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March 22, 2022

David Brandon-Friedman, Strategic Sourcing Analyst  
Indiana Department of Administration  
Procurement Division  
402 W. Washington St., Room W468  
Indianapolis, IN 46204

Dear Mr. Brandon-Friedman,

On behalf of Bowling Business Strategies LLC (BBS), I am pleased to submit a proposal in response to RFP 22-69153 - *Community Mental Health Center Best Practices Assessment*.

Bowling Business Strategies LLC (BBS) is a behavioral health consulting firm with deep expertise in providing technical assistance and strategic planning services to state government, community-based healthcare providers, and behavioral health agencies. We welcome the opportunity to work in partnership with the State of Indiana and key stakeholders to conduct an assessment of Community Mental Health Centers (CMHCs) in the state.

As outlined in the enclosed proposal, we propose a robust mixed-methods approach to assess the current state of Indiana's CMHCs, identify functional gaps and challenges, and help crystalize next steps to improve and evolve the system. We view the proposed activities through a capacity-building lens, designed to inform practical action steps that the State, key stakeholders and individual CMHCs can take to advance a vision for a cohesive and comprehensive range of mental health and substance use disorder services for vulnerable individuals, with an emphasis on the provision of 24-hour crisis care, utilization of evidence-based practices, care coordination and integration with physical healthcare.

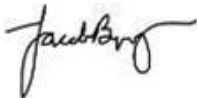
BBS will lead the State and key stakeholders through a highly-collaborative assessment and recommendations development process. A hallmark of the proposed approach is our emphasis on partnership and stakeholder engagement. This process will include collaboratively identifying measures, benchmarks and data sources to prioritize for assessment, and identifying priorities for stakeholder engagement and qualitative research. BBS will deliver six key deliverables to the State, including the Project Kick-Off; Project Management Plan; Assessment Plan; Assessment Report; Recommendations Report; and Contract Language Revisions.

Through the proposed activities, we will create data-driven recommendations that the State and providers can use to make changes at the system and provider level to improve the health and lives of all Hoosiers. The proposed assessment methodology is designed to understand the current state of CMHCs in Indiana, identify gaps, and support ongoing technical assistance and capacity-building efforts to create a consistent system of care across the state that delivers strong return on public investment.

BBS's Indiana bidder number is #58665. BBS is not currently registered to do business by the Indiana Secretary of State. If selected for award, BBS will complete the process of becoming a registered business in the State of Indiana. This process will be completed prior to the conclusion of contract negotiations with the State.

Thank you for your consideration. If you have any questions or further requests, please contact me using the information provided below.

Sincerely,

A handwritten signature in black ink, appearing to read 'Jacob Bowling', with a stylized, cursive script.

Jacob Bowling, MSW  
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