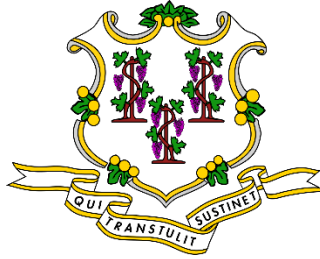


**STATE OF CONNECTICUT PROCUREMENT NOTICE**

Request for Proposals (RFP)

**Issued by the State of Connecticut Department of Mental  
Health and Addiction Services  
(DMHAS)**

**NAME of RFP Request for Proposals  
(DMHAS-SSG-BCP-2026)**

**September 30, 2025**

The Request for Proposal is available in electronic format on the State Contracting Portal by  
filtering by Organization for Connecticut  
The Department of Mental Health and Addiction Services  
<https://portal.ct.gov/DAS/CTSource/BidBoard>  
or from the Agency's Official Contact:

Name: **Denise Philbrick**  
Address: 410 Capitol Avenue  
Hartford, CT 06106  
Phone: (860) 418-6620  
E-Mail: [DMHAS.FiscalContracts@ct.gov](mailto:DMHAS.FiscalContracts@ct.gov)

The RFP is also available on the Department's website at  
<https://portal.ct.gov/dmhas/rfps/index/rfps-and-rfq>

**RESPONSES MUST BE RECEIVED NO LATER THAN  
November 21, 2025 by 5:00 PM EST**

**A VIRTUAL BIDDERS' CONFERENCE WILL BE HELD  
Tuesday, October 14, 2025  
at 10:00 AM**

DMHAS is an Equal Opportunity/Affirmative Action Employer.  
The Agency reserves the right to reject any and all submissions or cancel this procurement at any time if deemed in the  
best interest of the State of Connecticut (State).

## TABLE OF CONTENTS

	Page
<b>I. GENERAL INFORMATION</b>	<b>3</b>
A. INTRODUCTION .....	3
B. INSTRUCTIONS.....	3
<b>II. PURPOSE OF RFP AND SCOPE OF SERVICES</b> .....	7
A. DMHAS OVERVIEW .....	7
B. Better Choice PROGRAM OVERVIEW .....	7
C. SCOPE OF SERVICE DESCRIPTION .....	8
<b>III. PROPOSAL SUBMISSION OVERVIEW</b> .....	15
A. SUBMISSION FORMAT INFORMATION .....	15
B. EVALUATION OF PROPOSALS .....	16
<b>IV. REQUIRED PROPOSAL SUBMISSION OUTLINE AND REQUIREMENTS</b> .....	18
A. Cover Sheet.....	18
B. Table of Contents.....	18
C. Executive Summary .....	18
D. Main Proposal .....	18
E. Attachments (clearly referenced to summary and main proposal where applicable) .....	18
F. Declaration of Confidential Information .....	18
G. Conflict of Interest - Disclosure Statement.....	18
H. Statement of Assurances .....	18
<b>V. MANDATORY PROVISIONS</b> .....	22
A. POS STANDARD CONTRACT, PARTS I AND II .....	22
B. ASSURANCES .....	22
C. TERMS AND CONDITIONS.....	23
D. RIGHTS RESERVED TO THE STATE.....	24
E. STATUTORY AND REGULATORY COMPLIANCE .....	25
<b>VI. APPENDIX</b> .....	28
A. ABBREVIATIONS / ACRONYMS / DEFINITIONS.....	28
B. STATEMENT OF ASSURANCES .....	29
C. REQUIRED LETTER OF INTENT .....	30
D. COVER SHEET .....	31
E. BUDGET AND BUDGET NARRATIVE .....	32
F. Campaign Contribution Certification.....	35
G. PROPOSAL CHECKLIST .....	37

## I. GENERAL INFORMATION

### A. INTRODUCTION

- 1. RFP Name and Number. State-Wide Services-Gambling Bettor Choice Outpatient Clinical Treatment Program (DMHAS-SSG-BCP-2026).** The name and number will be used on the packaging if applicable and cover sheet of proposals submitted in response to this RFP.
- 2. RFP Summary.** The Department of Mental Health and Addiction Services (DMHAS) recognizes the need to develop the most cost-effective service delivery system to provide a continuum of interventions for those seeking treatment services for problem and disordered gambling. A Proposer may submit a proposal for multiple Regions. However, only one (1) Proposer will be awarded per Region, and a Proposer cannot be awarded more than one (1) Region.
- 3. RFP Purpose.** DMHAS is looking for innovative and effective approaches that will provide Regional networks of care for a comprehensive continuum of problem gambling (PG) services. These PG specific services, to be called Bettor Choice, are designed for people with problem or disordered gambling for whom gambling is an issue of concern or a primary diagnosis (gambling disorder) and / or significant others affected by the problem or disordered gambling behavior.
- 4. Commodity Codes.** The services that the Agency wishes to procure through this RFP are as follows:
  - 85000000: Healthcare Services
  - 93000000: Politics and Civic Affairs Services
  - 93140000: Community and Social Services

### B. INSTRUCTIONS

- 1. Official Contact.** The Agency has designated the individual below as the Official Contact for purposes of this RFP. The Official Contact is the **only authorized contact** for this procurement and, as such, handles all related communications on behalf of the Agency. Proposers, prospective proposers, and other interested parties are advised that any communication with any other Agency employee(s) (including appointed officials) or personnel under contract to the Agency about this RFP is strictly prohibited. Proposers or prospective proposers who violate this instruction may risk disqualification from further consideration.

Name: **Denise Philbrick**  
Address: 410 Capitol Avenue  
P. O. Box 341431  
Hartford, CT 06106  
Phone: (860) 418-6620  
E-Mail: [DMHAS.FiscalContracts@ct.gov](mailto:DMHAS.FiscalContracts@ct.gov)

Please ensure that e-mail screening software (if used) recognizes and accepts e-mails from the Official Contact.

- 2. Registering with State Contracting Portal.** Respondents must register with the State of CT contracting portal at: <https://portal.ct.gov/DAS/CTSource/Registration> if not already registered.
- 3. Respondents must upload this information to the State Contracting Portal AND attach the following information in your proposal:**

- a. Secretary of State recognition (snip of current status) – [onlineBusinessSearch \(ct.gov\)](https://portal.ct.gov/OPM/Fin-PSA/Forms/Ethics-Forms)
- b. Non-profit status, if applicable
- c. Campaign Contribution Certification (OPM Ethics Form 1) (attached):  
<https://portal.ct.gov/OPM/Fin-PSA/Forms/Ethics-Forms>

**4. RFP Information.** The RFP, amendments to the RFP, and other information associated with this procurement are available in electronic format from the Official Contact or from the Internet at the following locations:

- Agency's RFP Web Page  
<https://portal.ct.gov/DMHAS/RFPs/Index/RFPs-and-RFQs>
- State Contracting Portal (go to CTSource bid board, filter by DMHAS  
<https://portal.ct.gov/DAS/CTSource/BidBoard>

It is strongly recommended that any proposer or prospective proposer interested in this procurement check the Bid Board for any solicitation changes. Interested proposers may receive additional e-mails from CTSource announcing addendums that are posted on the portal. This service is provided as a courtesy to assist in monitoring activities associated with State procurements, including this RFP.

**5. Procurement Schedule.** See below. Dates after the due date for proposals ("Proposals Due") are non-binding target dates only (\*). The Agency may amend the schedule as needed. Any change to non-target dates will be made by means of an amendment to this RFP and will be posted on the State Contracting Portal and, if available, the Agency's RFP Web Page.

RFP Released	9/30/2025
<b>Required</b> Letter of Intent Due	10/8/2025 by 5:00pm
RFP/Bidder's Conference Date	10/14/2025 at 10:00 am
Deadline for Questions	10/21/2025 by 5:00 pm
Answers Released	10/28/2025
Proposals Due	<b>11/21/2025 by 5:00 pm</b>
(*) Proposer Selection	TBD
(*) Start of Contract Negotiations	TBD
(*) Start of Contract	7/1/2026

**6. Contract Awards.** The award of any contract pursuant to this RFP is dependent upon the availability of funding to the Agency. The Agency anticipates the following:

- Total Funding Available: Up to \$4,500,000.00
- Number of Awards: Five (5) – One (1) award per Region per Proposer.
- Contract Cost: \$300,000.00 annually per awardee
- Contract Term: Up to a 3-year term. DMHAS has the right to extend this contract based on funding availability
- Funding Source: State

**7. Eligibility.** Private provider organizations (defined as non-state entities that are either nonprofit or proprietary corporations or partnerships), agencies within the state of CT are eligible to submit proposals in response to this RFP. Individuals who are not a duly formed business entity are ineligible to participate in this procurement.

**8. Minimum Qualifications of Proposers.** To qualify for a contract award, a proposer must have the following minimum qualifications:

- a. Demonstrated experience providing gambling treatment services or problem gambling integration as well as outreach, engagement, and specific experience supporting individuals who are at high risk for problem gambling.
- b. DPH Licensed Clinical Program (LCP) Manager
- c. Ability to develop and sustain clinical treatment and recovery support services for individuals experiencing problem or disordered gambling, as well as significant others (family members or other loved ones) affected by problem or disordered gambling.
- d. Ability to integrate problem gambling awareness into other programs and services that the Agency provides.
- e. Ability to facilitate problem gambling trainings throughout the Region.
- f. Experience providing community outreach.
  - i. Community outreach may include:
    - 1) Advocacy (for individual clients, and publicly for treatment and recovery services);
    - 2) Outreach across diverse communities;
    - 3) Community awareness events;
    - 4) Local community awareness and education; and
- g. Experience providing behavioral health services to the criminal justice population and an existing partnership with other prevention organizations to provide community outreach and engagement.
- h. **Financial Standing:** If the three (3) most recent audits are available via the Office of Policy and Management's EARS system, such may be noted in the proposal, and a hardcopy of the audit cover letters need not be provided.
- i. **Audited Financial Statements:** Any proposer agency that does not hold a current contract with the Department, must submit cover letters from their auditor for the last three (3) annual audits of their agency and a copy of their most recent financial audit, included in the proposal. If less than three (3) audits were conducted, detail must be provided as to why, and any supporting documentation assuring the financial efficacy of the applicant agency should be included (i.e. an accountant prepared financial statement, a tax return, etc.).

DMHAS reserves the right to reject the submission of any Proposer in default with any current or prior contract.

**9. An Electronic Letter of Intent.** An Electronic Letter of Intent (LOI) **is required** for this RFP. The LOI is non-binding and does not obligate the sender to submit a proposal. The LOI must be submitted to the Official Contact by e-mail by the deadline established in the Procurement Schedule. The LOI must clearly identify the sender, including name, postal address, telephone number, DMHAS Region applying for, and e-mail address. It is the sender's responsibility to confirm the Agency's receipt of the LOI. Failure to submit the required LOI in accordance with the requirements set forth herein shall result in disqualification from further consideration.

**10. Inquiry Procedures.** All questions regarding this RFP or the Agency's procurement process must be directed, in writing, electronically, (e-mail) to the Official Contact before the deadline specified in the Procurement Schedule. The early submission of questions is encouraged. Questions will not be accepted or answered verbally – neither in person nor over the telephone. All questions received before the deadline(s) will be answered. However, the Agency will not answer questions

when the source is unknown (i.e., nuisance or anonymous questions). Questions deemed unrelated to the RFP or the procurement process will not be answered. At its discretion, the Agency may or may not respond to questions received after the deadline. If this RFP requires a Letter of Intent, the Agency reserves the right to answer questions only from those who have submitted such a letter. The Agency may combine similar questions and give only one answer. All questions and answers will be compiled into a written amendment to this RFP. If any answer to any question constitutes a material change to the RFP, the question and answer will be placed at the beginning of the amendment and duly noted as such.

The agency will release the answers to questions on the date(s) established in the Procurement Schedule. The Agency will publish any and all amendments to this RFP on the State Contracting Portal and, if available, on the Agency's RFP Web Page.

At its discretion, the Agency may distribute any amendments to this RFP to prospective proposers who submitted a Letter of Intent and attended the RFP Conference.

**11. Virtual RFP Conference.** A virtual RFP Bidder's conference will be held on **October 14, 2025 at 10:00 am** to answer questions from prospective proposers.

Attendance at the virtual conference is **required**. Invitations will be forwarded to prospective proposers who sent in the Letter of Intent. You can also RSVP to attend the conference at [DMHAS.FiscalContracts@ct.gov](mailto:DMHAS.FiscalContracts@ct.gov).

Prospective proposers will be provided an opportunity to submit questions via email to **DMHAS.FiscalContracts@ct.gov**. All questions submitted will be answered in a written Addendum to this RFP, which will serve as the Department's official response. If any answer to any question constitutes a material change to the RFP, the question and answer will be placed at the beginning of the Addendum and duly noted as such. The agency will release the Addendum on the date established in the Procurement Schedule. The Department will publish any and all Addenda.

**12. Electronic Proposal due Date and Time.** The Official Contact is the **only authorized recipient** of proposals submitted in response to this RFP. Proposals must be **received** by the Official Contact on or before the due date and time:

- **Due Date: November 21, 2025**
- **Time: 5:00 PM EST**

Proposals received after the due date and time will be ineligible and will not be evaluated. The Agency will send an official letter alerting late respondents of ineligibility.

**An acceptable submission must include the following:**

- a. One (1) conforming electronic copy of the original proposal in PDF.
- b. The proposal must be complete, properly formatted and outlined, and ready for evaluation by the Screening Committee.
- c. The electronic copy of the proposal must be emailed to the Official Agency Contact for this procurement. The subject line of the email must read: **DMHAS-SSG-BCP-2026**. Required forms and appendices may be scanned and submitted as PDFs at the end of the main proposal document. Please ensure the entire email submission is less than 25MB as this reflects The Agency's server limitations. Respondents should work to ensure there are not additional IT limitations from the provider side.

- 13. Multiple Proposals.** A Proposer may submit *separate proposals* for multiple Regions. However, only one (1) Proposer will be awarded per Region and a Proposer cannot be awarded more than one (1) Region.

## II. PURPOSE OF RFP AND SCOPE OF SERVICES

### A. DMHAS OVERVIEW

The Department of Mental Health and Addiction Services (DMHAS) promotes and administers comprehensive, recovery-oriented services in the areas of mental health treatment and substance use treatment throughout Connecticut.

While the Department's services serve all Connecticut citizens, its mandate is to serve adults (over 18 years of age) with psychiatric or substance use disorders, or both, who lack the financial means to obtain such services on their own. DMHAS also provides collaborative programs for individuals with special needs, such as persons with HIV/AIDS infection, people in the criminal justice system, those with problem gambling disorders, pregnant and parenting women with substance use disorders, persons with traumatic brain injury or hearing impairment, those with co-occurring substance use and mental illness, and special populations transitioning out of the Department of Children and Families.

DMHAS operates on the belief that people with mental illnesses and/or substance use disorders can and should be treated in community settings, and that inpatient treatment should be used only when absolutely necessary to meet the best interests of the individual. Effective care requires that services such as residential, supportive, rehabilitative and crisis intervention programs are available within their local communities. DMHAS is responsible for providing a wide range of services to adults in each of the five human service Regions in Connecticut.

#### Department Mission

"To promote the overall health and wellness of persons with behavioral health needs through integrated network of holistic, comprehensive, effective, and efficient services and supports that foster dignity, respect, and self-sufficiency in those we serve."

### B. Bettor Choice PROGRAM OVERVIEW

The Department of Mental Health and Addiction Services, in its effort to successfully implement a person-centered, recovery-oriented, and value-driven system of care for problem gambling requests proposals from qualified private non-profit proposers to provide submissions that effectively describe a plan for regional networks that provide for comprehensive problem gambling specific treatment and recovery services.

The Contractor shall provide outpatient gambling treatment services to individuals who are age eighteen (18) years or older who exhibit problem or disordered gambling behavior, as well as provide services to their family members or significant others. Such services shall be named "The Bettor Choice" (BC) and shall be non-residential treatment that includes individual, group, and family counseling, and may include appropriate supportive services. Services shall be provided by qualified staff with an international certification in gambling counseling, or recovery support specialist certification and specific training in the treatment of problem and disordered gambling, or who are working towards international certification in problem gambling counseling and international gambling recovery specialist. The services provided shall be part of a comprehensive treatment plan that is

consistent with evidence-based standards of gambling treatment as determined by a Department approved program manager.

## **C. SCOPE OF SERVICE DESCRIPTION (Scored Section)**

### **1. Organizational Expectations**

The purpose of this subsection is to gather information about the administrative and operational capabilities of the proposer to provide the purchased service. *At a minimum, the proposer must include the following specific details regarding their organization:*

#### **a. Purpose/Mission:**

- i. Describe how BC fits within your organization's mission and configuration of current programming.
- ii. Provide organizational chart in attachments including the advisory/oversight committee.
- iii. Provide the location of the organization's administrative offices.

#### **b. Entity Type/Years of Operation:**

- i. Give a brief overview of your organization. Demonstrate two (2) years of experience providing gambling treatment services or problem gambling integration as well as outreach, engagement, and specific experience supporting individuals who are at high risk for problem gambling.
- ii. Detail current number of individuals being served, description of services, and outcomes associated with relevant programming.
- iii. Please provide a brief history of the organization. Proposer must be established as a private, non-profit organization prior to submission of a proposal and must provide proof of such status in Section VI. Appendix.

#### **c. Location of Offices/Services:** Identify the locations of existing services within the organization relevant to implementation of BC.

#### **d. Qualifications/Relevant Experience:**

- i. BC is expected to be part of an existing Outpatient Treatment Program that can provide therapeutic services, support services, and psychiatric medication management.
- ii. Summarize your experience in providing problem gambling treatment and outreach services.
- iii. Describe your current approach to gambling treatment, including both medical and psychosocial aspects of treatment.
- iv. Describe any potential risks to the Department and risks that could be encountered by acting as a Department contractor; propose solutions or approaches for managing those risks that show the proposer's familiarity with and sensitivity to managing individuals with complex needs.

### **2. Services Expectations**

The purpose of this subsection is to gather information about how the proposer intends to provide the purchased service (including the use of any subcontractors). **All proposals must indicate how they will provide the Core Components of Service below:**



- a. Provide a continuum of services that will include: individual, family, and group counseling, intensive outpatient services, medication management, peer recovery support, brief interventions, and after-hours crisis calls (for active clients):
  - i. Intensive outpatient treatment services are direct services for clients who do not require 24-hour supervision and are alternatives to residential treatment. Intensive outpatient treatment is designed to establish psychosocial supports and facilitate relapse management and coping strategies.
    - 1) Provide services for each individual for one (1) to nine (9) hours per week for six (6) to ten (10) weeks as needed, followed by continuing care outpatient services.
  - ii. Continuing care outpatient services, by way of in person or telehealth, provide a support plan following treatment to address the chronic nature of addiction by emphasizing long-term outcomes of treatment and recovery. Continuing care outpatient services shall focus on the successes made during the initial phase of care (example e.g., through intensive outpatient or outpatient programs) by providing follow-up care throughout recovery. Continuing care outpatient services shall focus on active and ongoing care management, often utilizing recovery support services and peer support.
    - 1) Provide services for each individual for one (1) to four (4) hours per week ongoing as needed, followed by recovery support services. Based on achievement of individual treatment goals and in collaboration with clients, individuals can be seen at minimum of one (1) service per month.
  - iii. The services provided shall be part of a comprehensive recovery-oriented treatment plan that is consistent with evidence-based standards of gambling treatment and recovery services and approved by a Department approved program manager.
- b. Provide all clients with a minimum of one (1) service per month. For those not receiving services in a particular month, the Contractor shall implement appropriate treatment measures and Contractor's Program Supervisors and staff shall monitor for appropriateness for outpatient level of care.
- c. Call back and/or have personal contact to initial telephone calls within twenty-four (24) hours, or by the next business day. Hours of operation must include evening availability and offer access to after-hours phone support in the event of an emergent need of active clients.
- d. Provide a first appointment for an individual within two (2) business days of the initial contact and ensure a policy is in place to serve "walk-in" clientele.
- e. During a first appointment, the Contractor, Bettor Choice staff, shall conduct an initial assessment to determine whether or not the person requires and/or is eligible for services.
  - i. Toxicology screening is not a requirement for this program, but can be utilized when appropriate to client care (i.e. co-occurring substance use disorder, medication management). Clients have the right to refuse without being a barrier for treatment.
- f. Provide all clients with timely access to on-site Psychiatrist or Advanced Practice Registered Nurse (APRN) required for medication management.
- g. Ensure each client will have a stage of change (SAMHSA TIP 35 Enhancing Motivation for Change in Substance Use Disorder Treatment) appropriate, individualized, person-centered, recovery-oriented treatment plan prepared by the Contractor, taking into account the client's strengths and needs. The plan shall be approved by the licensed supervisor and signed off by a medical director.
- h. It is expected that the program will maintain a minimum of 50 unduplicated clients on a monthly basis. In the event the program is unable to meet the minimum caseload requirements, the agency will provide a documented outreach plan to the department.

- i. Ensure sufficient opportunities for clinical staff and peer recovery support specialist to participate in at least eight (8) virtual or in person consultation sessions with the Department's Problem Gambling Services staff annually for full-time staff and four (4) virtual or in-person consultations sessions for part-time staff.
- i. At the Department's request, integrate problem gambling awareness into all agency-wide initiatives and services where applicable (include: criminal justice, prevention, substance use, adolescent, and mental health programs).
- j. If Contractor is a provider of other services for clients under the age of eighteen (18), Contractor shall be required under this Contract to supplement those services with problem gambling education.
- k. The Contractor shall describe how you will cooperate with the Department's efforts to promote statewide awareness regarding the availability of specialized services for those affected by problem and disordered gambling by providing and documenting the following:
  - i. Provide a minimum of twenty (20) community outreach events per year (one (1) of which must be provided in March during Problem Gambling Awareness Month).
  - ii. Community outreach shall include:
    - 1) Advocacy (for individual clients and the public at large for gambling treatment and recovery services);
    - 2) Outreach across diverse communities;
    - 3) Engagement of clients in treatment and recovery;
    - 4) Assistance to the Department in gambling-related trainings;
    - 5) Community awareness events as approved by the Department; and
    - 6) Problem Gambling (PG) prevention initiatives, under the direction of the Department's Problem Gambling Services Prevention Coordinators.
  - iii. Documentation shall include, at a minimum, a summary of any community-based activity, record of attendance of people at the community-based activity, and completed evaluation of the activity provided by the Department.
- l. Bettor Choice staff or other representatives will attend quarterly Problem Gambling Services Bettor Choice meetings, and involvement in quarterly regional gambling awareness team meetings facilitated by the Regional Behavioral Health Action Organization.
- m. The Contractor's Program Manager will attend a Bettor Choice administrative meeting every other month, facilitated by the Department, and submit a monthly report, using a template provided by the Department.
  - i. In addition, Program Manager will submit Caller Tracking and Fiscal Monitoring forms, provided by the Department, to the Department by the 15th of each month for the previous month's data.
- n. Peer Recovery Support staff will attend a peer meeting, facilitated by the Department, every other month.
- o. Attend and participate at the Connecticut Council on Problem Gambling's annual conference (minimum three (3) attendees).
- p. Provide a link to gambling resources and PG chat on Agency webpage (i.e. DMHAS/PGS, Connecticut Council on Problem Gambling, National Council on Problem Gambling).

- q. Every other year the Contractor will participate in an onsite fidelity review facilitated by the Department.

### 3. **Staffing Expectations**

- a. Team overview: Describe the team that would work on this project. Include a list of key team members and their general availability while on this project. Make the case for why they will be great partners on this project.
  - i. Please provide bios, and additional information you think best highlights the strength of the team that would be working on this project.
  - ii. Please provide key staff resumes in attachments.
- b. General capacity: Please describe your organization's capacity to take on additional work if you are awarded this contract. How would you create additional capacity, if needed? How would you quickly pivot directions, should feedback from the DMHAS require a change in direction?

At a minimum, the Contractor shall staff the following:

- i. (1.0 Full-Time Employee) DPH Licensed Clinical Program (LCP) Manager to lead the facilitation of services required herein, as well as carry a small clinical caseload, as needed. The LCP Manager shall possess all of the following qualifications:
  - 1) Minimum of Licensed Alcohol and Drug Counselor (LADC) licensure (Licensed Clinical Social Worker, Licensed Professional Counselor, Licensed Marriage Family Therapist);
  - 2) Minimum of two (2) years' experience in the field of problem gambling treatment and/or disordered gambling integration; and
  - 3) Minimum of International Certified Gambling Counselor certification (ICGC-I or ICGC-II), or pending certification within one (1) year from the International Problem Gambling and Gaming Certification Organization (IPGGC).
- ii. (1.0 Full-Time Employee) Peer Recovery Support Specialist(s), with 60% time designated for community outreach and engagement and 40% time designated toward clinic-based direct recovery support services. The Peer Recovery Support Specialist shall provide individual and group counseling, provide support and engagement both on-site and in the community, and carry an agency provided cell phone for assisting with agency Problem Gambling Helpline callers. The Peer Recovery Support Specialist shall possess all the following qualifications:
  - 1) Credentials or ability to attain the International Gambling Recovery Specialist credential from the International Problem Gambling and Gaming Certification Organization (IPGGC);
  - 2) Ability/willingness to speak publicly;
  - 3) Lived experience with disordered gambling (personal lived experience or person affected); and
  - 4) Familiarity with local community resources.
- iii. (1.5 Full-Time Employees) DPH Licensed Clinicians to provide clinical services. Time can be split between multiple clinicians or 1 (1.0 FTE) clinician and 1 (.5 FTE) clinician. The Licensed Clinician shall possess all of the following qualifications:
  - 1) Minimum of master's degree level clinician with a provisional license (ex. Licensed Master Social Worker (LMSW), Licensed Professional Counselor Associate (LPC-A), Licensed Marriage and Family Therapist Associate (LMFT-A); and
  - 2) Minimum of one (1) year experience in the field of problem gambling treatment and/or disordered gambling integration; and
  - 3) Minimum of International Certified Gambling Counselor certification (ICGC-I or ICGC-II), or pending certification within one (1) year from the International Problem Gambling and Gaming Certification Organization (IPGGC).

### 4. **Data and Technology Expectations**

The purpose of this subsection is to gather information about the proposer's information management and performance measurement systems.

- a. The prospective contractor will establish a billing structure, on a sliding fee basis, for services provided to individuals under this contract. The level of indebtedness or debt service resulting from gambling shall be included as a determining factor in the establishment of fees. In addition to banks, credit card companies and loan companies, creditors may include bookies, loan sharks, relatives and friends.
  - i. The Bettor Choice grant is intended to be the payor of last resort, for the sustainability of the program and maximize grant funds.
- b. The prospective contractor will have the following computer hardware/software:
  - i. A digital platform will be utilized for program administration; participants must discuss their processes in incorporating external platforms into their regular workflow.
  - ii. Proposers should outline the computer hardware and software available to the Bettor Choice staff that is relevant to their role and completion of their job tasks.
  - iii. E-Mail / Internet Capability: Proposers must outline the e-mail/internet capability of the agency as relevant to the Bettor Choice staff.
  - iv. Assessment of Client Satisfaction: Proposers must delineate a plan for assessing the satisfaction of clients engaged in Bettor Choice.
  - v. Program Evaluation: Every other year the Contractor will participate in an onsite fidelity review facilitated by the Department.
- c. Records / Data Collection / Reporting
  - i. Contractors are expected to submit timely regularly scheduled progress reports to the Department for approval. Proposers must demonstrate sufficient capacity to collect and manage monthly Department-required data regarding services performed, participant outcomes, and participant demographics.
  - ii. Proposers must describe past practice in submitting required data to the Department (if a previous Contractor) and explain how that process will be incorporated into this program.
  - iii. Proposers must also clearly and specifically describe the kinds of data the applicant anticipates collecting.

## 5. Work Plan

The purpose of this subsection is to gather information about the quality and quantity of personnel that the proposer intends to employ to deliver the purchased service.

- a. The proposal must include a work plan to describe the activities and timeline for securing a site, DPH licensure, services, staff recruitment and training, technologies required, and performance measures.
- b. Below is the required format and information being requested for a comprehensive and realistic work plan that demonstrate the flow of activities in a logical and sequential manner:
  - i. **Tasks and Deliverables:** Describe what start-up and implementation activities, actions, tasks, and deliverables are needed to accomplish providing the identified service.
  - ii. **Responsible Staff:** Indicate staff position and their related qualifications for those who will be responsible for providing the identified service.
  - iii. **Methodologies:** Describe how each service and deliverable will be accomplished, providing a detailed explanation of the procedures or processes that will be used to attain the expected outcomes.

- iv. **Timetable/Schedule:** Include a proposed timetable indicating when each task and deliverables will be accomplished. Identify any significant milestones or deadlines. Timetable/schedule must include the day and time service is to be provided, if applicable.

## 6. Budget and Budget Narrative

The purpose of this subsection is to gather information about how the proposer developed the proposed budget and cost allocations.

- a. Proposals must contain an itemized annual budget on the budget form delineated in Section VI. Appendix, E. Budget and Budget Narrative (Excel version supplied upon request), of this RFP. All startup costs must be clearly identified as one (1) line item in the budget.
- b. A budget narrative must be provided, explaining all costs contained in the budget. All start-up costs must be listed separately and clearly detailed in the budget narrative.
- c. All other funding, including agency financial support must be identified.
  - i. Complete a price schedule, budget, or cost proposal in its entirety that will enable the effective delivery of the proposed project or services.
  - ii. Describe all direct and indirect costs associated with the service or project.
  - iii. Describe any key cost variables for the service or project such as volume, frequency, duration or length.
  - iv. Narrative and justification: Present a detailed, line-item cost narrative that explains the basis and rationale for the costs proposed.
  - v. Why do you consider your costs to be reasonable, given the nature of your proposed project or service?
  - vi. Describe any key budgeting decisions you faced, assumptions, or calculation approaches used to develop the cost proposal.

## 7. Culturally Competent Services

All proposals must describe the extent to which the proposed service will meet the cultural and linguistic needs of the population to be served and the extent to which the program will

- a. Demonstrate how you will maintain responsiveness to participant's diversity, including racial, cultural, gender, sexual orientation and age.
- b. Identify existing linkages to services, healthcare, treatment, recovery supports and other community-based services specific to individuals with Gambling Disorder or describe plans to establish such connections inclusive of services for historically marginalized or underserved communities.

## 8. Performance Measures and Data Reporting

As part of the State's commitment to becoming more outcomes oriented, DMHAS seeks to actively and regularly collaborate with providers to enhance contract management, improve results, and adjust service delivery and policy based on learning what works. Reliable and relevant data is necessary to ensure compliance, inform trends to be monitored, evaluate results and performance, and drive service improvements. As such, DMHAS reserves the right to request/collect other key data and metrics from providers. DMHAS will require a minimum two (2) reports per year that include data reporting on the identified outcome measures. Providers will be expected to collect and report data on program outcomes in a standardized format to ensure consistency. This structured approach ensures consistency in program implementation, program execution, and adherence to program guidelines. The frequency and report to be used will be further discussed during contract negotiations with selected contractors.

Proposers must include an evaluation plan within the proposal. The evaluation plan is intended to understand scope, scale, and reach of the BC services. The evaluation plan should minimally include the following performance metrics:

- a. Number of individuals engaged in BC;
- b. Treatment outcomes;
- c. Retention rates;
- d. Demographics of individuals accessing services;
- e. Gambling Data including method, frequency, and date last gambled; and
- f. Gambling reduction outcomes.
- g. Completing Gambling Assessments in DDaP upon intake, during six (6) month updates and upon discharge for persons with problem or disordered gambling.

In addition to the evaluation plan, the proposer should demonstrate their plan to:

- a. Improve retention of persons in BC;
- b. Meet monthly expectation of fifty (50) unique individuals engaged in BC, and;
- c. Ensure fidelity to the BC model.

This is not an exhaustive list, but rather an indication of significant performance metrics of interest to DMHAS. DMHAS looks forward to working with providers to define additional important performance metrics.

### III. PROPOSAL SUBMISSION OVERVIEW

#### A. SUBMISSION FORMAT INFORMATION

- 1. Required Outline.** All proposals must follow the required outline presented in Section IV – Proposal Submission Outline and Requirements. Proposals that fail to follow the required outline will be deemed non-responsive and not evaluated.
- 2. Cover Sheet.** The Cover Sheet is Page 1 of the proposal. Proposers must complete and use the Cover Sheet form provided by the Agency in the VI. Appendix D. Cover Sheet.

*Legal Name* is defined as the name of private provider organization, CT State agency, or municipality submitting the proposal. *Contact Person* is defined as the individual who can provide additional information about the proposal or who has immediate responsibility for the proposal. *Authorized Official* is defined as the individual empowered to submit a binding offer on behalf of the proposer to provide services in accordance with the terms and provisions described in this RFP and any amendments or attachments hereto.

- 3. Table of Contents.** All proposals must include a Table of Contents that conforms with the required proposal outline.
- 4. Executive Summary.** Proposals must include a high-level summary, not exceeding two (2) pages. The summary must also include the organization's eligibility and qualifications to respond to this RFP. The executive summary is not part of the main proposal and cost proposal.
- 5. Attachments.** Attachments other than the required Appendices or Forms identified in the RFP are not permitted and will not be evaluated. Further, the required Appendices or Forms must not be altered or used to extend, enhance, or replace any component required by this RFP. Failure to abide by these instructions will result in disqualification. All attachments should be included in VI. Appendix.
- 6. Style Requirements.** This is an electronic submission.  
Submitted proposals must conform to the following specifications:

Paper Size	8.5 x 11 (Standard Letter)
Font Size	12
Font Type	Times New Roman
Margins	Normal (1 inch around)
Line Spacing	1 ½
Print Style	Singled-Sided
Page Limit	Maximum <b>16 pages</b> , exclusive of Executive Summary, Appendices, Budget Forms and Budget Narrative

- 7. Pagination.** The proposer's name must be displayed in the header of each page. All pages, including the required Appendices and Forms, must be numbered in the footer.
- 8. Packaging and Labeling Requirements.** Not Applicable
- 9. Declaration of Confidential Information.** Proposers are advised that all materials associated with this procurement are subject to the terms of the Freedom of Information Act (FOIA), the Privacy Act, and all rules, regulations and interpretations resulting from them. **If a proposer deems that certain information required by this RFP is confidential, the proposer must label such information as CONFIDENTIAL prior to submission. In subsection IV.F. of the proposal submission, the proposer must reference where the information labeled**

**CONFIDENTIAL is located in the proposal.** *EXAMPLE: Section G.1.a.* For each subsection so referenced, the proposer must provide a convincing explanation and rationale sufficient to justify an exemption of the information from release under the FOIA. The explanation and rationale must be stated in terms of (a) the prospective harm to the competitive position of the proposer that would result if the identified information were to be released and (b) the reasons why the information is legally exempt from release pursuant to C.G.S. § 1-210(b).

- 10. Conflict of Interest - Disclosure Statement.** **Proposers must include a disclosure statement concerning any current business relationships (within the last three (3) years) that pose a conflict of interest, as defined by C.G.S. § 1-85.** A conflict of interest exists when a relationship exists between the proposer and a public official (including an elected official) or State employee that may interfere with fair competition or may be adverse to the interests of the State. The existence of a conflict of interest is not, in and of itself, evidence of wrongdoing. A conflict of interest may, however, become a legal matter if a proposer tries to influence, or succeeds in influencing, the outcome of an official decision for their personal or corporate benefit. The Agency will determine whether any disclosed conflict of interest poses a substantial advantage to the proposer over the competition, decreases the overall competitiveness of this procurement, or is not in the best interests of the State. In the absence of any conflict of interest, a proposer must affirm such in the disclosure statement. *Example: "[name of proposer] has no current business relationship (within the last three (3) years) that poses a conflict of interest, as defined by C.G.S. § 1-85."*

## **B. EVALUATION OF PROPOSALS**

- 1. Evaluation Process.** It is the intent of the Agency to conduct a comprehensive, fair, and impartial evaluation of proposals received in response to this RFP. When evaluating proposals, negotiating with successful proposers, and awarding contracts, the Agency will conform with its written procedures for POS and PSA procurements (pursuant to C.G.S. § 4-217) and the State's Code of Ethics (pursuant to C.G.S. §§ 1-84 and 1-85). Final funding allocation decisions will be determined during contract negotiation.
- 2. Evaluation Review Committee.** The Agency will designate a Review Committee to evaluate proposals submitted in response to this RFP. The Review Committee will be composed of individuals, Agency staff or other designees as deemed appropriate. The contents of all submitted proposals, including any confidential information, will be shared with the Review Committee. Only proposals found to be responsive (that is, complying with all instructions and requirements described herein) will be reviewed, rated, and scored. Proposals that fail to comply with all instructions will be rejected without further consideration. The Review Committee shall evaluate all proposals that meet the Minimum Submission Requirements by score and rank ordered and make recommendations for awards. The Agency Head will make the final selection. Attempts by any proposer (or representative of any proposer) to contact or influence any member of the Review Committee may result in disqualification of the proposer.
- 3. Minimum Submission Requirements.** To be eligible for evaluation, proposals must (1) be received on or before the due date and time; (2) meet the Proposal Format requirements; (3) meet the Eligibility and Qualification requirements to respond to the procurement, (4) follow the required Proposal Outline; and (5) be complete. Proposals that fail to follow instructions or satisfy these minimum submission requirements will not be reviewed further. The Agency will reject any proposal that deviates significantly from the requirements of this RFP.
- 4. Evaluation Criteria (and Weights).** Proposals meeting the Minimum Submission Requirements will be evaluated according to the established criteria. The criteria are the objective standards that the Review Committee will use to evaluate the technical merits of the proposals. Only the criteria listed below will be used to evaluate proposals. The weights are disclosed below:



Criteria	Points
1. Organizational Expectations	10
2. Service Expectations	20
3. Staffing Expectations	20
4. Data and Technology Expectations	10
5. Work plan	15
6. Budget/Narrative	10
7. Culturally Competent Services	10
8. Performance Measures and Data Reporting	5
<b>Total</b>	<b>100</b>

As part of its evaluation of the Staffing Plan, the Review Committee will review the proposer's demonstrated commitment to affirmative action, as required by the Regulations of CT State Agencies § 46A-68j-30(10).

5. **Proposer Selection.** Upon completing its evaluation of proposals, the Review Committee will submit the rankings of all proposals to the Commissioner or Agency Head. The final selection of a successful proposer is at the discretion of the Commissioner or Agency Head. Any proposer selected will be so notified and awarded an opportunity to negotiate a contract with the Agency. Such negotiations may, but will not automatically, result in a contract. Any resulting contract will be posted on the State Contracting Portal. All unsuccessful proposers will be notified by e-mail or U.S. mail, at the Agency's discretion, about the outcome of the evaluation and proposer selection process. The Agency reserves the right to decline to award contracts for activities in which the Commissioner or Agency Head considers there are not adequate respondents.
6. **Debriefing.** Within ten (10) days of receiving notification from the Agency, unsuccessful proposers may contact the Official Contact and request information about the evaluation and proposer selection process. The e-mail sent date or the postmark date on the notification envelope will be considered "day one" of the ten (10) days. If unsuccessful proposers still have questions after receiving this information, they may contact the Official Contact and request a meeting with the Agency to discuss the evaluation process and their proposals. If held, the debriefing meeting will not include any comparisons of unsuccessful proposals with other proposals. The Agency may schedule and hold the debriefing meeting within fifteen (15) days of the request. The Agency will not change, alter, or modify the outcome of the evaluation or selection process as a result of any debriefing meeting.
7. **Appeal Process.** Proposers may appeal any aspect the Agency's competitive procurement, including the evaluation and proposer selection process. Any such appeal must be submitted to the Agency head. A proposer may file an appeal at any time after the proposal due date, but not later than thirty (30) days after an agency notifies unsuccessful proposers about the outcome of the evaluation and proposer selection process. The e-mail sent date or the postmark date on the notification envelope will be considered "day one" of the thirty (30) days. The filing of an appeal shall not be deemed sufficient reason for the Agency to delay, suspend, cancel, or terminate the procurement process or execution of a contract. More detailed information about filing an appeal may be obtained from the Official Contact.
8. **Contract Execution.** Any contract developed and executed as a result of this RFP is subject to the Agency's contracting procedures, which may include approval by the Office of the Attorney General. Fully executed and approved contracts will be posted on State Contracting Portal and the Agency website.

**IV. REQUIRED PROPOSAL SUBMISSION OUTLINE AND REQUIREMENTS**

---

- A. Cover Sheet**
- B. Table of Contents**
- C. Executive Summary**
- D. Main Proposal**
- E. Attachments (clearly referenced to summary and main proposal where applicable)**
- F. Declaration of Confidential Information**
- G. Conflict of Interest - Disclosure Statement**
- H. Statement of Assurances**

*A-H are defined more specifically below. The listing above is just to provide an initial outline for proposers.*

**This section is for information only. This can be used for additional instruction on completing your Main Proposal in your RFP as applicable.**

## **A: Cover Sheet**

The Respondent must use the Cover Sheet provided.

*Legal Name* is defined as the name of private provider organization, CT State agency, or municipality submitting the proposal. *Contact Person* is defined as the individual who can provide additional information about the proposal or who has immediate responsibility for the proposal. *Authorized Official* is defined as the individual empowered to submit a binding offer on behalf of the proposer to provide services in accordance with the terms and provisions described in this RFP and any amendments or attachments hereto.

## **B: Table of Contents**

Respondents must include a Table of Contents that lists sections and subsections with page numbers that follow the organization outline and sequence for this proposal.

## **C: Proposer Executive Summary**

The page limitation for this section is two (2) pages briefly describing how the Respondent meets the eligibility and qualification criteria outlined in the Proposal Overview and a brief overview of why the Respondent should be selected for the activities highlighted in the scope of services.

## **D: Main Proposal Submission/Questions**

**\*\*\*Please note the maximum total page length for this section is 16** (all appendices and other attachments should be referred to in section D and then placed in section E.

### **1. Organizational Expectations**

The purpose of this subsection is to gather information about the administrative and operational capabilities of the proposer to provide the purchased service.

### **2. Services Expectations**

The purpose of this subsection is to gather information about how the proposer intends to provide the purchased service (including the use of any subcontractors).

### **3. Staffing Plan Expectations**

- a. Team overview: Describe the team that would work on this project. Include a list of key team members and their general availability while on this project. Make the case for why they will be great partners on this project. Please provide bios, and additional information you think best highlights the strength of the team that would be working on this project.
- b. General capacity: Please describe your organization's capacity to take on additional work if you are awarded this contract. How would you create additional capacity, if needed? How would you quickly pivot directions, should feedback from the DMHAS require a change in direction?

### **4. Data and Technology Expectations**

The purpose of this subsection is to gather information about the proposer's information management and performance measurement systems.

**5. Work Plan**

The purpose of this subsection is for the proposer to explain the tasks, participants, time estimates, and schedule for providing the purchased service. The specifics of the information requested are left to the Agency's discretion. Possible areas of inquiry may include, but are not limited to, the following:

Tasks and Deliverables:

- a. Responsible Staff
- b. Methodologies
- c. Timetable/Schedule

The Work Plan narrative should be included in the main proposal section and will be included in the page capacity. If you have a supplemental chart or grid to include, it may be included in the Attachments. Reference to the location must be stated in the Main Proposal.

**6. Budget and Budget Narrative**

The purpose of this subsection is to gather information about how the proposer developed the proposed budget and cost allocations.

**7. Cultural Competence:**

- a. What experience do you have interacting effectively and communicating with people of different cultures and socio-economic backgrounds?
- b. Please provide an example of your work with underserved/under-represented groups of people or communities.
- c. Describe your proposed method of project management for this project or service.

**8. Performance Measures and Data Reporting**

The purpose of this subsection is to gather information about the proposer's data reporting systems, and process for measuring program performance and relevant contract deliverables.

**E: Attachments**

Attachments other than the required attachments identified are not permitted and will not be evaluated. See the Proposal Checklist in Appendix I, pages 39 and 40 for a list of relevant attachments. Further, the required attachments must not be altered or used to extend, enhance, or replace any component required by this RFP. Failure to abide by these instructions may result in disqualification.

**F: Declaration of Confidential Information**

If a proposer deems that certain information required by this RFP is confidential, the proposer must label such information as CONFIDENTIAL prior to submission. The proposer must reference where the information labeled CONFIDENTIAL is located in the proposal. *EXAMPLE: Section G.1.a.* For each subsection so referenced, the proposer must provide a convincing explanation and rationale sufficient to justify an exemption of the information from release under the FOIA. The explanation and rationale must be stated in terms of (a) the prospective harm to the competitive position of the proposer that would result if the identified information were to be released and (b) the reasons why the information is legally exempt from release pursuant to C.G.S. § 1-210(b).

**G: Conflict of Interest – Disclosure Statement**

Proposers must include a disclosure statement concerning any current business relationships (within the last three (3) years) that pose a conflict of interest, as defined by C.G.S. § 1-85. A conflict of interest exists when a relationship exists between the proposer and a public official (including an elected official) or State employee that may interfere with fair competition or may be adverse to the interests of the State. The existence of a conflict of interest is not, in and of itself, evidence of wrongdoing. A conflict of interest may, however, become a legal matter if a proposer tries to influence, or succeeds in influencing, the outcome of an official decision for their personal or corporate benefit. In the absence of any conflict of interest, a proposer must affirm such in the disclosure statement. *Example: "[name of proposer] has no current business relationship (within the last three (3) years) that poses a conflict of interest, as defined by C.G.S. § 1-85."*

**H: Statement of Assurances**

Place after Conflict of Interest-Disclosure Statement. Sign and return.

## V. MANDATORY PROVISIONS

### A. POS STANDARD CONTRACT, PARTS I AND II

*By submitting a proposal in response to this RFP, the proposer implicitly agrees to comply with the provisions of Parts I and II of the State's "standard contract" for POS:*

Part I of the standard contract is maintained by the Department and will include the scope of services, contract performance, quality assurance, reports, terms of payment, budget, and other program-specific provisions of any resulting POS contract. A sample of Part I is available from the Department's Official Contact upon request.

Part II of the standard contract is maintained by OPM and includes the mandatory terms and conditions of the POS contract. Part II is available on OPM's website at: [http://www.ct.gov/opm/fin/standard\\_contract](http://www.ct.gov/opm/fin/standard_contract)

Note:

Included in Part II of the standard contract is the State Elections Enforcement Commission's notice (pursuant to C.G.S. § 9-612(g)(2)) advising executive branch State contractors and prospective State contractors of the ban on campaign contributions and solicitations. If a proposer is awarded an opportunity to negotiate a contract with the Department and the resulting contract has an anticipated value in a calendar year of \$50,000 or more, or a combination or series of such agreements or contracts has an anticipated value of \$100,000 or more, the proposer must inform the proposer's principals of the contents of the SEEC notice.

Part I of the standard contract may be amended by means of a written instrument signed by the Department, the selected proposer (contractor), and, if required, the Attorney General's Office. Part II of the standard contract may be amended only in consultation with, and with the approval of, the Office of Policy and Management and the Attorney General's Office.

### B. ASSURANCES

*By submitting a proposal in response to this RFP, a proposer implicitly gives the following assurances:*

- 1. Collusion.** The proposer represents and warrants that the proposer did not participate in any part of the RFP development process and had no knowledge of the specific contents of the RFP prior to its issuance. The proposer further represents and warrants that no agent, representative, or employee of the State participated directly in the preparation of the proposer's proposal. The proposer also represents and warrants that the submitted proposal is in all respects fair and is made without collusion or fraud.
- 2. State Officials and Employees.** The proposer certifies that no elected or appointed official or employee of the State has or will benefit financially or materially from any contract resulting from this RFP. The Agency may terminate a resulting contract if it is determined that gratuities of any kind were either offered or received by any of the aforementioned officials or employees from the proposer, contractor, or its agents or employees.
- 3. Competitors.** The proposer assures that the submitted proposal is not made in connection with any competing organization or competitor submitting a separate proposal in response to this RFP. No attempt has been made, or will be made, by the proposer to induce any other organization or competitor to submit, or not submit, a proposal for the purpose of restricting competition. The proposer further assures that the proposed costs have been arrived at independently, without

consultation, communication, or agreement with any other organization or competitor for the purpose of restricting competition. Nor has the proposer knowingly disclosed the proposed costs on a prior basis, either directly or indirectly, to any other organization or competitor.

- 4. Validity of Proposal.** The proposer certifies that the proposal represents a valid and binding offer to provide services in accordance with the terms and provisions described in this RFP and any amendments or attachments hereto. The proposal shall remain valid for a period of 180 days after the submission due date and may be extended beyond that time by mutual agreement. At its sole discretion, the Agency may include the proposal, by reference or otherwise, into any contract with the successful proposer.
- 5. Press Releases.** The proposer agrees to obtain prior written consent and approval of the Agency for press releases that relate in any manner to this RFP or any resultant contract.

## C. TERMS AND CONDITIONS

*By submitting a proposal in response to this RFP, a proposer implicitly agrees to comply with the following terms and conditions:*

- 1. Equal Opportunity and Affirmative Action.** The State is an Equal Opportunity and Affirmative Action employer and does not discriminate in its hiring, employment, or business practices. The State is committed to complying with the Americans with Disabilities Act of 1990 (ADA) and does not discriminate on the basis of disability in admission to, access to, or operation of its programs, services, or activities.
- 2. Preparation Expenses.** Neither the State nor the Agency shall assume any liability for expenses incurred by a proposer in preparing, submitting, or clarifying any proposal submitted in response to this RFP.
- 3. Exclusion of Taxes.** The Agency is exempt from the payment of excise and sales taxes imposed by the federal government and the State. Proposers are liable for any other applicable taxes.
- 4. Proposed Costs.** No cost submissions that are contingent upon a State action will be accepted. All proposed costs must be fixed through the entire term of the contract.
- 5. Changes to Proposal.** No additions or changes to the original proposal will be allowed after submission. While changes are not permitted, the Agency may request and authorize proposers to submit written clarification of their proposals, in a manner or format prescribed by the Agency, and at the proposer's expense.
- 6. Supplemental Information.** Supplemental information will not be considered after the deadline submission of proposals, unless specifically requested by the Agency. The Agency may ask a proposer to give demonstrations, interviews, oral presentations or further explanations to clarify information contained in a proposal. Any such demonstration, interview, or oral presentation will be at a time selected and in a place provided by the Agency. At its sole discretion, the Agency may limit the number of proposers invited to make such a demonstration, interview, or oral presentation and may limit the number of attendees per proposer.
- 7. Presentation of Supporting Evidence.** If requested by the Agency, a proposer must be prepared to present evidence of experience, ability, data reporting capabilities, financial standing, or other information necessary to satisfactorily meet the requirements set forth or implied in this RFP. The Agency may make onsite visits to an operational facility or facilities of a proposer to evaluate further the proposer's capability to perform the duties required by this

RFP. At its discretion, the Agency may also check or contact any reference provided by the proposer.

- 8. RFP Is Not An Offer.** Neither this RFP nor any subsequent discussions shall give rise to any commitment on the part of the State or the Agency or confer any rights on any proposer unless and until a contract is fully executed by the necessary parties. The contract document will represent the entire agreement between the proposer and the Agency and will supersede all prior negotiations, representations or agreements, alleged or made, between the parties. The State shall assume no liability for costs incurred by the proposer or for payment of services under the terms of the contract until the successful proposer is notified that the contract has been accepted and approved by the Agency and, if required, by the Attorney General's Office.

#### **D. RIGHTS RESERVED TO THE STATE**

*By submitting a proposal in response to this RFP, a proposer implicitly accepts that the following rights are reserved to the State:*

- 1. Timing Sequence.** The timing and sequence of events associated with this RFP shall ultimately be determined by the Agency.
- 2. Amending or Canceling RFP.** The Agency reserves the right to amend or cancel this RFP on any date and at any time, if the Agency deems it to be necessary, appropriate, or otherwise in the best interests of the State.
- 3. No Acceptable Proposals.** In the event that no acceptable proposals are submitted in response to this RFP, the Agency may reopen the procurement process, if it is determined to be in the best interests of the State.
- 4. Award and Rejection of Proposals.** The Agency reserves the right to award in part, to reject any and all proposals in whole or in part, for misrepresentation or if the proposal limits or modifies any of the terms, conditions, or specifications of this RFP. The Agency may waive minor technical defects, irregularities, or omissions, if in its judgment the best interests of the State will be served. The Agency reserves the right to reject the proposal of any proposer who submits a proposal after the submission date and time.
- 5. Sole Property of the State.** All proposals submitted in response to this RFP are to be the sole property of the State. Any product, whether acceptable or unacceptable, developed under a contract awarded as a result of this RFP shall be the sole property of the State, unless stated otherwise in this RFP or subsequent contract. The right to publish, distribute, or disseminate any and all information or reports, or part thereof, shall accrue to the State without recourse.
- 6. Contract Negotiation.** The Agency reserves the right to negotiate or contract for all or any portion of the services contained in this RFP. The Agency further reserves the right to contract with one or more proposer for such services. After reviewing the scored criteria, the Agency may seek Best and Final Offers (BFO) on cost from proposers. The Agency may set parameters on any BFOs received.
- 7. Clerical Errors in Award.** The Agency reserves the right to correct inaccurate awards resulting from its clerical errors. This may include, in extreme circumstances, revoking the awarding of a contract already made to a proposer and subsequently awarding the contract to another proposer. Such action on the part of the State shall not constitute a breach of contract on the part of the State since the contract with the initial proposer is deemed to be void *ab initio* and of no effect as if no contract ever existed between the State and the proposer.



- 8. Key Personnel.** When the Agency is the sole funder of a purchased service, the Agency reserves the right to approve any additions, deletions, or changes in key personnel, with the exception of key personnel who have terminated employment. The Agency also reserves the right to approve replacements for key personnel who have terminated employment. The Agency further reserves the right to require the removal and replacement of any of the proposer's key personnel who do not perform adequately, regardless of whether they were previously approved by the Agency.

## **E. STATUTORY AND REGULATORY COMPLIANCE**

*By submitting a proposal in response to this RFP, the proposer implicitly agrees to comply with all applicable State and federal laws and regulations, including, but not limited to, the following:*

- 1. Freedom of Information, C.G.S. § 1-210(b).** The Freedom of Information Act (FOIA) generally requires the disclosure of documents in the possession of the State upon request of any citizen, unless the content of the document falls within certain categories of exemption, as defined by C.G.S. § 1-210(b). Proposers are generally advised not to include in their proposals any confidential information. If the proposer indicates that certain documentation, as required by this RFP, is submitted in confidence, the State will endeavor to keep said information confidential to the extent permitted by law. The State has no obligation to initiate, prosecute, or defend any legal proceeding or to seek a protective order or other similar relief to prevent disclosure of any information pursuant to a FOIA request. The proposer has the burden of establishing the availability of any FOIA exemption in any proceeding where it is an issue. While a proposer may claim an exemption to the State's FOIA, the final administrative authority to release or exempt any or all material so identified rests with the State. In no event shall the State or any of its employees have any liability for disclosure of documents or information in the possession of the State and which the State or its employees believe(s) to be required pursuant to the FOIA or other requirements of law.
- 2. Contract Compliance, C.G.S. § 4a-60 and Regulations of CT State Agencies § 46a-68j-21 thru 43, inclusive.** CT statute and regulations impose certain obligations on State agencies (as well as contractors and subcontractors doing business with the State) to ensure that State agencies do not enter into contracts with organizations or businesses that discriminate against protected class persons.
- 3. Consulting Agreements, C.G.S. § 4a-81. Consulting Agreements Representation, C.G.S. § 4a-81.** Pursuant to C.G.S. §§ 4a-81 the successful contracting party shall certify that it has not entered into any consulting agreements in connection with this Contract, except for the agreements listed below. "Consulting agreement" means any written or oral agreement to retain the services, for a fee, of a consultant for the purposes of (A) providing counsel to a contractor, vendor, consultant or other entity seeking to conduct, or conducting, business with the State, (B) contacting, whether in writing or orally, any executive, judicial, or administrative office of the State, including any department, institution, bureau, board, commission, authority, official or employee for the purpose of solicitation, dispute resolution, introduction, requests for information, or (C) any other similar activity related to such contracts. "Consulting agreement" does not include any agreements entered into with a consultant who is registered under the provisions of chapter 10 of the Connecticut General Statutes as of the date such contract is executed in accordance with the provisions of section 4a-81 of the Connecticut General Statutes. Such representation shall be sworn as true to the best knowledge and belief of the person signing the resulting contract and shall be subject to the penalties of false statement.
- 4. Campaign Contribution Restriction, C.G.S. § 9-612.** For all State contracts, defined in section 9-612 of the Connecticut General Statutes as having a value in a calendar year of \$50,000 or more, or a combination or series of such agreements or contracts having a value of \$100,000 or more, the authorized signatory to the resulting contract must represent that they have received

the State Elections Enforcement Commission's notice advising state contractors of state campaign contribution and solicitation prohibitions, and will inform its principals of the contents of the notice, as set forth in "Notice to Executive Branch State Contractors and Prospective State Contractors of Campaign Contribution and Solicitation Limitations." Such notice is available at [https://seec.ct.gov/Portal/data/forms/ContrForms/seec\\_form\\_11\\_notice\\_only.pdf](https://seec.ct.gov/Portal/data/forms/ContrForms/seec_form_11_notice_only.pdf)

**5. Gifts, C.G.S. § 4-252.** Pursuant to section 4-252 of the Connecticut General Statutes and Acting Governor Susan Bysiewicz's Executive Order No. 21-2, the Contractor, for itself and on behalf of all of its principals or key personnel who submitted a bid or proposal, represents:

(1) That no gifts were made by (A) the Contractor, (B) any principals and key personnel of the Contractor, who participate substantially in preparing bids, proposals or negotiating State contracts, or (C) any agent of the Contractor or principals and key personnel, who participates substantially in preparing bids, proposals or negotiating State contracts, to (i) any public official or State employee of the State agency or quasi- public agency soliciting bids or proposals for State contracts, who participates substantially in the preparation of bid solicitations or requests for proposals for State contracts or the negotiation or award of State contracts, or (ii) any public official or State employee of any other State agency, who has supervisory or appointing authority over such State agency or quasi-public agency;

(2) That no such principals and key personnel of the Contractor, or agent of the Contractor or of such principals and key personnel, knows of any action by the Contractor to circumvent such prohibition on gifts by providing for any other principals and key personnel, official, employee or agent of the Contractor to provide a gift to any such public official or State employee; and

(3) That the Contractor is submitting bids or proposals without fraud or collusion with any person. Any bidder or proposer that does not agree to the representations required under this section shall be rejected and the State agency or quasi-public agency shall award the contract to the next highest ranked proposer or the next lowest responsible qualified bidder or seek new bids or proposals.

**6. Iran Energy Investment Certification C.G.S. § 4-252(a).** Pursuant to C.G.S. § 4-252(a), the successful contracting party shall certify the following: (a) that it has not made a direct investment of twenty million dollars or more in the energy sector of Iran on or after October 1, 2013, as described in Section 202 of the Comprehensive Iran Sanctions, Accountability and Divestment Act of 2010, and has not increased or renewed such investment on or after said date. (b) If the Contractor makes a good faith effort to determine whether it has made an investment described in subsection (a) of this section it shall not be subject to the penalties of false statement pursuant to section 4-252a of the Connecticut General Statutes. A "good faith effort" for purposes of this subsection includes a determination that the Contractor is not on the list of persons who engage in certain investment activities in Iran created by the Department of General Services of the State of California pursuant to Division 2, Chapter 2.7 of the California Public Contract Code. Nothing in this subsection shall be construed to impair the ability of the State agency or quasi-public agency to pursue a breach of contract action for any violation of the provisions of the resulting contract.

**7. Nondiscrimination Certification, C.G.S. § 4a-60 and 4a-60a.** If a bidder is awarded an opportunity to negotiate a contract, the proposer must provide the State agency with *written representation* in the resulting contract that certifies the bidder complies with the State's nondiscrimination agreements and warranties. This nondiscrimination certification is required for all State contracts – regardless of type, term, cost, or value. Municipalities and CT State agencies are exempt from this requirement. The authorized signatory of the contract shall demonstrate his or her understanding of this obligation by either (A) initialing the nondiscrimination affirmation provision in the body of the resulting contract, or (B) providing an affirmative response in the required online bid or response to a proposal question, if applicable, which asks if the contractor understands its obligations. If a bidder or vendor refuses to agree to this representation, such

bidder or vendor shall be rejected and the State agency or quasi-public agency shall award the contract to the next highest ranked vendor or the next lowest responsible qualified bidder or seek new bids or proposals.

- 8. Access to Data for State Auditors.** The Contractor shall provide to OPM access to any data, as defined in C.G.S. § 4e-1, concerning the resulting contract that are in the possession or control of the Contractor upon demand and shall provide the data to OPM in a format prescribed by OPM [or the Client Agency] and the State Auditors of Public Accounts at no additional cost.

## VI. APPENDIX

### A. ABBREVIATIONS / ACRONYMS / DEFINITIONS

*Modify this subsection, as necessary, to meet the Agency's procurement requirements. DO NOT DELETE the definitions of contractor, proposer, prospective proposer, or subcontractor.*

BFO	Best and Final Offer
C.G.S.	Connecticut General Statutes
CHRO	Commission on Human Rights and Opportunity (CT)
CT	Connecticut
DAS	Department of Administrative Services (CT)
DMHAS	Department of Mental Health and Addiction Services (CT)
FOIA	Freedom of Information Act (CT)
IRS	Internal Revenue Service (US)
LOI	Letter of Intent
OAG	Office of the Attorney General
OPM	Office of Policy and Management (CT)
OSC	Office of the State Comptroller (CT)
POS	Purchase of Service
P.A.	Public Act (CT)
RFP	Request for Proposal
SEEC	State Elections Enforcement Commission (CT)
U.S.	United States
BC	Bettor Choice
IPGGC	International Problem Gambling and Gaming Certification Organization
ICGC	International Certified Gambling Counselor
IGRS	International Gambling Recovery Specialist

- *contractor*: a private provider organization, CT State agency, or municipality that enters into a POS contract with the Agency as a result of this RFP.
- *proposer*: a private provider organization, CT State agency, or municipality that has submitted a proposal to the Agency in response to this RFP. This term may be used interchangeably with respondent throughout the RFP.
- *prospective proposer*: a private provider organization, CT State agency, or municipality that may submit a proposal to the Agency in response to this RFP, but has not yet done so.
- *subcontractor*: an individual (other than an employee of the contractor) or business entity hired by a contractor to provide a specific health or human service as part of a POS contract with the Agency as a result of this RFP.

**B. STATEMENT OF ASSURANCES****Department of Mental Health and Addiction Services**

The undersigned Respondent affirms and declares that:

**1) General**

- a. This proposal is executed and signed with full knowledge and acceptance of the RFP CONDITIONS stated in the RFP.
- b. The Respondent will deliver services to the Agency the cost proposed in the RFP and within the timeframes therein.
- c. The Respondent will seek prior approval from the Agency before making any changes to the location of services.
- d. Neither the Respondent or any official of the organization nor any subcontractor the Respondent or any official of the subcontractor organization has received any notices of debarment or suspension from contracting with the State of CT or the Federal Government.
- e. Neither the Respondent or any official of the organization nor any subcontractor to the Respondent or any official of the subcontractor's organization has received any notices of debarment or suspension from contracting with other states within the United States.

Legal Name of Organization:

\_\_\_\_\_  
Authorized Signatory

\_\_\_\_\_  
Date

**C. REQUIRED LETTER OF INTENT**

**State of Connecticut  
Department of Mental Health and Addiction Services  
REQUEST FOR  
PROPOSALS  
DMHAS-SSG-BCP-2026**

Return to:

DMHAS Official Contact

DMHAS.FiscalContracts@ct.gov

The organization below intends to submit a proposal in response to the above referenced RFP.

Note: This letter is a non-binding expression of interest and does not obligate the sender to submit a proposal.

**Prospective Proposer:**

	(   ) -	
Legal Name Telephone Number		
Mailing Address	Town, State	Zip Code

**Contact Person:**

Name Title		
Mailing Address	Town, State	Zip Code
(   ) -	(   ) -	
Telephone Number	FAX Number	E-mail Address

**Person Authorized to Sign Contract:**

Name Title	
Signature	Date

**D. COVER SHEET**

**DMHAS-SSG-BCP-2026**  
**Department of Mental Health and Addiction Services**  
**Due Date: 11/21/2025 5:00 PM EST**

---

Primary Business Name

---

FEIN # & UEI#

---

Business Address

---

Telephone Number

---

Town, State

---

Zip Code

**Contact Person:** *(Individual other than Authorized Official who can provide additional information about the proposal or who has immediate responsibility for the proposal)*

---

Name

---

Title

---

Street Address

---

Town, State, Zip Code

---

Telephone Number

---

Facsimile Number

---

E-mail Address

**Authorized Official:** *(Individual empowered to enter into and amend contractual instruments in the name and on behalf of the Contractor)*

---

Name

---

Title

---

Street Address

---

Town, State, Zip Code

---

Telephone Number

---

Facsimile Number

---

E-mail Address

---

Signature

---

Total Amount of Proposal: \_\_\_\_\_

**E. BUDGET AND BUDGET NARRATIVE (available as excel doc by request)**

5100: SALARIES									
5101	Staff Salaries & Wages								
	Positions (Position Titles)	Hourly Rate	Hours	FTE/PT E # of Staff	OR	Position Annual Salary	% of Salary time in decimal form	FTE/PT E # of Staff	
	Salary Positions:								
									0.00
									0.00
									0.00
									0.00
									0.00
									0.00
									0.00
	Hourly Positions:								
		0.00	0	0					0.00
		0.00	0	0					0.00
		0.00	0	0					0.00
		0.00	0	0					0.00
		0.00	0	0					0.00
		0.00	0	0					0.00
		0.00	0	0					0.00
		0.00	0	0					0.00
5102	Overtime								0.00
5103	Non-Routine Comp. (specify in narrative)								0.00
						<b>Total Salaries</b>			<b>0.00</b>
<b>5200: FRINGE BENEFITS</b>									
<b>5300: CONTRACTUAL SERVICES</b>									
5301	Medical Professional								
5302	Behavioral Health Professional								
5303	Contracted Workers - Non-Payroll								
5304	Other Contractual (specify in narrative)								
						<b>Total Contractual Services</b>			<b>0.00</b>
<b>5400: TRANSPORTATION</b>									
5401	Staff Travel Reimbursement								



5402	Vehicle Leases	
5403	Vehicle Maintenance	
5404	Other Transportation (specify in narrative)	
Total Transportation		0.00
<b>5500: MATERIALS AND SUPPLIES</b>		
5501	Food	
5502	Lab & Medical Supplies	
5503	Equipment (Less than \$5,000)	
5504	Other Mtrls and Sppls (specify in narrative)	
Total Materials/Supplies		0.00
<b>5600: FACILITIES</b>		
5601	Rent and Real Estate Taxes	
5602	Security	
5603	Maintenance & Repair - Facility and Plant	
5604	Utilities	
5605	Other Facilities (specify in narrative)	
Total Facilities		0.00
<b>5700: CAPITAL EXPENSES (&gt; \$5,000)</b>		
5701	Capital Equipment	
5702	Depreciation	
5703	Other Capital (specify in narrative)	
Total Capital Expenses		0.00
<b>5800: OTHER EXPENSES</b>		
5801	Communications	
5802	Insurance	
5803	Housekeeping	
5804	Staff Training and Conferences	
5805	Drug Testing	
5806	Other (specify in narrative)	
Total Other Expenses		0.00
<b>5900: CLIENT SUBSIDIES</b>		
5901	Transportation	
5902	Nutrition/Food Vouchers	
5903	Education	
5904	Housing	
5905	Personal Items	
5906	Other Client Subsidies - (specify in narrative)	
Total Client Subsidies		0.00
<b>TOTAL DIRECT EXPENSES</b>		<b>0.00</b>
<b>INDIRECT EXPENSES</b>		
<b>7100: ADMINISTRATIVE &amp; GENERAL</b>		
7111	Staff Salaries & Wages	

7120	Fringe Benefits	
7150	All Other A&G (specify in narrative)	
<b><u>TOTAL INDIRECT EXPENSES</u></b>		<b><u>0.00</u></b>
<b><u>TOTAL</u></b>		<b><u>0.00</u></b>

**Note:**

**This budget is available in an excel document. Please contact the official contact person for a copy.**

**Please attached an additional page for the budget narrative.**

**F. Campaign Contribution Certification**

## STATE OF CONNECTICUT CAMPAIGN CONTRIBUTION CERTIFICATION

*Written or electronic certification to accompany a bid or proposal or a non-competitive contract with a value of \$50,000 or more, pursuant to C.G.S. § 9-612.*

**INSTRUCTIONS:**

Complete all sections of the form. Attach additional pages, if necessary, to provide full disclosure about any campaign contributions made to campaigns of candidates for statewide public office or the General Assembly, as described herein. Sign and date the form, under oath, in the presence of a Commissioner of the Superior Court or Notary Public. Submit the completed form to the awarding State agency at the time of submission of your bid or proposal (if no bid or proposal– submit this completed form with the earliest submittal of any document to the state or quasi-public agency prior to the execution of the contract), and if there is a change in the information contained in the most recently filed certification, such person shall submit an updated certification either (i) not later than thirty (30) days after the effective date of such change or (ii) upon the submittal of any new bid or proposal for a contract, whichever is earlier.

Check One:

- ☐ **Initial Certification**
- ☐ **Updated Certification because of change of information contained in the most recently filed certification**

**CAMPAIGN CONTRIBUTION CERTIFICATION:**

**I certify that neither the contractor or prospective state contractor, nor any of its principals, have made any contributions to, or solicited any contributions on behalf of, any party committee, exploratory committee, candidate for state-wide office or for the General Assembly, or political committee authorized to make contributions to or expenditures to or for, the benefit of such candidates, in the previous four years, that were determined by the State Elections Enforcement Commission to be in violation of subparagraph (A) or (B) of subdivision (2) of subsection (f) of Section 9-612 of the General Statutes, without mitigating circumstances having been found to exist concerning such violation. Each such certification shall be sworn as true to the best knowledge and belief of the person signing the certification, subject to the penalties of false statement. If there is any change in the information contained in the most recently filed certification, such person shall submit an updated certification not later than thirty days after the effective date of any such change or upon the submittal of any new bid or proposal for a state contract, whichever is earlier.**

**All Campaign Contributions on behalf of any party committee, exploratory committee, candidate for state-wide office or for the General Assembly, or political committee authorized to make contributions to or expenditures to or for, the benefit of such candidate, for a period of four years prior to signing the contract or date of the response to the bid, whichever is longer, include:**

<u>Contribution Date</u>	<u>Name of Contributor</u>	<u>Recipient</u>	<u>Value</u>	<u>Description</u>
--------------------------	----------------------------	------------------	--------------	--------------------

Sworn as true to the best of my knowledge and belief, subject to the penalties of false statement.

Printed Contractor Name

Printed Name of Authorized Official

Signature of Authorized Official

Subscribed and acknowledged before me this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

**Commissioner of the Superior Court (or Notary Public)**

\_\_\_\_\_  
My  
Commission Expires

## G. PROPOSAL CHECKLIST

To assist respondents in managing proposal planning and document collation processes, this document summarizes key dates and proposal requirements for this RFP. Please note that this document does not supersede what is stated in the RFP. Please refer to the Proposal Submission Overview, Required Proposal Submission Outline, and Mandatory Provisions (Sections II, III, and IV of this RFP) for more comprehensive details. It is the responsibility of each respondent to ensure that all required documents, forms, and attachments, are submitted in a timely manner.

### Key Dates

RFP Released	9/30/2025
<b>Required</b> Letter of Intent Due	10/8/2025 by 5:00pm
RFP/Bidder's Conference Date	10/14/2025 at 10:00 am
Deadline for Questions	10/21/2025 by 5:00 pm
Answers Released	10/28/2025
Proposals Due	<b>11/21/2025 by 5:00 pm</b>
(*) Proposer Selection	TBD
(*) Start of Contract Negotiations	TBD
(*) Start of Contract	7/1/2026

### Proposal Content Checklist

- ☐ Cover Sheet including required information:
- ☐ Table of Contents
- ☐ Executive Summary: high-level summary of proposal and cost
- ☐ Main proposal (not to exceed 16 pages)
- ☐ Relevant attachments. *Proposers should use their discretion to determine whether certain required information is sufficiently captured in the main proposal or requires additional attachments for clarification.* Additional attachments may include (bullets below are examples only):
  - Organizational Expectations
  - Services Expectations/Scope of Services
  - Staffing Expectations
  - Data and Technology Expectations
  - Work plan
  - Budget and Budget Narrative (Include startup cost)
- ☐ Register at: <https://portal.ct.gov/DAS/CTSource/Registration>
- ☐ Submit Campaign Contribution Certification (attached in this document) (OPM Ethics Form 1): <https://portal.ct.gov/OPM/Fin-PSA/Forms/Ethics-Forms>
- ☐ IRS Determination Letter (for nonprofit proposers)
- ☐ Three years of most recent annual audited financial statements; OR any financial statements prepared by a Certified Public Accountant for proposers whose organizations have been incorporated for less than three years.
- ☐ Proposed budget, including budget narrative and cost schedules for planned subcontractors if applicable.
- ☐ Conflict of Interest Disclosure Statement
- ☐ Statement of Assurances
- ☐ Declaration of Confidential Information

- ☐ Proof of DPH Clinical Licensure
- ☐ Secretary of State recognition, Connecticut- [Online Business Search](#)
- ☐ (3) most recent audits- if these are available via the Office of Policy and Management's EARS system, such may be noted in the proposal, and a hardcopy of the audit cover letters *need not be provided*.
- ☐ Audited Financial Statements: Any proposer agency that ***does not hold a current contract with the Department***, must submit cover letters from their auditor for the last three (3) annual audits of their agency and a copy of their most recent financial audit, included in the proposal. If less than three (3) audits were conducted, detail must be provided as to why, and any supporting documentation assuring the financial efficacy of the applicant agency should be included (i.e. an accountant prepared financial statement, a tax return, etc.).
- ☐ Organizational Chart
- ☐ Resumes of Key Personnel

**Formatting Checklist**

- ☐ Is the proposal formatted to fit 8 ½ x 11 (letter-sized) paper?
- ☐ Is the main body of the proposal within the 16-page limit?
- ☐ Is the proposal in 12-point, Times New Roman font?
- ☐ Does the proposal format follow normal (1 inch) margins and 1 ½ line spacing?
- ☐ Does the proposer's name appear in the header of each page?
- ☐ Does the proposal include page numbers in the footer?
- ☐ Are confidential labels applied to sensitive information (if applicable)?