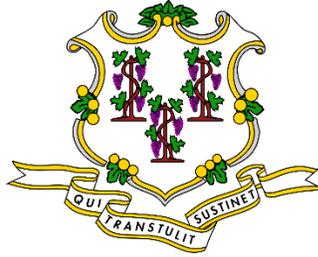


**STATE OF CONNECTICUT PROCUREMENT NOTICE**

# Request for Proposals (RFP) For Strategic Planning Services

Issued By:

Department of Public Health

January 14, 2025

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

Name: Vidya Ganesan  
Address: 410 Capitol Avenue, Hartford, CT 06106  
Phone: 860-509-7128  
E-Mail: [vidya.ganesan@ct.gov](mailto:vidya.ganesan@ct.gov)

This RFP is also available on the Department's website at: <https://portal.ct.gov/dph/Request-For-Proposals/Request-for-Proposals>

**RESPONSES MUST BE RECEIVED NO LATER THAN**

**February 25, 2025**

**5:00 PM EST**

The Department is an Equal Opportunity/Affirmative Action Employer.

The Department 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**

I.GENERAL INFORMATION ..... 3  
A. INTRODUCTION..... 3  
B. INSTRUCTIONS ..... 3

II.PURPOSE OF RFP AND SCOPE OF SERVICES ..... 6  
A. AGENCY OVERVIEW ..... 6  
B. SERVICE OVERVIEW ..... 6  
C. SCOPE OF SERVICE DESCRIPTION ..... 6  
D. PERFORMANCE MEASURES .....11  
E. CONTRACT MANAGEMENT/DATA REPORTING .....11

III.PROPOSAL SUBMISSION OVERVIEW .....12  
A. SUBMISSION FORMAT INFORMATION .....12  
B. EVALUATION OF PROPOSALS .....13

IV.REQUIRED PROPOSAL SUBMISSION OUTLINE AND REQUIREMENTS .....15  
A. COVER SHEET .....16  
B. TABLE OF CONTENTS .....16  
C. PROPOSER EXECUTIVE SUMMARY .....16  
D. MAIN PROPOSAL SUBMISSION REQUIREMENTS TO SUBMIT A RESPONSIVE PROPOSAL .....16  
E. ATTACHMENTS .....18  
F. DECLARATION OF CONFIDENTIAL INFORMATION .....18  
G. CONFLICT OF INTEREST – DISCLOSURE STATEMENT .....18  
H. STATEMENT OF ASSURANCES .....19  
I. FINANCIAL PROFILE.....19

V.MANDATORY PROVISIONS .....20  
A. STANDARD CONTRACT PROVISIONS .....20  
B. ASSURANCES .....20  
C. TERMS AND CONDITIONS .....21  
D. RIGHTS RESERVED TO THE STATE .....22  
E. STATUTORY AND REGULATORY COMPLIANCE .....23

VI.APPENDIX .....26  
A.ABBREVIATIONS / ACRONYMS / DEFINITIONS .....26

VII:APPLICATION FORMS .....27  
A.COVER SHEET .....28  
B.STATEMENT OF ASSURANCES .....29  
C.BUDGET .....30

## I. GENERAL INFORMATION

### ■ A. INTRODUCTION

#### 1. RFP Name and Number

Strategic Planning Services: 20250908RFP

#### 2. RFP Summary

The Connecticut Department of Public Health (“DPH,” the “Department,” or the “Agency”) is seeking a consultant to assist with the development of an agency-wide Strategic Plan. The Strategic Plan will guide DPH’s direction and focus over the next several years.

#### 3. RFP Purpose

The intent of this Request for Proposal is to seek competitive proposals from qualified respondents to provide strategic planning services through a process of engagement with the Department’s leadership, staff, and external stakeholders. The selected respondent will assist the Department in drafting the next iteration of its Strategic Plan with clearly identified priorities.

#### 4. Commodity Codes. The services that the Department wishes to procure through this RFP are as follows:

- 86000000: Education and Training Services
- 85000000: Healthcare Services
- 80000000: Management and Business Professionals and Administrative Services

### ■ B. INSTRUCTIONS

- 1. Official Contact.** The Department 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 Department. Proposers, Prospective Proposers, and other interested parties are advised that any communication with any other Department employee(s), including appointed officials, or personnel under contract to the Department regarding this RFP is strictly prohibited. Proposers or Prospective Proposers who violate this instruction may risk disqualification from further consideration.

Name: Vidya Ganesan  
Address: 410 Capitol Avenue, Hartford, CT 06106  
Phone: 860-509-7128  
E-Mail: [vidya.ganesan@ct.gov](mailto:vidya.ganesan@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>. Respondents shall submit the following information pertaining to this application to this portal on their supplier profile, which will be checked by the Department contact.
  - Secretary of State recognition – Click on appropriate response
  - Non-profit status, if applicable
  - Notification to Bidders, Parts I-V

- Campaign Contribution Certification (OPM Ethics Form 1) which can be located at: <https://portal.ct.gov/OPM/Fin-PSA/Forms/Ethics-Forms>

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

- Department's RFP Web Page at: <https://portal.ct.gov/DPH/Request-For-Proposals/Request-for-Proposals>
- State Contracting Portal at: <https://portal.ct.gov/DAS/CTSource/BidBoard>

This RFP may be located by selecting the CTsource bid board and filtering results by Department of Public Health.

It is strongly recommended that any Proposer or Prospective Proposer interested in this procurement periodically check the Bid Board for any solicitation changes. Interested Proposers may receive additional e-mails 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.

**4. Procurement Schedule.** See below. Dates after the due date for proposals ("Proposals Due") are non-binding target dates only (\*). The Department 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 Department's RFP Web Page.

- RFP Released: 1/14/2025
- Deadline for Questions: 1/28/2025
- Answers Released: 2/11/2025
- Proposals Due: 2/25/2025
- (\*) Proposer Selection: 4/08/2025
- (\*) Start of Contract Negotiations: 4/08/2025
- (\*) Start of Contract: 7/01/2025

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

- Total Funding Available: \$150,000
- Number of Awards: 1
- Contract Term: One year

**6. Eligibility.** Applications will be accepted from public and private organizations, businesses, and duly incorporated business entities.

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

- A minimum of five (5) years of experience in Strategic Planning consulting services with demonstrated evidence of experience in engaging stakeholders, data assessment and analysis, and drafting a Strategic Plan.
- Be in good standing with the Connecticut Department of Public Health for current and/or prior contracts, if applicable.

**8. Letter of Intent.** A Letter of Intent (LOI) is not required by this RFP.

**9. Inquiry Procedures.** All questions regarding this RFP or the Department's procurement process must be directed in writing, via email, to the Official Contact before the deadline specified in the Procurement Schedule. Early submission of questions is encouraged. Questions will not be accepted or answered verbally – either in person or over the telephone. All questions received before the deadline(s) will be answered. However, the Department will not answer questions when the source is unknown (i.e., anonymous questions). Questions deemed unrelated to the RFP or the procurement process will not be answered. At its discretion, the Department may or may not respond to questions received after the deadline. The Department may combine similar questions from multiple Proposers and give only one answer. All questions and answers will be compiled into a written amendment to this RFP and posted online. 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 Department will release the answers to questions on the date(s) established in the Procurement Schedule. The Department will publish any and all amendments to this RFP on the State Contracting Portal and, if available, on the Department's RFP web page.

**10. RFP Conference.** An RFP conference will not be held to answer questions from Prospective Proposers.

**11. 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:

**February 25, 2025  
5:00 PM EST**

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

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

- One (1) conforming electronic copy of the original proposal.

The proposal must be complete, properly formatted and outlined, and ready for evaluation by the Evaluation Review Committee.

The electronic copy of the proposal must be emailed to the official Department contact for this procurement at [vidya.ganesan@ct.gov](mailto:vidya.ganesan@ct.gov). The subject line of the email must read: **Strategic Planning Services: 20250908RFP**. All 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 Department's server limitations. Respondents should ensure there are not additional IT limitations from their internet provider side.

**12. Multiple Proposals.** The submission of multiple proposals is not an option for this procurement.

## II. PURPOSE OF RFP AND SCOPE OF SERVICES

### ■ A. AGENCY OVERVIEW

The Connecticut Department of Public Health is the State's leader in public health policy and advocacy and is an integral part of the public health system. The Department is the center of a comprehensive network of public health providers and is a partner to local health departments.

The Department is a source of accurate, up-to-date health information to the Governor, the Legislature, the federal government, and local communities. This information is used to monitor the health status of Connecticut's residents, set health priorities, and evaluate the effectiveness of health initiatives. The Department is focused on health outcomes, maintaining a balance between assuring quality, and administrative functions among personnel, facilities, and programs.

DPH's mission is to protect and improve the health and safety of the people of Connecticut by:

- Assuring the conditions in which people can be healthy;
- Preventing disease, injury, and disability; and
- Promoting the equal enjoyment of the highest attainable standard of health, which is a human right and a priority of the State.

### ■ B. SERVICE OVERVIEW

- *Service Title:* Strategic Planning Consulting Services
- *Problem Statement:* DPH maintains a Strategic Plan to guide its work. The current Strategic Plan is effective through December 31, 2025, so a new five-year plan needs to be formulated. Consulting services are being procured to assist the Department in the development of a new Strategic Plan.
- *Service Outcome Goals:* The selected respondent will assist the Department in the development of a Strategic Plan and a new mission statement.
- *Service Policies / Guidelines:* The selected respondent will follow the Public Health Accreditation Board (PHAB) guidelines and requirements posted on their website: [Home - Public Health Accreditation Board](#).
- *Target User Population:* The target users include DPH leadership and staff, the governing entity, and external stakeholders.
- *Vision for a Successful Service:* The selected respondent will bring their subject matter expertise and work collaboratively with DPH staff and external stakeholders such as the governing entity, sister agencies, and community-based organizations in the creation and development of a Strategic Plan and updated mission statement.

### ■ C. SCOPE OF SERVICE DESCRIPTION

DPH currently monitors its progress towards strategic priorities using its current Strategic Plan which remains in effect until December 31, 2025. The selected respondent will work closely with the DPH Planning Team, which includes staff from the Office of Policy and Strategic Initiatives in the Commissioner's Office and the Department's leadership team, to

develop a five-year Strategic Plan with strategic priorities that can enhance the following areas:

- Organization mission, vision, and values;
- Strengthen and align the Department's programs and resources to meet the needs of Connecticut residents and external stakeholders;
- Prepare the Department to effectively address any future public health emergencies; and
- Promote a culture of planning and accountability agency-wide and integrate the Department's work meaningfully across its programs.

The Department has identified the following priorities to be included in the strategic planning process:

- Integration of health equity concerns into the strategic planning framework;
- Engagement of CT DPH staff in conducting the assessment work necessary for the strategic planning;
- Engagement of external stakeholders; especially, other sister executive agencies in the identification of opportunities and strategic priorities; and
- Procuring services of a thought partner who can add value to the planning process beyond project management or a well-written plan by active collaboration with Department leadership and other stakeholders with an emphasis on exploring and brainstorming relevant ideas and analyzing different perspectives with a focus on creative problem solving and innovation.

## **1. Organizational Expectations**

The Department will require strategic planning services and meetings to be provided both in-person in Hartford, Connecticut, and via the use of remote technology, on a schedule to be determined by the Department. The selected respondent will be expected to travel and attend an in-person retreat scheduled and hosted by Department, the date of which will be determined by the Department.

## **2. Service Expectations**

The anticipated scope of services includes six (6) areas of work:

- A. **Project Management:** The selected respondent will serve as the Project Manager for this initiative. Project management service must include, at minimum, the following:
  - Development of a Strategic Planning Workplan based on the Department's needs and goals that are realistic and achievable;
  - Communication of project expectations and milestones to the various working teams and stakeholders on regularly scheduled intervals;
  - Monitoring of the compliance with and progress along the Strategic Planning Workplan and identification of any bottlenecks that can impact accomplishing the Workplan objectives;
  - Routine review of assigned priorities to the various working teams and incorporating feedback throughout the strategic planning process, as necessary; and
  - Preparation and submission of progress reports for review by the CT DPH Planning Team and leadership team.
- B. **Staff and Stakeholder Engagement:** The Department is committed to actively including staff and external stakeholders in the development of its Strategic Plan.

The Department expects its staff to play a major role in the implementation of the plan and thus is committed to their involvement in the development of the plan from the very early stages. A diverse and representative group of staff will participate in this effort and a Steering Committee and sub-committee of management and staff will conduct the assessment work involved in the strategic planning process.

External stakeholders bring valuable insight into the strategic planning process, especially in areas related to public outreach and meeting our cross-sectorial responsibilities. The Department has prioritized the inclusion of other executive branch state agencies and a wide selection of non-governmental entities in the planning process.

The selected respondent is expected to provide the following services:

- Develop a staff engagement framework – This will include identification of staff engagement needs and opportunities within the Department. The DPH Planning Team will provide the necessary resources and materials to the selected respondent to develop an engagement framework that can be used throughout the process and during the implementation phase of the Strategic Plan. We anticipate staff engagement to include opportunities for peer-to-peer engagement and as well as hierarchical engagement across different levels of the organization.
- Develop staff engagement techniques - The Department is especially committed to improving its staff engagement techniques so that traditionally underrepresented groups and/or persons are proactively included and provided an opportunity to contribute effectively throughout the planning process.
- Identify and document the roles and responsibilities of the Steering Committee and sub-committees – It is currently anticipated that the Steering Committee and its sub-committees will conduct the majority of the work in the assessment phase. This will include an environmental scan of programs and populations using readily available data, strengths, weaknesses, opportunities, and threats (SWOT) analyses, and other analyses that might be identified as valuable to the process.
- Make recommendations to the DPH Planning Team on Steering Committee and sub-committee composition – The selected respondent will take into consideration the scope and responsibilities of the various committees and identify membership criteria so that the committee reflects the skills and experience to conduct the core work that is expected of these committees and that their number/size is appropriate to the work needs, as described in the Strategic Planning Workplan.
- Develop on-boarding materials for the Steering Committee and sub-committees and provide technical assistance – It is expected that on-boarding materials will include orientation to the work and will be described in the Strategic Planning Workplan, in addition to templates and discussion of the framework to be used in assessing the Department's current capacity.

- C. Assessment: Assessment includes data gathering to evaluate the current capacity of the Department in the various areas pertaining to the provision of Foundational Public Health Services which define a minimum package of public health capabilities and programs that no jurisdiction can be without. The Department anticipates use of at least two different assessment activities – an environmental scan performed

through data and literature review, and use of frameworks such as Strengths, Weaknesses, Opportunities, and Threats (SWOT) and Political, Economic, Social, Technology, Environmental, and Legal (PESTEL). The selected respondent is expected to provide the following services:

- Identify programs and branches for which an environmental scan is to be conducted;
- Develop a clear methodology for conducting an environmental scan
- Lead SWOT and PESTEL exercises; and
- Analyze the results from the environmental scan with respective program staff and compile a written report for review by the DPH leadership team and DPH Planning Team.

D. Development of Strategic Priorities: The strategic priorities provide the direction and context for the Strategic Plan. It is governed by the mission statement and the public health needs of the community. The selected respondent is expected to provide the following services:

- Identify priorities during the retreat process hosted by the Department;
- Develop a prioritization framework for selection and adoption of strategic priorities;
- Ensure that the priorities are aligned with the Department's mission, values, and capacities; and
- Ensure that the priorities address the issues identified in the assessment process.

E. Drafting the Strategic Plan: A well written Strategic Plan is an expectation of this RFP. Towards this goal, the selected respondent is expected to provide the following services:

- Prepare a Strategic Planning document that can be shared with internal and external stakeholders in an easy-to-read format and in a format that can be readily uploaded and maintained in the Department's website.
- The written plan should accurately reflect the strategic priorities identified during the strategic planning process and identify clearly any cross-cutting priorities that may have been identified in the planning process.
- The written plan shall clearly identify the health equity framework used during the planning process and its incorporation in the development of the strategic priorities.

F. Development of Mission Statement: The mission statement guides both the day-to-day work and long-term goals of the Department. The Department is interested in a new mission statement that succinctly conveys the Department's mission to the public, staff, and stakeholders. The Strategic Plan should be aligned with the Department's mission and its current capacities. The selected respondent is expected to provide the following services:

- Work with the Department's various teams, committees, and staff and lead the effort to revise the current mission statement.

### **3. Staffing Expectations**

The selected respondent is required to provide the Department with:

- A thought partner who will engage in active collaboration with Department leadership and stakeholders with an emphasis on exploring and brainstorming

- relevant ideas and analyzing different perspectives with a focus on creative problem solving and innovation;
- A qualified facilitator(s) who plans, guides, and manages group meetings and events to ensure project goals are met; and
- A project management specialist who will plan, organize, and execute the project from start to finish.

These functions can be combined and managed by a single staff person or split across multiple staff. The selected respondent must demonstrate evidence of the following:

- A minimum of five (5) years of experience leading strategic planning initiatives, including meeting facilitation with internal and external stakeholders;
- Experience working with governmental/municipal agencies;
- Experience/engagement with public health issues; and
- Experience developing and managing project workplans.

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

The selected respondent must have the necessary computer hardware and software including webcam and audio capabilities and internet connection to undertake the planning activities outlined in this RFP.

The selected respondent must also have access to graphic and document production software to create and prepare a Strategic Plan.

#### **5. Financial Expectations**

Monthly or quarterly expenditure reports will be required, dependent on the type and cost of services to be provided. The respondent must have a process in place used by program and fiscal staff to ensure adequate reporting, reconciliation, and tracking of service expenditures.

The respondent must have financial control procedures in place to verify the actual expenditures that will be charged to this program. This may include a Cost Allocation Plan if administrative and general costs will be charged, or a Time and Effort reporting system, to verify work performed by staff charged to this program.

Budget basis programs will require expenditure reports that are submitted to the Department through an electronic reporting system, Core-CT.

Any services that are going to be provided on a fee-for-service basis need to include an invoice. Costs for services provided will be reimbursed for the prior month of service. The selected respondent will be expected to submit monthly invoices as well as the necessary back-up data to support the invoice charges. The Department will work with the selected respondent to develop an acceptable format for the invoices.

The respondent must have a documented process for reimbursing subcontractors in a timely manner.

#### **6. Budget Expectations**

Proposals must contain an itemized budget with justification for each line item included in the budget.

All costs (salaries, travel, supplies, etc.) to be charged in the contract must be included in the proposed budget. The maximum amount of the bid may not be increased after the proposal is submitted. All cost estimates will be considered as "not to exceed" quotations against which time and expenses will be charged.

The State of Connecticut is exempt from the payment of excise, transportation, and sales taxes imposed by the federal and/or state government. Such taxes must not be included in the contract price.

These funds cannot be used for any capital purchases, including purchase or improvement to land; the purchase, construction, or permanent improvement to a building or facility; or the purchase of major medical equipment.

The use of subcontractors is allowed. Subcontractor information and details must be included in the itemized budget. All information required of the selected respondent must be supplied by a subcontractor as well.

Any organization that includes administrative and general costs as part of the project budget must also provide a cost allocation plan that identifies which costs are included in the plan and how they are allocated.

Competitiveness of the budget will be considered as part of the proposal review process.

The proposed budget amounts requested by all respondents are subject to change and may be amended during the contract award negotiation process.

#### ■ D. PERFORMANCE MEASURES

The following performance metrics highlight key priorities that will be analyzed with providers/vendors collaboratively during the life of the contract. This is not an exhaustive list, but rather an indication of significant performance metrics of interest to the Department. The Department looks forward to working with the selected respondent to define additional important performance metrics.

Performance metrics will cover the following areas of work:

- Project Management;
- Staff and Stakeholder Engagement;
- Assessment;
- Development of strategic priorities; and
- Written Strategic Plan and Mission Statement.

#### ■ E. CONTRACT MANAGEMENT/DATA REPORTING

As part of the State's commitment to becoming more outcomes-oriented, DPH seeks to actively and regularly collaborate with providers and vendors 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, identify trends to be monitored, evaluate results and performance, and drive service improvements. As such, the Department reserves the right to request and collect other key data and metrics from providers and vendors.

### III. PROPOSAL SUBMISSION OVERVIEW

#### ■ A. SUBMISSION FORMAT INFORMATION

1. **Required Outline.** All proposals must follow the required outline presented in Section IV – Required Proposal Submission Outline and Requirements. Proposals that fail to follow the required outline will be deemed non-responsive and will not be evaluated.
2. **Cover Sheet.** The cover sheet is page 1 of the proposal. Using the template provided in Section VII. Application Forms, A. Cover Sheet, submit a completed cover sheet.
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 to exceed 1 (one) page of the main proposal and cost proposal. The summary must also include the respondent's eligibility and qualifications to respond to this RFP.
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.
6. **Style Requirements.** Proposals must be in Microsoft Word or PDF format.

Submitted proposals must conform to the following specifications:

- Paper Size: Letter size, 8.5x11 inches
  - Page Limit: 20 including attachments
  - Font Size: 11pt
  - Margins: 1 inch
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. 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 Department 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 Department 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 Department 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 Department will designate a Review Committee to evaluate proposals submitted in response to this RFP. The Review Committee will be composed of individuals, Department 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 Department 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 Department will reject any proposal that deviates significantly from the requirements of this RFP.
- 4. Evaluation Criteria.** 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 confidential.
  - Organizational profile;
  - Scope of services;

- Staffing plan;
- Data and technology;
- Subcontractors;
- Work plan;
- Financial profile;
- Cultural competence; and
- Budget and budget narrative.

**Note:**

As part of its evaluation of the Staffing Plan, the Review Committee will consider 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 Department Head. The final selection of a successful Proposer is at the discretion of the Commissioner or Department Head. Any Proposer selected will be so notified and awarded an opportunity to negotiate a contract with the Department. 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 Department's discretion, about the outcome of the evaluation and Proposer selection process. The Department reserves the right in its sole discretion to decline to award contracts for activities in which the Commissioner or Department Head considers there are not adequate respondents.
- 6. Debriefing.** Within ten (10) days of receiving notification from the Department, 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 Department 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 Department may schedule and hold the debriefing meeting within fifteen (15) days of the request. The Department 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 Department's competitive procurement, including the evaluation and Proposer selection process. Any such appeal must be submitted to the Department 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 Department 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 Department'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 Department 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**
- I. Two most recent annual audited financial statements** including the auditor's management letter and corrective action plan, if applicable; OR any financial statements prepared by a certified public accountant for respondents whose organizations have been incorporated for less than two years.

## A. COVER SHEET

The respondent must complete and submit the cover sheet included in Section VII. Application Forms, A. Cover Sheet of this RFP.

## B. TABLE OF CONTENTS

Respondents must include a table of contents that lists sections and subsections with page numbers that follow the Department outline and sequence for this proposal.

## C. PROPOSER EXECUTIVE SUMMARY

The page limitation for this section is one (1) page and should briefly describe how the respondent meets the eligibility and qualification criteria outlined in Section III. Proposal Submission Overview and provide a brief overview of why the respondent should be selected for the activities highlighted in the scope of services.

## D. MAIN PROPOSAL SUBMISSION REQUIREMENTS TO SUBMIT A RESPONSIVE PROPOSAL

**Please note the maximum total page length for this section is ten (10) pages.** All appendices and other attachments should be referred to in section D and then placed in section E. The Evaluation Review Committee will not read answers longer than ten (10) pages in this section.

### 1. Strengths and Qualifications of Department & Staff

- A. Provide an overview of your experience developing Strategic Plans. Your narrative should describe the following:
  - 1) your experience working with a state-level government agency(ies);
  - 2) knowledge of public health issues; and
  - 3) staff and stakeholder engagement.
- B. Provide at least two examples of a strategic planning engagement that includes the dates of those engagement(s) and the services provided.

### 2. Scope of Services

- A. Section II.C Scope of Service Description of this RFP describes the priorities and expectations of the Department for the scope of services to be provided by the selected respondent. Describe how you would meet the Department's needs as stated in Section II.C Scope of Service Description of this RFP. Your narrative must also include a response to the following questions:
  - 1) Project Management
    - a. Describe how you will communicate project expectations to the various teams and committees that you will be working with.
    - b. Describe how you would track progress and identify bottlenecks.
  - 2) Staff and Stakeholder Engagement

- a. Describe your overall approach to stakeholder engagement. Your response must describe, for each stakeholder group, the topic area(s) of engagement and proposed engagement techniques.

3) Assessment Services

- a. Describe the assessment tool(s) that you would recommend for the proposed strategic planning initiative described in this RFP. For each proposed assessment tool, be specific as to how you would on-board the teams/staff, the stakeholders' role in the assessment process, and the data expected to be captured using the tools.

4) Development of Mission Statement and Strategic Priorities

- a. Describe your proposed process for drafting a revised mission statement. Be specific as to your approach, timelines, and the partners who will be involved.
- b. Describe how you plan to identify strategic priorities. How will assessment data be used in the identification of the priorities?
- c. Describe how you would design and lead the retreat process. Be specific as to the work that will be accomplished during the retreat.

5) Drafting Strategic Plan and Implementation Plan

- a. Describe your process for drafting the Strategic Plan and an implementation plan. Be specific as to who would do the writing and how you would collaborate with the Department in this process. Also, describe your capabilities in document production that includes both narrative and images.
- b. Include a sample Strategic Plan and an implementation plan that you have worked on.

### 3. Staffing Plan

- A. Describe how you would meet the Department's expectations for staffing as described in Section II.C Scope of Service Description of this RFP.
- B. Provide, as Attachment A, a resume or a biographical sketch for all key staff proposed for this project. For each proposed staff, identify the time devoted to this project and the respective areas of work. Please note that identified key staff cannot be changed during the contract period without the Department's permission.

### 4. Data and Technology

- A. Describe how you would meet the Department's expectations for data and technology as described in Section II.C Scope of Service Description of this RFP.
- B. Describe how you would conduct remote meetings and be specific as to the technology platforms that you propose using.

### 5. Subcontractors

- A. Describe and identify subcontractors, if any, that would be included in the delivery of your services. The following subcontractor information must be included:
  - 1) Legal name of entity, address, FEIN; and
  - 2) Contact Person, title, phone number, e-mail address.
- B. Describe the services to be provided by the subcontractor.
- C. Describe your oversight process of the subcontractor and be specific as to who would provide the oversight and the process for oversight.
- D. Describe the subcontractor cost and term.

## 6. Work Plan

- A. Provide, as Attachment B, a workplan of your proposed services. The workplan must address the services requested in Section II.C.2. Service Expectations of this RFP and include details on services to be provided, responsible staff, and timeline for completion.

## 7. Budget and Budget Narrative

- A. Using the template provided in Section VII. Application Forms, C. Budget provide as Attachment C, an itemized budget with justification for each line item conforming to the requirements stated in Section II.C.6. Budget Expectations of this RFP.

## E. ATTACHMENTS

Attachments other than those identified below are not permitted and will not be evaluated. 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.

Attachment A: Resume or biographical sketch for proposed key staff

Attachment B: Workplan

Attachment C: Budget and budget narrative

## 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 Section VII. Application Forms, B. Statement of Assurances.

**I. FINANCIAL PROFILE**

Provide the most recent two years of annual audited financial statements, including the auditor's management letter and corrective action plan, if applicable OR any financial statements prepared by a certified public accountant for Proposers whose organizations have been incorporated for less than two years.

## V. MANDATORY PROVISIONS

### ■ A. STANDARD CONTRACT PROVISIONS

*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).

### ■ 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 Department 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 Department 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 Department or 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 Department 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 Department 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 Department may request and authorize Proposers to submit written clarification of their proposals, in a manner or format prescribed by the Department, 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 Department. The Department 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 Department. At its sole discretion, the Department 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 Department, 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 Department 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 Department 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 Department 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 Department 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 Department 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 Department.
- 2. Amending or Canceling RFP.** The Department reserves the right to amend or cancel this RFP on any date and at any time, if the Department 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 Department 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 Department 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 Department may waive minor technical defects, irregularities, or omissions, if in its judgment and discretion, the best interests of the State will be served. The Department 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 Department reserves the right to negotiate or contract for all or any portion of the services contained in this RFP. The Department further reserves the right to contract with one or more Proposers for such services. After reviewing the scored criteria, the Department may seek Best and Final Offers (BFO) on cost from Proposers. The Department may set parameters on any BFOs received.
- 7. Clerical Errors in Award.** The Department 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 Department is the sole funder of a purchased service, the Department reserves the right to approve any additions, deletions, or changes in key personnel, with the exception of key personnel who have terminated employment. The Department also reserves the right to approve replacements for key personnel who have terminated employment. The Department 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 Department.

## ■ 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 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 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

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)
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)
PSA	Personal Service Agreement
P.A.	Public Act (CT)
RFP	Request For Proposal
SEEC	State Elections Enforcement Commission (CT)
U.S.	United States

- *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 service as part of a PSA with the Agency as a result of this RFP.

**VII: APPLICATION FORMS**

The following forms are also available in WORD Format for applicant use during the application period; the forms are available in a separate file that is posted in the same location as the RFP.

**A. COVER SHEET**  
**State of Connecticut – Department of Public Health**  
**DPH RFP # 2025-0908: STRATEGIC PLANNING SERVICES**

---

Legal Name	FEIN
------------	------

---

Address

---

City/Town	State	Zip Code
-----------	-------	----------

---

Telephone No.	Email Address
---------------	---------------

---

Contact Person	Title
----------------	-------

---

Telephone No.	Email Address
---------------	---------------

I certify that to the best of my knowledge and belief: the information contained in this application is true and correct; the application has been duly authorized by the governing body of the applicant; the applicant has the legal authority to apply for this funding; the applicant will comply with applicable state and federal laws and regulations; and that I am a duly authorized signatory for the applicant.

---

Signature of Authorizing Official	Date
-----------------------------------	------

---

Authorizing Official: Typed Name and Title

-----

*Legal Name* is defined as the name of provider, vendor, 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. STATEMENT OF ASSURANCES**

Department of Public Health

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 Department at the cost proposed in the RFP and within the timeframes therein.
- c. The Respondent will seek prior approval from the Department before making any changes to the location of services.
- d. Neither the Respondent nor any official of the Respondent organization nor any Subcontractor retained by the Respondent has received any notices of debarment or suspension from contracting with the State of CT or the Federal Government.
- e. Neither the Respondent nor any official of the Respondent organization nor any Subcontractor retained by the Respondent has received any notices of debarment or suspension from contracting with other states within the United States.

Legal Name of Organization:

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

\_\_\_\_\_  
Date

\_\_\_\_\_  
Authorized Signatory Printed Full Name

\_\_\_\_\_  
Title

**C. BUDGET****BUDGET SUMMARY FORM A INSTRUCTIONS**

- 1) **Position Schedule #2a** (complete first)
  - a) Complete the schedule for all positions to be funded, even if currently vacant.
  - b) Complete one Position Schedule (#2a) for each Program/Fund to be included in the Budget.
- 2) **Personnel** (lines #1 - #2)
  - a) Line #1 **Salary and Wages:** Enter the total salary to be charged, as listed on Position Schedule 2a.
  - b) Line #2 **Fringe Benefits** Line: Enter the total fringe benefits to be charged, as listed on Position Schedule 2a.
- 3) Line #3 **Contractual (Subcontracts):**

Provide the total of all subcontracts and complete Subcontractor Schedule, Item C, below.
- 4) Lines #4 - 7: Complete categories as appropriate
- 5) Line #8: **Other Expenses:**

For any other types of expenses that do not fit into the categories listed; provide details.
- 6) **Audit Costs**

The cost of audits made in accordance with OMB Circular A133 (Federal Single Audit) are allowable charges to Federal awards. The costs of State Single Audits (CGS 4-23 to 4-236) are allowable charges to State awards. Audit costs are allowable to the extent that they represent a pro-rata share of the cost of such audit. Audit costs charged to the Department of Public Health contracts **must be budgeted, reported and justified as an audit cost line item within the Administrative and General Cost category.**
- 7) Line Item #9: **Administrative and General Costs**

Are defined as those costs that have been incurred for the overall executive and administrative offices of the organization or other expenses of a general nature that do not relate solely to any major cost objective of the overall organization. Examples of A&G costs include salaries of executive directors, administrative & financial personnel, accounting, auditing, management information systems, proportional office costs such as building occupancy, telephone, equipment, and office supplies.

Please review the OPM website on Cost Standards for more information at: <https://portal.ct.gov/opm/fin-pos/standards/pos-cost-standards>

**Administrative and General Costs** must be itemized on the Budget Justification Schedule. Costs that have a separate line item in the Budget Summary may not be duplicated as an Administrative and General Cost. For example, if the Budget Summary includes an amount for telephone costs, this cannot also be included as an Administrative and General Cost.

**Cost Allocation Plans** must be submitted with applications that include budget line items for allocated Administrative and General costs.

- 8) **Other Program Income:** list any other program income, if appropriate, such as in-kind contributions, fees collected, or other funding sources and include brief explanation on the Budget Justification.
- 9) **Multiple Funding Periods:** Assume level funding for each of the three years for budgeting line items.

**Budget Justification Schedule B**

- 1. Please provide a brief explanation for each line item listed on the Budget Summary. This must include a detailed breakdown of the components that make up the line item and any calculation used to compute the amount.

Line Item (Description)	Amount	Justification - Breakdown of Costs
Travel	\$975	1,500 miles @ .65 = \$975.00 outreach workers going to meetings and site visits.

- 2. For contractors who have subcontracts, a brief description of the purpose of each subcontract must be provided. Use additional sheets as necessary.

*\*\*\*Please note: If Laboratory Services is a line item on the primary or subcontract budget, please supply a justification as to why a private laboratory is being used as opposed to the Connecticut State Laboratory.*

**Budget Justification – Subcontractor Schedule A Instructions**

**Subcontractor Schedule A-Detail**

For contractors who have subcontracts, a brief description of the purpose of each subcontract must be provided.

All Subcontractors used by each program must be included, if it is not known who the Subcontractors will be, an estimated amount and whatever budget detail is anticipated should be provided. Actual details must be submitted when available. A separate Subcontractor schedule must be completed for each program included in the contract.

**Detail of Each Subcontractor:**

- 1. Choose a category below for each subcontract using the basis by which it is paid:
  - A. Budget Basis       B. Fee for Service       C. Hourly Rate.
  
- 2. Choose whether the Subcontractor is a minority or woman-owned business:
  - MBE       WBE       Neither

3. Provide the detail for each subcontract just as for the primary contract budget referencing the corresponding program of the contract. Detail must be provided for each Subcontractor listed in the Summary.

Note: If space allowed is not sufficient for large or complex subcontract budgets, the primary Budget Summary format may be copied and used instead.

**BUDGET SUMMARY FORM A**  
**(Complete and Submit as Attachment C to the Proposal)**

**Applicant Name:**

Period:	Annual Total
<b>1. Salaries &amp; Wages</b>	
<b>2. Fringe Benefits</b>	
<b>3. Contractual (Sub-Contracts)</b>	
<b>4. Transportation</b>	
<b>5. Materials and Supplies</b>	
<b>6. Facilities</b>	
<b>7. Client Subsidies</b>	
<b>8. Other Expenses (list)</b>	
<b>a.</b>	
<b>b.</b>	
<b>c.</b>	
<b>d.</b>	
<b>e.</b>	
<b>f.</b>	
<b>g.</b>	
<b>h.</b>	
<b>i.</b>	
<b>9. Administrative and General Costs</b>	
<b>Total Project Budget</b>	
<b>Other Program Income</b>	

**BUDGET SUMMARY – POSITION SCHEDULE # 2a – Staffing Profile  
(Complete and Submit as Attachment C to the Proposal)**

**Applicant Name:**

<b>Position Description and Staff Person Assigned</b>	<b>Hours wk./ wks. per Year</b>	<b>Hourly Rate</b>	<b>Annual Total Salary Charged</b>	<b>Fringe Benefit Rate %</b>	<b>Annual Total Fringe Benefits</b>
1.Position: Name:	/			%	
2.Position: Name:	/			%	
3.Position: Name:	/			%	
4.Position: Name:	/			%	
5.Position: Name:	/			%	
6.Position: Name:	/			%	
7.Position: Name:	/			%	
8.Position: Name:	/			%	
9.Position: Name:	/			%	
10.Position: Name:	/			%	
11.Position: Name:	/			%	
12.Position: Name:	/			%	
<b>Totals</b>					



**Budget Justification Subcontractor Schedule A-Detail Form  
(Complete and Submit as Attachment C to the Proposal)**

**Applicant Name:**

**#1**

Subcontractor Name:

Address:

Telephone: ( ) ( - )

Select One: **A**  Budget Basis **B**  Fee-for-Service **C**  Hourly Rate

Indicate One:  MBE  WBE  Neither

Description of Services to be Provided	Annual Total
Line Item(s)	
<b>Total Subcontract Amount:</b>	

**#2**

Subcontractor Name:

Address:

Telephone: ( ) ( - )

Select One: **A**  Budget Basis **B**  Fee-for-Service **C**  Hourly Rate

Indicate One:  MBE  WBE  Neither

Description of Services to be Provided	Annual Total
Line Item(s)	
<b>Total Subcontract Amount:</b>	

**#3**

Subcontractor Name:

Address:

Telephone: ( ) ( - )

Select One: **A**  Budget Basis **B**  Fee-for-Service **C**  Hourly Rate

Indicate One:  MBE  WBE  Neither

Description of Services to be Provided	Annual Total
Line Item(s)	
<b>Total Subcontract Amount:</b>	