024, and the layout includes sixteen (16) resident sleeping rooms; “central activity and dining spaces with outdoor access”; a central kitchen; resident and staff support areas on the main floor; and additional facility support in the partial daylight basement.
- Stated their Saco location is Centrally Located due to the majority of children needing this level of care residing in the southern coastal half of the State, where population density is higher. Bidder referred to the most recent Maine “KIDS COUNT” data, which Bidder stated that the presented “data suggests that 50% of the population of people under the age of 18 reside in Cumberland, York, Androscoggin, and Oxford counties”; and stated these counties are within a one (1) hour drive of their proposed location.
- Stated the two (2) counties with the highest child population are within fifteen (15) minutes of their campus.
- Stated for families/caregivers that need to travel a longer distance, Bidder maintains a fully furnished apartment on their Saco campus that provides a home-like setting that can be utilized for free by visiting families/caregivers, avoiding costly hotel stays.

Pursuant to H.P. 1420 - L.D. 2214, PART NNNN (page 225), the goal is to use existing facilities in the State.

3. Will the PRTF be developed utilizing an existing facility?

☐ YES ☐ NO

- Stated renovations will be needed to upgrade the facility for accessibility, security, current regulatory and safety requirements and to ensure operational efficiencies.
- Indicated their 50 Moody Street #16 location in Saco is a former children’s residential treatment facility; and the Bidder currently owns the facility.

SECTION IV – PROPOSED PROJECT

PART II, B. Project Workplan

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- Project workplan provided.
- Plans to apply for Child Residential Care Facility license, COA Accreditation and CMS certification immediately upon award notification, to be completed by their Director of Compliance and contracts manager.
- Stated they are working closely with “SMRT” for project design, with concept study report complete and included a related meeting notes documentation with their proposal submission; and indicated the official design will be produced within thirty (30) days of award notification.
- Plans to have a secure fence around the building’s perimeter with all access points meeting relevant codes, including NFPA101, for the PRTF.
- Plans to do some “demo/build” at the facility to ensure office and clinical space; private bedrooms; congregate, recreational and educational space; and a medication dispensing room that will meet regulations, including proper lighting, medication cart, refrigeration and hand washing capabilities – stated after demo, anticipate framing work to begin in September, 2025.
- Plans to include a security system installment from Seacoast Security and will use Minuteman Security for fire alarms; to be installed after framing and drywall work, with installation to take place December, 2025.
- Plans to include lighting work, completed February, 2026.
- Plans to furnish and finish rooms, with furniture to be ligature and tamper resistant, with the ability to be bolted down, in March, 2026.
- Paint and emergency/evacuation labelling to occur in March, 2026.
- Stated the proposed facility has been owned “outright” by the agency for almost two hundred (200) years, and the Bidder also owns the campus the building is located in.
- Plans to garner building, electrical and plumbing permits from Saco City, with anticipated dates of 6/1/25.
- Anticipates PRTF to begin service delivery 4/1/2026, with sixteen (16) available beds.
- Described their recruitment and hiring process, with the plan to begin recruiting 1/1/2026.
- Bidder also included, as a separate attachment, their training and orientation plan, covering the first three (3) weeks of anticipated training and orientation.
- The provided training and orientation plan included BHP modules, Safety Care and other trainings and staff shadowing. Other trainings include crisis intervention; suicide prevention and treatment; recognizing and reporting child abuse and neglect; confidentiality/HIPAA; licensing rules; rights of recipients; trauma informed care; child development; psychotropic medications; and human trafficking.
- Included a staffing plan with their proposal that indicates intended staffing plan, including anticipated number of youth to be served by each position. The provided

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staffing plan does not match the number of staff indicated for each position provided in the submitted organizational chart (e.g., submitted organizational chart includes two (2) Clinicians, whereas the submitted staffing plan only includes one (1) clinician).

Actual anticipated staffing plan is a little unclear.

- Bidder stated that their staffing ration and staffing plan follows licensing recommendations, including the ratio supported in the rate setting process.
- Stated they currently have four (4) licensed child residential facilities (total of thirty-three (33) beds) that are “Level I” and indicated training for “Level II facilities is the same”, and they will include additional license-required training for staff.
- Plans to have Trauma Informed Effective Reinforcement System (TIER) training , provided by the Covington Training Institute, completed within ninety (90) days, following initial three (3) week orientation and onboarding. Bidder’s Program Project Design tab also indicated plan to provide the TIER model as “behavior based TIC model for direct service staff within 6 months”. Specific timeline for TIER training once staff are hired is unclear.
- Indicated their clinical staff will need evidence-based practice trainings, including CBT-based trainings, that will often be 5 days/40 hours in length, with up to twenty-four (24) annual consultations.
- Plans to provide PSB-CBT, based out of the University of Oklahoma, an evidence-based treatment model for those between three and eighteen (3-18) years old in a group setting that accompanies a concurrent caregiver group for clients struggling with “problem sexualized behavior”; and also plans to use the adaptive individual treatment model.
- Stated their clinicians will be trained in trauma-focused CBT (TF-CBT).
- Plans to have clinical team meetings include an item focused on treatment modalities and fidelity; and plans to use outcome measures, such as the DLA-20, PHQ-M and GAD-7, to measure treatment progress.
- Stated they have established relationships with MaineHealth hospitals, including inpatient care like Spring Harbor Hospital; and has strong relationships with Central Maine Health Care, Northern Lights Health Care, York Hospital and ST. Mary’s Hospital. Bidder stated they are able to work with the listed hospitals on any formal agreements needed to support the PRTF. Bidder’s workplan did not include an intent to establish additional formal relationships with hospitals, and did not describe operational and programmatic anticipated procedures for establishing relationships with hospitals, at minimum.
- Stated they have relationships with police departments in their catchment area, including a close and communicative relationship with the Saco Police Department.

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- Stated for their crisis liaison and OPTIONS work, they conduct formal monthly meetings with police departments.
- Stated they have a Special Purpose Private School on their Saco campus that serves youth in elementary, middle and high school, and indicated that this school has a formal working relationship with the Department of Education, and Bidder indicated they are actively involved in schools throughout Maine.
- Stated they work closely with the Department of Corrections, and agency “leadership meets with the juvenile correction officer management” on a quarterly basis.
- Stated their leadership meets with Child Behavioral Health Coordinators and the Department program manager monthly to review agency residential care.
- Stated their leadership also meets with other providers as a member of the Child and Provider Family Network, and their agency is also an active member of the Maine Alliance for Addiction and Mental Health Services and the Behavioral Health Community Collaborative.
- Indicated that, within three (3) months of award notification, they will establish MOUs with identified stakeholders and facilitate quarterly meetings.
- Indicated for ramp up that there would be 25% increase every quarter, starting at 25% for the first quarter. Bidder did not include/describe a sustainment plan for full occupancy and instead relies on the assumption that “there are significant referrals that are appropriate” for ramp up.
- Stated they have an active development program that fundraises for the agency, with a focus on children’s services; and their Chief Growth Officer seeks and applies for grant opportunities. Specific details related to fundraising and grant opportunities were not included.
- Indicated MaineCare will be the primary payer source for PRTF.

C. Operational Requirements

- Stated their PRTF will serve up to twenty-four (24) clients annually, serving twelve to sixteen (12-16) children in their unit at any given time.
- Stated all clients will have Medicaid, including Katie Beckett insurance, with priority given to Maine residents, especially those who have received out-of-state treatment or are at risk of needing out-of-state treatment.
- Stated they already have a MaineCare Provider Agreement in place.
- Stated they need a “Maintenance Case” to include the PRTF facility in their MaineCare enrollment and indicated their contracts and credentialing administrator completes a maintenance case in MaineCare and described anticipated process for such.

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- Stated process for licensure as a Secure, Level II, Children's Residential Care Facility is similar to the process for garnering licensure for any Children's Residential Care Facility (CRCF); and stated Bidder has had licensed CRCFs for many years and is familiar with the relevant licensing process.
- Bidder described and demonstrated an understanding of the process and steps necessary for garnering the appropriate CRCF Level II license for the PRTF from the Department, including initial issuing of a one-year provisional license.
- Bidder described and demonstrated an understanding of the process and steps for obtaining CMS PRTF certification, through collaboration with the Department's DLC.
- Stated they operate numerous 24/7/365 programs; with a supervisor on duty for each program that manages staffing coverage, including call outs, time off and weather-related issues.
- Stated they hire multiple per diem roles that will periodically cover staffing shortages.
- Stated they pay stipends for overnights and holidays and offer significant stipends when they are unable to find coverage.
- Stated they have an administrator on call (AOC) system that includes senior and executive level clinically licensed leaders that help with managing "concerning client behaviors and emergency situations". Stated their AOC system is in place on weekends, holidays and weekday evenings/overnights.
- Stated there is also a facility on call system for physical plant-related issues that occur during non-business hours.

Does the Applicant have an accreditation from the:

- [The Joint Commission](#);
- The [Commission on Accreditation of Rehabilitation Facilities](#); or
- The [Council on Accreditation \(COA\)](#).

☒ YES ☐ NO

- Stated they have been accredited by the COA since 1983 for other inpatient agency programming and their current accreditation is effective through December 31, 2027.
- Indicated they may submit an application for survey with COA at any time, however, the new facility and service program must be in operation for at least six (6) months prior to the site visit.
- Bidder described and demonstrated an understanding of the requirements for garnering COA accreditation for the PRTF, and indicated "normal timing" for accreditation completion will be two (2) months from application submission to the site visit, and then another two (2) months until they receive final notification on their single service accreditation application (total anticipated time frame of four (4) months from initial application submission).

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- Stated they use sign-on bonuses to recruit for hard to fill positions, including clinicians and direct care staff and advertise their job postings through various outlets, including Indeed, Jobs in ME, NASW, local papers and social media.
- Stated they also “sponsor” jobs on Indeed to increase their applicant volume.
- Stated they will require background checks at hire and bi-annually for PRTF staff.
- Stated they have held walk-in job interviews and hiring events throughout Maine, and attend job fairs and sponsor tables/ advertisements at conferences.
- Stated all new staff working with children are “Fingerprinted SBI (State Bureau of Identification)”; and they run applicant names through CPS/APS, the National Sex Offenders Search and the Maine Sex Offender Search “SAM/OIG”.
- Stated for out-of-state applicants, they conduct an out-of-state CPS check/background check from the relevant state(s) listed.
- Stated they also utilize the Maine Background Quick Check, ALMS, and conduct a driving record check.
- For retention, they engage with their staff through monthly wellness and team building activities, and provide retention bonuses, employee discounts, clinical supervision and reimburse licensure fees.
- Stated they have competitive benefits, including medical, dental, vision and retirement saving options.
- Stated they conduct annual performance evaluations, including merit increases.
- Stated they increased the amount of tuition reimbursement last year, based on length of employment.
- Stated their agency’s current attrition rate is 21%, which Bidder states is “considerably less than the 30% average rate common in behavioral health”.
- Stated they provide the necessary clinical supervision required per licensure, and all staff, including non-clinical staff, receive monthly and/or group supervision, at a minimum, including specialized supervision for evidence-based practices.
- Stated they have many supervisors that are “train the trainer” for specific evidence-based models, including A-CRA and MATCH, which ensures they are able to provide training with minimal barriers.
- Stated, in addition to their required positional-dependent training, they also offer the Sweetser Training Institute workshops to all staff.
- Stated their trainings include required and optional topics that are free for staff, and their trainings also provide CEUs or contact hours for staff needing to renew licenses.
- Stated use of Relias as a training platform for provision of agency and regulatory-related training, including training on HIPAA, 42 CFR and other mandatory topics, including suicide prevention.

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- Stated PRTF training will include techniques to identify staff and youth behavior, events and other factors that may trigger an emergency safety situation.
 - Stated non-physical interventions will include de-escalation; reflective listening skills; conflict resolution; and prevention; and they will include these topics in training.
 - Stated all staff will be trained in Safety Care, including safe and appropriate use of manual restraint.
 - Stated staff will be certified in Red Cross CPR and maintain certification with a biannual competency demonstration; and all staff will be trained in required First Aid certification, with annual updated training.
 - Stated their trainings are offered by experienced and competent trainers; and staff will have demonstrated competency and proficiency documented every six (6) months.
 - Stated staff will be trained in emergency preparedness and how to react in the event of a disaster.
 - Stated all training will be documented in staff personnel records and documented competency will be completed and on file; with training documents and records available as requested to CMS, OMS, Maine CDC and OBH.
- Stated as they ramp up their clients to reach full census in their first few months of programming, they anticipate a sustainable deficit in year one, and to either “break-even” or have small deficits in years two and three .
 - Stated, in order to account for the deficit, the Bidder will allocate a percentage of their endowment draw, which will be 50% of their annual budget draw.

D. Programmatic Requirements

- Stated they will provide comprehensive team-based care to PRTF residents, with the goal of successfully transitioning youth back to their community, through leveraging natural supports and offering culturally competent, individually identified, medically appropriate treatment.
- Stated they also treat youth with ID or ASD diagnosis, and youth with “serious emotional or co-occurring SUD disorders”.
- Stated they will work with the independent team responsible for the youth’s Clinical Certification of Need (CCON), who will also be responsible for sixty (60) day reviews and prior authorizations.
- Stated they will provide active psychiatric treatment to youth and families/caregivers, and will complete an assessment and evaluation, including review of CCON documentation.
- Stated they will ensure medical supervision is provided 724/7; and the psychiatric provider will provide intensive psychiatric monitoring and intervention, and will also be responsible for youth medication management.

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- Plans to have each youth participate in a weekly medication management session, with family/caregivers invited to the meetings as well.
- Plans to have their clinical team ensure each youth has at least two (2) hours of weekly individual therapy, daily group therapy and two (2) hours of weekly family/caregiver therapy.
- Stated discharge planning will be individualized, coordinated and planned.
- Plans to have an active crisis plan with each youth, as part of treatment.
- Stated crisis intervention will be managed by the psychiatric crisis provider or clinician.
- Stated youth will have coordinated case management services, partnering with guardian and assigned case managers to schedule and facilitate medical, dental, educational and legal appointments.
- Plans to provide transportation through two (2) staff in an organization vehicle.
- Plans to support youth with personal care and daily living skills, with all youth assigned to a single occupancy room with specialized furnishings, provided with basic needs, including food and snacks.
- Stated treatment will include assessment(s), treatment planning and progress notes, and described intended actions for each treatment action category.
- Plans to complete initial assessment and treatment recommendations within seventy-two (72) hours of admission date/time, with a fully comprehensive evaluation completed within fourteen (14) days.
- Plans to have treatment plan developed at assessment time, to be reviewed by the team every thirty (30) days, including the client, family/caregiver/guardian, natural supports and providers.
- Plan to update the treatment plan should a client be admitted to an inpatient unit or if they experience a clinically significant event.
- Progress notes will be documented by each care team member, and Youth Residential Technicians will document a shift note during the day shift and during the night shift for each of the youth.
- Plans to ensure ancillary services are available based on medical necessity, which may include occupational therapy, physical therapy, speech and hearing services, interpreter services, and any required medical services.
- Plans to ensure discharge planning is included in initial treatment plans and reviewed at each treatment plan review; with youth, family/caregiver/parent/guardian, natural supports and providers included for discharge planning and in developing and implementing discharge plans.

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- Plans to provide treatment with the primary goal of the youth returning home; and family/caregiver members will be included in treatment and supported throughout the process, from admission to discharge.
- Plans to teach families problem solving skills and how to meet family/caregiver's basic needs and goals.
- Bidder also provided additional detail regarding anticipated "Family/Caregiver Centered Care".
- Plans to utilize positive behavioral strategies that will be respectful and appropriate for the youth, with their individual needs considered.
- For behavior plans, indicated they would be based on a Functional Behavioral Assessment, with all plans reviewed at least with each treatment plan review.
- Indicated behavior plans will include prosocial and adaptive behaviors to reduce aggressive behaviors with de-escalation; and plan to consider trauma with each intervention.
- Reiterated their operation of a special purpose private school (SPSS) for K-12 students that includes a special education curriculum for students struggling with social, emotional and academic challenges.
- Stated their multidisciplinary education teams will develop personalized behavioral and academic goals for each PRTF client, such that youth may attend school at campus school, or they may attend classes and day treatment offered in the PRTF, depending on the youth's unique needs; with goals reviewed quarterly with teachers and education specialists, with education adjusted accordingly.
- Plan to work with families/caregivers, Saco School Department and the Department of Education to ensure the best education plan for students not meeting special education requirements.
- Will maintain MaineCare enrollment and be in compliance with CMS' restraint and seclusion standards, and noted their PRTF Medical Director will attest to such upon enrollment of PRTF with MaineCare.
- Described anticipated positions for the PRTF, including related educational and/or experiential requirements; with the plan to provide all staff with one (1) hour of weekly supervision, either individually or in a group, with at least one (1) individual supervision provided per month.
- Plans to have a multidisciplinary team, including the youth and parent/guardian for development and implementation of the treatment plan.
- Plans to use specific, measurable, achievable, relevant and time-based (SMART) objectives, and will review such as required by licensing standards, or more often, as clinically indicated. Plans to include medication management, nursing, and clinical goals and objectives in treatment plans.

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<ul style="list-style-type: none">• Included a section of text on consent and disclosure, including their restraint and seclusion policy; rights of recipients; and consent to treat. Regarding their restraint and seclusion policy, Bidder indicated a copy of the policy will be provided to the client and their parents/caregivers/guardians in a clear and understandable language in the preferred language, including use of an interpreter to review the policy if preferred language is unavailable; and the client and their parents/guardians will sign documentation indicating they have been informed of the policy, with the signed document placed in the client's medical record. Indicated parents/caregivers will be notified of any manual restraint use.
<ul style="list-style-type: none">• Plans to primarily utilize CBTs for individual treatment, based on a diagnostic approach to care.• Stated their clinicians will be trained in Trauma-Focused CBT (TF-CBT) for clients with trauma-based symptoms; with use of A-CRA as the evidence-based treatment model for co-occurring SUD.• Plans to use PSB-CBT for clients exhibiting "Problem Sexual Behavior" and use the adaptive individual treatment model.• Bidder included reference to four (4) research articles:<ul style="list-style-type: none">○ two (2) refer to provision of TF-CBT (2016 and 2018 research articles) for youth in residential treatment facilities that resulted in PTSD and depressive symptoms' improvement;○ one (1) of the research articles referenced referred to provision of trauma-informed psychiatric residential treatment, unclear to this reader if trauma-informed psychiatric residential treatment is inclusive of the TF-CBT treatment model; and○ the last resource provided referred to a "Research and Outcomes" webpage related to the PSB-CBT model.• Bidder did not include research justifying their intended provision of A-CRA.• Stated treatments requiring consultations and/or certifications will be supported with the model requirements.• Stated clinical team meetings will include an agenda item focused on treatment modalities and fidelity, and they will use outcome measures such as the DLA-20, PHQ-M and GAD-7 to measure treatment progress.• Stated they will comply with any and all fidelity visits and/or audits required by the model.
<ul style="list-style-type: none">• Plans to admit youth for mental health and SUD treatment under the age of twenty-one (21), to include those with "problem sexualized behavior and autism as a secondary diagnosis".

**STATE OF MAINE
INDIVIDUAL EVALUATION NOTES**

RFA #: 202410190

RFA TITLE: Development of a Psychiatric Residential Treatment Facility or Facilities

BIDDER NAME: Sweetser

DATE: 3/11/2025 and 3/12/2025

EVALUATOR NAME: Anna Ko

EVALUATOR DEPARTMENT: Office of Behavioral Health

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| <ul style="list-style-type: none">• Plans to receive referrals from inpatient psychiatric hospitals; “emergency rooms that have children with long lengths of stay”; juvenile community corrections officers; and case managers.• Bidder described in detail their anticipated admission process, with admission based on an active psychiatric condition, and indicated their Clinical Director, Medical Director and Chief Program Officer will review all applications for admission.• Plan to have a medication assessment completed, and treatment plans and discharge criteria fully developed within fourteen (14) days after admission.• Plans to provide an orientation to clients at admission, including a tour of the unit and a checklist covering orientation items signed by the client and provided to them. Bidder also provided additional detail regarding client orientation.• Plans to recruit and retain staff “who are positive role models for the youth who come with an array of skills and talents”.• Plans to have the unit come together weekly for a community meeting to discuss concerns and share suggestions, which will be an opportunity for youth to take leadership roles in the unit, make change and feel heard.• Plans to have outdoor recreation area at their PRTF, where youth can tend to a garden during the warmer months or play in the snow during colder months.• Plans to have a family/caregiver room and include yoga, mindfulness, puzzles or art in the milieu.• Stated “when a youth has earned privileges, they will be able to visit the farm on Sweetser’s 200+ acres of land or visit the gym and teen center and fitness area, that are located outside the unit”.• Plans to have planned outings for swimming or community events.• Did not address/describe how Children/Adolescents will be retained in services, including policies and practices to support accessing and successfully completing PRTF services. |
| <ul style="list-style-type: none">• Stated they have experience collaborating and coordinating with other community service agencies within the continuum of care to address social determinants of health, and as a behavioral health organization, stated all of their services coordinate with other organizations on social determinants of health.• Stated they transitioned to the Behavioral Health Home model supporting social determinants of health in 2014.• Indicated they have three (3) Certified Community Behavioral Health Clinics (CCBHCs) that includes a care coordinator. Bidder further described CCBHC service provision.• Referred to their special purpose private school and day treatment program in Saco Maine. |

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EVALUATOR NAME: Anna Ko

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| <ul style="list-style-type: none">• Plans to collaborate closely with stakeholders to support clients pre and post discharge.• Plans to partner with each youth's case manager through ensuring they are participating in treatment plan reviews.• Plans to continue attending monthly provider meetings with Child Behavioral Health Services (CBHS) behavioral health program coordinators at the State to discuss "steps down and discharge".• Plans to ensure clients without a necessary services in place have other supports, such as crisis, available (e.g., if a client is waitlisted).• Plans to conduct a "thorough discharge plan meeting" thirty (30) days prior to discharge with stakeholders to prepare the client, family/caregiver/guardian, case manager, education providers, medical providers and step-down providers.• Indicated that parents often "are not ready to step down children directly form a 6-9 month stay from a PRTF" and the client "may step down to a child residential program or a therapeutic treatment home when indicated for 6 months". |
| <ul style="list-style-type: none">• Stated they believe the PRTF rates being developed by MaineCare will be sustainable, and their board and leadership are committed to absorbing a deficit associated with ramping up the program in the first year and absorbing smaller deficits in subsequent years.• Plans to use project funds for solely for purposes of building rehabilitation and for furniture and equipment; and indicated they anticipate the PRTF will be open for referrals April, 2026.• Plans to be fully staffed for the salaried positions (social workers, nurses, administrator, clinical director and medical director) "on day one"; with the plan to add one (1) client every two (2) weeks, and they will increase direct care, CAN and shift supervisory staff, as appropriate.• Indicated that having their salaried positions filled prior to reaching full census will result in significant deficits of at least \$300,000; which their agency board and leadership is committed to absorbing the start up deficits, to be covered by approved allocations from a monthly endowment draw. |

E. Equity and Consumer Engagement

- | |
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| <ul style="list-style-type: none">• Plans to integrate this program into their overall Continuous Quality Improvement (CQI) structure, which includes utilization/volume; clinical outcome; and client satisfaction reporting.• Stated their Board of Directors will review and discuss data via the quarterly Quality Oversight Committee; organizational leadership will monitor and support quality improvement work through the bi-monthly CQI steering committee; program leaders |
|---|

**STATE OF MAINE
INDIVIDUAL EVALUATION NOTES**

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EVALUATOR NAME: Anna Ko

EVALUATOR DEPARTMENT: Office of Behavioral Health

will engage in ongoing program improvement priority identification during monthly Program Review and Program Quality meetings.
<ul style="list-style-type: none">• Bidder described anticipated tasks for the meetings, including reviewing percentage of clients who have showed improvement on relevant clinically validated evaluations (e.g., GAD 7 , PHQ M, DLA 20, and CANS); client satisfaction survey scores; employee survey scores; use of emergency physical restraints and related data; medication compliance and incidents; and number and type of incidents overall.• Stated use of the “Plan-Do-Check-Act” methodology as their framework to improve identified priority areas.
<ul style="list-style-type: none">• Stated “N/A”.

SECTION V – BUDGET

Describe the Physical Structure and Staffing and Movable Property for the proposed project and how allowable use of funding will meet the requirements outlined in the RFA.

Physical Structure Project

Describe the construction and/or renovation project and funding required to development and create a Psychiatric Residential Treatment Facility (PRTF). This may include, but is not limited to pre-construction, exterior and interior allowable expenses as identified in **Table 1**.

- Stated preconstruction costs will require multiple permits, including plumbing and electric, and building plan fees.
- Stated exterior improvements include window and door replacement; site work; and necessary fencing for additional safety and security.
- No additional detail was provided regarding specific “site work” to be completed. If “site work” includes using funding for outdoor space, this is considered as a non-allowable use of funding.
- Stated interior improvement cost estimates are based on anticipated electrical and plumbing work; drywall installation; framing; and painting; and they will install a new fire alarm and security system.
- Indicated their facility already has an equipped sprinkler system.

Staffing and Movable Property Project

Describe the staffing and tangible, movable property project and funding required to development and create a Psychiatric Residential Treatment Facility (PRTF). This may include, but is not limited to pre-construction, exterior and interior allowable expenses as identified in **Table 1**.

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DATE: 3/11/2025 and 3/12/2025

EVALUATOR NAME: Anna Ko

EVALUATOR DEPARTMENT: Office of Behavioral Health

- Stated they will need to purchase tamper and ligature resistant furniture for the bedrooms, including floor-secured beds, nightstands, desks and storage units.
- Stated they included a commercial grade kitchen, laundry appliances and staff computers in their cost proposal. Plans to have direct care share the kitchen, laundry and computer equipment.
- Included two-way handheld radios in their cost proposal, with quotes for such indicated. Intent for the handheld radios is to ensure mobile communication to facilitate safety and security within the milieu and on the campus.
- Stated they are providing many services and equipment as “in kind”, including training, staff furniture, kitchen items and medication management supplies.

Budget Form

- Justification for a majority of the indicated physical structure project are due to “upgrade needed”.
- Three items on the cost proposal are indicated as “Sweetser supplied”: dining tables secured to floor with attached seating, one (1) medication cart, and one (1) medication refrigerator.
- Indicated staff training will be provided by the Bidder’s Training Department and the University of Oklahoma, with no costs requested from the state.

Physical Structure Project

1. Total Amount of Funding being Requested:

Provide the source of Project Cost Estimate

\$1,849,500

- Stated their Director of Facilities estimated this cost based on the SMRT proposal.

Staffing and Movable Property Project

2. Total Amount of Funding being Requested:

Provide the source of Project Cost Estimate

\$139,200

- Stated their Director of Facilities estimated this cost based on the SMRT proposal.

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INDIVIDUAL EVALUATION NOTES**

RFA #: 202410190

RFA TITLE: Development of a Psychiatric Residential Treatment Facility or Facilities

BIDDER NAME: Sweetser

DATE: 03.13.2025

EVALUATOR NAME: Adrienne Leahey

EVALUATOR DEPARTMENT: OBH/DHHS

Individual Evaluator Comments:

SECTION I – ELIGIBILITY	
PART I, C. Eligibility to Submit an Application	
In order to submit an application for consideration, Applicants must demonstrate having at least five (5) years' experience in providing behavioral health services to Children/Adolescents.	
Does the Applicant have at least five (5) years' experience in providing behavioral health services to Children/Adolescents?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
From Section II below, which project(s) meets the eligibility requirements?	<input checked="" type="checkbox"/> Project 1 <input checked="" type="checkbox"/> Project 2 <input checked="" type="checkbox"/> Project 3

SECTION II – QUALIFICATIONS AND EXPERIENCE
<ul style="list-style-type: none">• one of the largest, not for profit, independent behavioral health organizations in Maine• statewide network of comprehensive community mental health and substance use disorder care and treatment• provide crisis, residential, and education services to children, adults, and families• the largest statewide mobile crisis provider• peer support program• creating Certified Community Behavioral Health Clinics (CCBHC) in Brunswick and Sanford; CCBHC expansion site in Lewiston; state demonstration site• 60-year legacy of serving children with serious emotional disorders in a variety of community-based and residential programs including behavioral health homes, school-based therapy, child ACT, children's mobile crisis, children's crisis stabilization units, and residential treatment facilities• Operating child crisis beds in Saco and Rockport and a mobile crisis service in nine counties to avert institutional care• child ACT services, child residential, and soon to be operational TFCO (Therapeutic Foster Care Oregon) can act as natural step-down level of care for some PRTF youth• CEO directly operated seven psychiatric children's hospitals in New York and oversaw the quality of care provided in nine PRTFs

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EVALUATOR DEPARTMENT: OBH/DHHS

- CEO was primary investigator for a SAMHSA grant which focused on restraint and seclusion in a PRTF
-

In order to meet the eligibility requirements, outline in Section I – Eligibility above, at least one (1) project must demonstrate the Applicant having at least five (5) years' experience in providing behavioral health services to Children/Adolescents.

Applicants must include three (3) examples of projects which demonstrate their experience and expertise in performing the services outlined in the RFA as well as highlighting the Applicant's stated qualifications and skills.

For the three (3) Projects indicated, include any psychiatric residential, residential, and/or any other in-patient psychiatric experience (e.g., hospital-based), as applicable.

Project 1

Business Reference Name:	Sweetser Children's Residential Treatment Program/Winterport
Client Contact Person:	Kristie Worster LCSW, CCS
Telephone:	207-251-1273
E-Mail:	kworster@sweetser.org

Brief Description of Project

Project Start Date:	6/29/2014	Project End Date:	still operating
<ul style="list-style-type: none">• provides intensive, out-of-home mental health treatment for youth experiencing mental/behavioral health difficulties with a goal to return home to their families.• serves up to 8 clients. Children attend daily groups and 2-3 family/caregiver and individual sessions per week.• youth attend school and participate in a variety of community activities such as swimming, hiking, and attending community events			

Project 2

Business Reference Name:	Sweetser's Child Mobile Crisis and Child Assertive Community Treatment CACT
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EVALUATOR NAME: Adrienne Leahey

EVALUATOR DEPARTMENT: OBH/DHHS

Client Contact Person:	Joanne Grant LCPC, LADC, CCS		
Telephone:	207-294-4422		
E-Mail:	jmgrant@sweetser.org		
Brief Description of Project			
Project Start Date:	7/1995	Project End Date:	ongoing
<ul style="list-style-type: none"> • Mobile Crisis Intervention provided in Androscoggin, Franklin, Knox, Lincoln, Oxford, Sagadahoc, Waldo, York counties, and northern Cumberland counties <ul style="list-style-type: none"> ○ respond to clients' calls for assistance in their homes, at schools, or in other community settings ○ crisis calls from parents, teachers, police officers, other guardians, and youth themselves asking for immediate help. ○ 24 hours a day, 7 days a week • Child ACT <ul style="list-style-type: none"> ○ an intensive community-based outpatient treatment program with a multi-disciplinary team of providers that supports eligible children at imminent risk of losing where they live due to severe behavioral impairments ○ identify treatment goals and implement strategies to improve the client's functioning while remaining at home in the community. ○ Clients have access to a clinician, nurse practitioner, case manager, and family/caregiver support specialists ○ only behavioral health organization providing this service in the State ○ 25 clients enrolled 			
Project 3			
Business Reference Name:	Child Crisis Stabilization Unit/Saco and Rockport		
Client Contact Person:	Kristie Worster LCSW, CCS		
Telephone:	207-251-1273		
E-Mail:	kworster@sweetser.org		
Brief Description of Project			
Project Start Date:		Project End Date:	

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EVALUATOR DEPARTMENT: OBH/DHHS

- short-term therapeutic residential placement for youth 7-17 years old experiencing a mental health crisis
- available to anyone throughout Maine
- two 8 bed units, one in Rockport and one in Saco
- crisis planning, individual therapy, family/caregiver support sessions, and daily group treatment in the milieu

Subcontractors

If subcontractors are to be engaged client services, Applicants must describe the process the Applicant will use to evaluate the qualifications and experience of potential subcontractors, and how the Applicant will ensure that debarred, suspended, or otherwise ineligible parties are excluded from all subcontract relationships.

- n/a

- n/a

- n/a

Organizational Chart

- Provided, good detail

Litigation

- 5 cases, two employee related, two client related. Insurance coverage.

SECTION III – PRIORITY SERVICES, LOCATION, DEVELOPMENT

PART II, A. Enhanced Services, Priority Location and/or Priority Development

Eligible enhanced treatment service(s) include, but are not limited to, service(s) for Children/Adolescents diagnosed with co-occurring Substance Use Disorder (SUD) and/or co-occurring Intellectual Disability/Developmental Disability (ID/DD) and Children/Adolescents who are identified as having treatment needs related to problematic sexualized behavior.

1. Will enhanced treatment service(s) be provided at the Psychiatric Residential Treatment Facility (PRTF)?

☒ YES ☐ NO

- Yes, to address co-occurring substance use disorders as well as problem sexualized behaviors
- Clinicians trained in (1) CBT, TF-CBT through the Trauma Institute to include certification in the model as well as specific supervisor competencies, national exam;

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EVALUATOR DEPARTMENT: OBH/DHHS

<p>(2) A-CRA for SUD. Staffing for PSB = ratio of 2 clients to 1 staff. Treatment in milieu environment</p> <ul style="list-style-type: none">• PSB -> start in highly structure environment, move gradually to family/caregiver visits and outings with staff; group therapy, community meetings, individual therapy w PSB-CBT, TF-CBT• Children and adolescents diagnosed with mental health and substance use disorders as well as problem sexualized behaviors (PSB)	
<p><i>The Department considers any PRTF located in or within twenty-five (25) miles of Augusta or Bangor as Centrally Located. Other locations may be considered as Centrally Located with sufficient justification.</i></p>	
<p>2. Will the PRTF be Centrally Located within the state?</p>	<p><input type="checkbox"/> YES <input type="checkbox"/> NO</p>
<ul style="list-style-type: none">• Saco, Maine.• close proximity to the interstate• Q: evidence for “the majority of children requiring this level of care reside in the coastal southern half of the State where the population is denser”• Maine KIDS COUNT data suggests that 50% of the population of people under the age of 18 reside in Cumberland, York, Androscoggin, and Oxford counties; these counties are within an hour's drive• The two counties with the highest population of children are within 15 minutes• fully furnished apartment that provides a home like setting and can be utilized by visiting families/caregivers free of charge	
<p><i>Pursuant to <u>H.P. 1420 - L.D. 2214, PART NNNN</u> (page 225), the goal is to use existing facilities in the State.</i></p>	
<p>3. Will the PRTF be developed utilizing an existing facility?</p>	<p><input checked="" type="checkbox"/> YES <input type="checkbox"/> NO</p>
<ul style="list-style-type: none">• Renovations will be required to upgrade for accessibility, security, and current regulatory and safety requirements as well as operational efficiencies.• 50 Moody Street# 16 Saco, Maine 04072 in a former children's residential treatment facility.• Sweetser owns the facility	

SECTION IV – PROPOSED PROJECT

PART II, B. Project Workplan

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C. Operational Requirements

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EVALUATOR DEPARTMENT: OBH/DHHS

<ul style="list-style-type: none">• 24 clients annually with 12-16 children served at any given time• All clients will have Medicaid (to include Katie Beckett insurance).• Priority to Maine residents, especially those who have been treated out of state or at risk thereof.• Already a MaineCare provider; needs a maintenance case to add the PRTF facility• PRTF will require licensure as a Secure (Level II) Children's Residential Care Facility; same licensing process as for a Children's Residential Care Facility (CRCF) and Sweetser has these• Meets requirement for CMS certification• Meets requirement for 24/7/365		
<p>Does the Applicant have an accreditation from the:</p> <ul style="list-style-type: none">➤ The Joint Commission;➤ The Commission on Accreditation of Rehabilitation Facilities; or➤ The Council on Accreditation (COA).	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
<ul style="list-style-type: none">• Sweetser has been accredited by the Council On Accreditation (COA) since 1983. Its present accreditation is effective through December 31 , 2027.• For an accredited agency that opens a new facility between accreditation renewal cycles, however, COA offers a single service accreditation option in which just that facility and the services it provides can be surveyed and accredited; Seetser will pursue this option.• A. Meets requirement.• B. Meets requirement. I: Attrition rate of 21%• C. Meets requirement. I: many supervisors who are "train the trainer" in specific evidence-based models• D. Meets requirement. I: Sweetser Training Institute with CEUs• Sweetser anticipates that the PRTF will be sustainable; small deficits in years 1-3 to be offset with endowment funds		
D. Programmatic Requirements		
<ul style="list-style-type: none">• "Sweetser treats youth, not just with serious emotional or co-occurring SUD disorders but also those with an ID or ASD diagnoses"• Good details on overall services and treatment regimen; not a lot specific to ID or ASD populations• I: Sweetser operates a special purpose private school (SPPS) for school aged students with a special education curriculum for students struggling with social, emotional, and academic challenges.		

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- CBT, TF-CBT, A-CRA, PSB-CBT
- PSB-CBT is an evidence-based treatment model for children and adolescents between 3-18 years old in a group setting and accompanies a concurrent caregiver group. The PRTF would also use the adaptative individual treatment model.
- Research references included
- will use outcome measures, such as the DLA-20, PHOM, and GAD-7 to measure progress in treatment; will comply with any and all fidelity visits and/or audits required by the model.
- I: In the case of the PRTF, the emergency exits would be identified to clients but they are locked, and the procedure would be discussed with the client along with when the drills are to be performed.
- I: At the PRTF, youth have opportunities to use an outdoor recreation area or tend to a garden in the warmer months or play in the snow in the colder months. Inside, youth can have quiet time in the family/caregiver room and practice yoga or mindfulness or do a puzzle or art in the milieu. When a youth has earned privileges, they will be able to visit the farm on Sweetser's 200+ acres of land or visit the gym and teen center and fitness area, which are located outside the unit. The PRTF will have planned outings for swimming or community events.
- all services coordinate with other organizations on social determinants of health
- has had child and adult case management department for many years.
- In 2014, Sweetser transitioned to the Behavioral Health Home model supporting social determinants of health linking clients to services while promoting recovery
- three Certified Community Behavioral Health Clinics (CCBHC) which have a
- care coordinator at the center of the service providing specially designed services;
- special purpose private school and day treatment program; addresses social determinants of health such as educations, food insecurity, social inclusion, and access to affordable health care
- Case management services; monthly meeting with CBHS;
- thorough discharge plan meeting will take place 30 days before discharge with stakeholders to prepare the youth, family/caregiver/guardian, case manager, education providers, medical providers, and step-down providers
- Sweetser believes that the PRTF rates that are being developed by MaineCare will be sustainable. Sweetser's Board and leadership is committed to absorbing a deficit associated to ramping up the program in the first year and absorbing smaller deficits in subsequent years.
- Meets requirement

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EVALUATOR NAME: Adrienne Leahey

EVALUATOR DEPARTMENT: OBH/DHHS

E. Equity and Consumer Engagement	
<ul style="list-style-type: none">• program will be integrated into the overall Sweetser Continuous Quality Improvement (CQI) structure, which includes utilization/volume, clinical outcome, and client satisfaction reporting at every level of the organization;• The Board of Directors will review and discuss this data via the Quality Oversight Committee (quarterly), organizational leadership will monitor and support quality improvement work through the CQI steering committee (bi-monthly), program leaders will engage in ongoing identification of program improvement priorities in Program Review and Program Quality meetings (monthly).• Good detail	
<ul style="list-style-type: none">• n/a	
SECTION V – BUDGET	
Describe the Physical Structure and Staffing and Movable Property for the proposed project and how allowable use of funding will meet the requirements outlined in the RFA.	
Physical Structure Project	
<ul style="list-style-type: none">• High-level description, no costs included	
Staffing and Movable Property Project	
<ul style="list-style-type: none">• High-level description, no costs included• Some in-kind match	
Budget Form	
<ul style="list-style-type: none">•	
Physical Structure Project	
1. Total Amount of Funding being Requested: <i>Provide the source of Project Cost Estimate</i>	\$1849500
<ul style="list-style-type: none">• Facilities Director, SMRT proposal	
Staffing and Movable Property Project	
2. Total Amount of Funding being Requested: <i>Provide the source of Project Cost Estimate</i>	\$139200
<ul style="list-style-type: none">• Facilities Director, SMRT proposal	



**STATE OF MAINE
DEPARTMENT OF HEALTH AND HUMAN
SERVICES**

**Janet T. Mills
Governor**

**Sara Gagné-Holmes
Commissioner**

**AGREEMENT AND DISCLOSURE STATEMENT
RFP #: 202410190
RFP TITLE:
Development of a Psychiatric Residential Treatment
Facility or Facilities**

I, Henry Eckerson accept the offer to become a member of the Request for Proposals (RFP) Evaluation Team for the State of Maine Department of Health and Human Services. I do hereby accept the terms set forth in this agreement AND hereby disclose any affiliation or relationship I may have in connection with a bidder who has submitted a proposal to this RFP.

Neither I nor any member of my immediate family have a personal or financial interest, direct or indirect, in the bidders whose proposals I will be reviewing. "Interest" may include, but is not limited to: current or former ownership in the bidder's company; current or former Board membership; current or former employment with the bidder; current or former personal contractual relationship with the bidder (example: paid consultant); and/or current or former relationship to a bidder's official which could reasonably be construed to constitute a conflict of interest (personal relationships may be perceived by the public as a potential conflict of interest).

I have not advised, consulted with or assisted any bidder in the preparation of any proposal submitted in response to this RFP nor have I submitted a letter of support or similar endorsement.

I understand and agree that the evaluation process is to be conducted in an impartial manner without bias or prejudice. In this regard, I hereby certify that, to the best of my knowledge, there are no circumstances that would reasonably support a good faith charge of bias. I further understand that in the event a good faith charge of bias is made, it will rest with me to decide whether I should be disqualified from participation in the evaluation process.

I agree to hold confidential all information related to the contents of Requests for Proposals presented during the review process until such time as the Department formally releases the award decision notices for public distribution.

Signed by:

Henry Eckerson

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Signature

Mar-06-2025

Date



**STATE OF MAINE
DEPARTMENT OF HEALTH AND HUMAN
SERVICES**

**Janet T. Mills
Governor**

**Sara Gagné-Holmes
Commissioner**

**AGREEMENT AND DISCLOSURE STATEMENT
RFP #: 202410190
RFP TITLE:
Development of a Psychiatric Residential Treatment
Facility or Facilities**

I, Al Haynes accept the offer to become a member of the Request for Proposals (RFP) Evaluation Team for the State of Maine Department of Health and Human Services. I do hereby accept the terms set forth in this agreement AND hereby disclose any affiliation or relationship I may have in connection with a bidder who has submitted a proposal to this RFP.

Neither I nor any member of my immediate family have a personal or financial interest, direct or indirect, in the bidders whose proposals I will be reviewing. "Interest" may include, but is not limited to: current or former ownership in the bidder's company; current or former Board membership; current or former employment with the bidder; current or former personal contractual relationship with the bidder (example: paid consultant); and/or current or former relationship to a bidder's official which could reasonably be construed to constitute a conflict of interest (personal relationships may be perceived by the public as a potential conflict of interest).

I have not advised, consulted with or assisted any bidder in the preparation of any proposal submitted in response to this RFP nor have I submitted a letter of support or similar endorsement.

I understand and agree that the evaluation process is to be conducted in an impartial manner without bias or prejudice. In this regard, I hereby certify that, to the best of my knowledge, there are no circumstances that would reasonably support a good faith charge of bias. I further understand that in the event a good faith charge of bias is made, it will rest with me to decide whether I should be disqualified from participation in the evaluation process.

I agree to hold confidential all information related to the contents of Requests for Proposals presented during the review process until such time as the Department formally releases the award decision notices for public distribution.

Signed by:

Al Haynes

20000B704DEA410...

Signature

Mar-06-2025

Date



**STATE OF MAINE
DEPARTMENT OF HEALTH AND HUMAN
SERVICES**

**Janet T. Mills
Governor**

**Sara Gagné-Holmes
Commissioner**

**AGREEMENT AND DISCLOSURE STATEMENT
RFP #: 202410190
RFP TITLE:
Development of a Psychiatric Residential Treatment
Facility or Facilities**

I, Anita Hood accept the offer to become a member of the Request for Proposals (RFP) Evaluation Team for the State of Maine Department of Health and Human Services. I do hereby accept the terms set forth in this agreement AND hereby disclose any affiliation or relationship I may have in connection with a bidder who has submitted a proposal to this RFP.

Neither I nor any member of my immediate family have a personal or financial interest, direct or indirect, in the bidders whose proposals I will be reviewing. "Interest" may include, but is not limited to: current or former ownership in the bidder's company; current or former Board membership; current or former employment with the bidder; current or former personal contractual relationship with the bidder (example: paid consultant); and/or current or former relationship to a bidder's official which could reasonably be construed to constitute a conflict of interest (personal relationships may be perceived by the public as a potential conflict of interest).

I have not advised, consulted with or assisted any bidder in the preparation of any proposal submitted in response to this RFP nor have I submitted a letter of support or similar endorsement.

I understand and agree that the evaluation process is to be conducted in an impartial manner without bias or prejudice. In this regard, I hereby certify that, to the best of my knowledge, there are no circumstances that would reasonably support a good faith charge of bias. I further understand that in the event a good faith charge of bias is made, it will rest with me to decide whether I should be disqualified from participation in the evaluation process.

I agree to hold confidential all information related to the contents of Requests for Proposals presented during the review process until such time as the Department formally releases the award decision notices for public distribution.

Signed by:

Anita Hood

E739706399E941D

Signature

Mar-06-2025

Date



**STATE OF MAINE
DEPARTMENT OF HEALTH AND HUMAN
SERVICES**

**Janet T. Mills
Governor**

**Sara Gagné-Holmes
Commissioner**

**AGREEMENT AND DISCLOSURE STATEMENT
RFP #: 202410190
RFP TITLE:
Development of a Psychiatric Residential Treatment
Facility or Facilities**

I, Anna Ko accept the offer to become a member of the Request for Proposals (RFP) Evaluation Team for the State of Maine Department of Health and Human Services. I do hereby accept the terms set forth in this agreement AND hereby disclose any affiliation or relationship I may have in connection with a bidder who has submitted a proposal to this RFP.

Neither I nor any member of my immediate family have a personal or financial interest, direct or indirect, in the bidders whose proposals I will be reviewing. "Interest" may include, but is not limited to: current or former ownership in the bidder's company; current or former Board membership; current or former employment with the bidder; current or former personal contractual relationship with the bidder (example: paid consultant); and/or current or former relationship to a bidder's official which could reasonably be construed to constitute a conflict of interest (personal relationships may be perceived by the public as a potential conflict of interest).

I have not advised, consulted with or assisted any bidder in the preparation of any proposal submitted in response to this RFP nor have I submitted a letter of support or similar endorsement.

I understand and agree that the evaluation process is to be conducted in an impartial manner without bias or prejudice. In this regard, I hereby certify that, to the best of my knowledge, there are no circumstances that would reasonably support a good faith charge of bias. I further understand that in the event a good faith charge of bias is made, it will rest with me to decide whether I should be disqualified from participation in the evaluation process.

I agree to hold confidential all information related to the contents of Requests for Proposals presented during the review process until such time as the Department formally releases the award decision notices for public distribution.

Signed by:

Anna Ko

532CF4ABE8C2423

Signature

Mar-07-2025

Date



**STATE OF MAINE
DEPARTMENT OF HEALTH AND HUMAN
SERVICES**

**Janet T. Mills
Governor**

**Sara Gagné-Holmes
Commissioner**

**AGREEMENT AND DISCLOSURE STATEMENT
RFP #: 202410190
RFP TITLE:
Development of a Psychiatric Residential Treatment
Facility or Facilities**

I, Adrienne Leahey accept the offer to become a member of the Request for Proposals (RFP) Evaluation Team for the State of Maine Department of Health and Human Services. I do hereby accept the terms set forth in this agreement AND hereby disclose any affiliation or relationship I may have in connection with a bidder who has submitted a proposal to this RFP.

Neither I nor any member of my immediate family have a personal or financial interest, direct or indirect, in the bidders whose proposals I will be reviewing. "Interest" may include, but is not limited to: current or former ownership in the bidder's company; current or former Board membership; current or former employment with the bidder; current or former personal contractual relationship with the bidder (example: paid consultant); and/or current or former relationship to a bidder's official which could reasonably be construed to constitute a conflict of interest (personal relationships may be perceived by the public as a potential conflict of interest).

I have not advised, consulted with or assisted any bidder in the preparation of any proposal submitted in response to this RFP nor have I submitted a letter of support or similar endorsement.

I understand and agree that the evaluation process is to be conducted in an impartial manner without bias or prejudice. In this regard, I hereby certify that, to the best of my knowledge, there are no circumstances that would reasonably support a good faith charge of bias. I further understand that in the event a good faith charge of bias is made, it will rest with me to decide whether I should be disqualified from participation in the evaluation process.

I agree to hold confidential all information related to the contents of Requests for Proposals presented during the review process until such time as the Department formally releases the award decision notices for public distribution.

Signed by:

Adrienne Leahey
EED18D286FE941B

Signature

Mar-06-2025

Date