



**Glacier**

**HEALTHCARE CONSULTING**

9212 Thoroughbred Blvd  
Indianapolis, IN 46278  
317-340-7421

March 18, 2022

Jacob Bowling, MSW  
Managing Principal  
Bowling Business Strategies LLC  
1210 S. 3<sup>rd</sup> 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 **Glacier Healthcare 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.

Glacier Healthcare 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:** \$68,710. Glacier Healthcare Consulting LLC will bill consulting services at the rate of \$185/hour and will bill \$1000 in pre-approved travel expenses to attend selected meetings, focus groups, and stakeholder interviews.

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

Key Deliverables	Glacier Healthcare Consulting LLC Services
Deliverable 2: Project Management Plan	<ul style="list-style-type: none"><li>- Provide input into development of assessment plan and participate in selected project management activities</li></ul>
Deliverable 3: Assessment Plan	<ul style="list-style-type: none"><li>- Provide input into development of assessment plan, focusing on qualitative research and literature review</li><li>- Participate in stakeholder interviews</li></ul>

<b>Deliverable 4: Assessment Report</b>	<ul style="list-style-type: none"> <li>- Conduct Literature Review and best practices research</li> <li>- Develop qualitative questionnaires and other interview materials</li> <li>- Conduct key stakeholder interviews and surveys to inform system-wide assessment</li> <li>- Provide limited writing and editing support</li> </ul>
<b>Deliverable 5: Recommendations Report</b>	<ul style="list-style-type: none"> <li>- Provide input into recommendations, informed by qualitative research and literature review findings</li> <li>- Provide limited writing and editing support</li> </ul>

**Dates of Performance:** Bowling Business Strategies LLC will execute a 12-month contract with Glacier Healthcare Consulting Services LLC, with the anticipated term of July 1, 2022 – June 30, 2023. We anticipate that the bulk of services rendered under this subcontract will fall between November 2022- March 2023.

These services are aligned with Glacier Healthcare Consulting LLC’s list of certified WBE services, including *Health systems evaluation services*. Glacier Healthcare Consulting LLC also brings subject matter expertise in *Drug abuse prevention or control programs*, *Health policy* and *Health service planning*, as well as expertise in article writing and editing services.

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, including the submission of our subcontractor agreement to IDOA’s Division of Supplier Diversity within thirty (30) days of the effective date of 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 [erica@glacierhealthcareconsulting.com](mailto:erica@glacierhealthcareconsulting.com) or 317-340-7421.

Warm Regards,



**Erica Damler Sahn, MPH**

President

[www.glacierhealthcareconsulting.com](http://www.glacierhealthcareconsulting.com) | [erica@glacierhealthcareconsulting.com](mailto:erica@glacierhealthcareconsulting.com)

Attached: Indiana WBE Certification Letter