



Appendix F.4 | Additional Subcontractor Letters of Agreement (LOAs)

Please find attached Letters of Agreement (LOAs) from the following subcontractors:

- Woodlock & Associates
- Green River Data Analysis
- Prassas Consulting



Woodlock & Associates, LLC

111 Osseo Park
Monroe, NY 10950
917.244.4221

March 18, 2022

Jacob Bowling, MSW
Managing Principal
Bowling Business Strategies LLC
1210 S. 3rd Street
Philadelphia, PA 19147

LETTER OF AGREEMENT

RE: Indiana RFP 22-69153 - Community Mental Health Center Best Practices Assessment

Dear Mr. Bowling,

Please accept this Letter of Agreement from **Woodlock & Associates LLC** in support of the proposal submitted by **Bowling Business Strategies LLC** (Indiana Bidder ID #58665). I am excited to be a part of the proposed project team and eager to advance the work described in your proposal.

Woodlock & Associates LLC and Bowling Business Strategies LLC agree to execute a subcontract in accordance with the following terms, in the event that Bowling Business Strategies LLC's proposal is selected for award by the State of Indiana:

Subcontract Amount: \$114,900. Woodlock & Associates LLC will bill consulting services at the rate of \$300/hour, and will bill pre-approved travel expenses to attend selected meetings and stakeholder interviews.

Services to Be Provided: Bowling Business Strategies LLC will engage Woodlock & Associates LLC to provide the following services in support of the following required key deliverables set forth by the State of Indiana:

| Key Deliverables | Woodlock & Associates LLC Services |
|---|---|
| Deliverable 1: Kick-Off Meeting | - Participate in planning and facilitation of kick-off meeting with the State of Indiana and key stakeholders. |
| Deliverable 2: Project Management Plan | - Advise the development of the Project Management Plan. |
| Deliverable 3: Assessment Plan | - Participate in selected key stakeholder interviews to refine and enhance assessment plan. - Provide input to develop the assessment plan, including methodology, and areas of focus. |

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| Deliverable 4: Assessment Report | <ul style="list-style-type: none"> - Conduct selected stakeholder interviews and engagement sessions with selected CMHC staff, Indiana Council Representatives, CMHC Service Recipients, other State agencies, local governments, and community stakeholders. - Advise, and provide limited writing/editing support, for the Assessment Report deliverable (Sections I and II). |
| Deliverable 5: Recommendations Report | <ul style="list-style-type: none"> - Advise the development of recommendations for all 24 CMHCs in the state, as well as system-wide recommendations. - Advise, and provide limited writing/editing support, for the Recommendations Report deliverable (Sections I and II). |
| Deliverable 6: Contract Revisions | <ul style="list-style-type: none"> - Participate in process to define and recommend uniform provisions for inclusion in CMHC contracts statewide. |
| Ongoing Project Management and Stakeholder Engagement | <ul style="list-style-type: none"> - Attend all monthly status meetings with BBS and the State of Indiana, including three extended quarterly in-person meetings. - Working in close coordination with the Project Manager and the State, serve as liaison to the Indiana Council, and other key stakeholders. |

Dates of Performance: Bowling Business Strategies LLC will execute a 12-month contract with Woodlock & Associates LLC, with the anticipated term of July 1, 2022 – June 30, 2023.

In the event that Bowling Business Strategies LLC’s proposal is selected for award, I will work with the project team to meet all requirements for contracting and documentation, as set forth in the master contract with the State of Indiana.

I look forward to working with you on this important initiative. If you have any questions, please feel free to contact me at woodlockk@gmail.com or 917-244-4221.

Sincerely,



Kristin Woodlock, RN, MPA
Chief Executive Officer



Green River

167 Main Street, Suite 103
Brattleboro, VT 05301
802.257.0641 | www.greenriver.com

March 18, 2022

Jacob Bowling, MSW
Managing Principal
Bowling Business Strategies LLC
1210 S. 3rd Street
Philadelphia, PA 19147

LETTER OF AGREEMENT

RE: Indiana RFP 22-69153 - Community Mental Health Center Best Practices Assessment

Dear Mr. Bowling,

Please accept this Letter of Agreement from **Green River Data Analytics** (Green River) in support of the proposal submitted by **Bowling Business Strategies LLC** (Indiana Bidder ID #58665). I am excited to be a part of the proposed project team and eager to advance the work described in your proposal.

Green River and Bowling Business Strategies LLC agree to execute a subcontract in accordance with the following terms, in the event that Bowling Business Strategies LLC’s proposal is selected for award by the State of Indiana:

Subcontract Amount: \$82,250. Green River will bill consulting services at the rate of \$175/hour.

Services to Be Provided: Bowling Business Strategies LLC will engage Green River to provide the following services in support of the following required key deliverables set forth by the State of Indiana:

| Key Deliverables | Green River Data Analytics Services |
|---|--|
| Deliverable 3: Assessment Plan | <ul style="list-style-type: none"> - Provide input to develop the assessment plan, including methodology, and areas of focus. |
| Deliverable 4: Assessment Report | <ul style="list-style-type: none"> - Provide input into the process to set up an online data collection tool for use with CMHCs. - Design and create a data visualization dashboard template to be integrated into all assessment reports. This includes individualized dashboards for 24 CMHCs, as well as a system-wide dashboard that presents aggregated data on identified measures (Sections I and II). - Analyze quantitative data collected via the data collection tool. - Analyze selected quantitative state-level data sets and summarize findings to enhance assessment reports. - Populate dashboards for all assessment reports. |

Dates of Performance: Bowling Business Strategies LLC will execute a 12-month contract with Green River, with the anticipated term of July 1, 2022 – June 30, 2023.

In the event that Bowling Business Strategies LLC's proposal is selected for award, I will work with the project team to meet all requirements for contracting and documentation, as set forth in the master contract with the State of Indiana.

I look forward to working with you on this important initiative. If you have any questions, please feel free to contact me at michael@greenriver.com or 802-257-0641.

Sincerely,



Michael Knapp, PhD
Chief Executive Officer





March 18, 2022

Jacob Bowling, MSW
Managing Principal
Bowling Business Strategies LLC
1210 S. 3rd Street
Philadelphia, PA 19147

LETTER OF AGREEMENT

RE: Indiana RFP 22-69153 - Community Mental Health Center Best Practices Assessment

Dear Mr. Bowling,

Please accept this Letter of Agreement from **Prassas Consulting LLC** in support of the proposal submitted by **Bowling Business Strategies LLC** (Indiana Bidder ID #58665). I am excited to be a part of the proposed project team and eager to advance the work described in your proposal.

Prassas Consulting LLC and Bowling Business Strategies LLC agree to execute a subcontract in accordance with the following terms, in the event that Bowling Business Strategies LLC's proposal is selected for award by the State of Indiana:

Subcontract Amount: \$12,075. Prassas Consulting LLC will bill consulting services at the rate of \$175/hour.

Services to Be Provided: Bowling Business Strategies LLC will engage Prassas Consulting LLC to provide the following services in support of the following required key deliverables set forth by the State of Indiana:

| Key Deliverables | Prassas Consulting LLC Services |
|---|--|
| Deliverable 3: Assessment Plan | <ul style="list-style-type: none">- Participate in and/or review notes from selected stakeholder interviews with DMHA, CMHC staff, and Indiana Council representatives to refine and enhance assessment plan, focusing on fiscal and operations domains- Provide input into development of assessment plan, including methodology, and areas of focus |
| Deliverable 4: Assessment Report | <ul style="list-style-type: none">- Support the design of CMHC data collection tool- Review data collected from CMHCs via a standardized data collection tool, focusing on fiscal and operational domains |

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|--|--|
| | <ul style="list-style-type: none"> - Review selected fiscal documents shared by CMHCs as part of the standardized assessment and mixed methods deep dive on selected sites - Conduct research to identify best practices and benchmarks for fiscal and operational success at CMHCs, looking to other states and national models |
| Deliverable 5: Recommendations Report | <ul style="list-style-type: none"> - Provide input into recommendations at the system level, informed by data analysis, benchmarking, and best practices from other states |
| Deliverable 6: Contract Revisions | <ul style="list-style-type: none"> - Participate in process to define and recommend uniform provisions for inclusion in CMHC contracts statewide, focusing on fiscal and operational domains |

Dates of Performance: Bowling Business Strategies LLC will execute a 12-month contract with Prassas Consulting LLC, with the anticipated term of July 1, 2022 – June 30, 2023.

In the event that Bowling Business Strategies LLC’s proposal is selected for award, I will work with the project team to meet all requirements for contracting and documentation, as set forth in the master contract with the State of Indiana.

I look forward to working with you on this important initiative. If you have any questions, please feel free to contact me at phil@prassasllc.com or (609) 915-9846.

Sincerely,



Phil Prassas, EdD, MBA
Managing Principal