

BUSINESS PROPOSAL

Response to Request for Proposal

State of Indiana, Department of Administration/
Department of Child Services for
Drug Testing Services and Supplies
RFP #21-2133

Due:

September 10, 2020, 3:00 p.m. Eastern

Submitted by:

Cordant Health Solutions
12015 E. 46th Avenue, Suite 220
Denver, CO 80239

Designated Contact:

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Business Proposal Responses

RFP 21-2133 BUSINESS PROPOSAL ATTACHMENT G

Instructions: Please provide answers in the shaded areas to all questions. Reference all attachments in the shaded area.

Business Proposal

2.3.1 General - Please introduce or summarize any information the Respondent deems relevant or important to the State's successful acquisition of the products and/or services requested in this RFP.

For a successful program, the IN DCS will require much more than the basics of performing a drug test. Any qualified lab can run a test. A successful program will require demonstrated experience in managing referrals and collection sites, expertise and knowledge of social services agencies and have the resources to meet the requirements of the IN DCS contract in a sustainable fashion.

Cordant sets itself apart on all levels.

Experience in managing referrals and collection sites:

- Cordant has operated a referral management program for more than 5 years using proprietary connectivity automation in conjunction with a high touch concierge service.
- Via our proprietary product and referral team, today we actively manage 10,000-13,000 referrals at any one time. That includes receiving 3,000-4,000 new referrals each month.
- DCS will have access to real time actionable data to greatly enhance Client compliance and engagement from a high-level program perspective to an individual Client level.
- We have been managing collection sites since the inception of our company and actively manage over 350 sites today in select geographies.

Expertise and knowledge of social services and the IN market:

- Cordant process approximately 5 million lab tests per year, with greater than 90% of these tests coming from behavioral health state agencies, including social services, and governmental clients.
- Cordant currently does business in 16 of the 18 DCS regions, giving us unique insight to the IN market.
- Our experience with multiple agencies in IN, the addiction/recovery space and with our unique view from our buprenorphine pharmacy located in Indianapolis, we have unparalleled insight into understanding the stigma and difficulties patients deal with navigating through the addiction recovery process and how that applies to social services. As you know, a very high percentage of parents or primary caregivers in the DCS program are struggling with addiction and their engagement in their recovery is a key factor for a positive outcome of child safety and family unification.

Resource sustainability meeting DCS requirements:

- We clearly understand and embrace the "why" behind the performance requirements, our visions are clearly aligned. We have worked through all investments required in terms of

facilities, infrastructure and people to perform as flawlessly as possible. We understand the importance our role plays, and we are confident that the pricing structure we have proposed will be sustainable through the next 4-6 years, meeting referral management requirements, collection requirements, turnaround requirements and reporting requirements.

- 2.3.2 Respondent's Company Structure** - Please include in this section the legal form of the Respondent's business organization, the state in which formed (accompanied by a certificate of authority), the types of business ventures in which the organization is involved, and a chart of the organization. If the organization includes more than one (1) product division, the division responsible for the development and marketing of the requested products and/or services in the United States must be described in more detail than other components of the organization. Please enter your response below and indicate if any attachments are included.

Legal Form of Business & State of Formation

The respondent's legal name is Technical Resource Management, LLC dba Cordant Health Solutions. Technical Resource Management, LLC is a Limited Liability Company organized in the State of Delaware. Please see **Appendix A** for the Certificate of Formation.

Business Ventures

Cordant Health Solutions has two primary lines of business: laboratory services and pharmacy services. Cordant's laboratory services line of business currently includes four labs: the Responder Technical Resource Management, LLC in Flagstaff, AZ, American Forensic Toxicology Solutions, LLC in Huntington, NY, Regional Toxicology, LLC in Tacoma, and Secon of New England, LLC, in Worcester, MA. All four labs do business as Cordant Health Solutions, and operate together as one company to serve the needs of our laboratory customers.

Cordant is also organized into business units based on the customer segments that are served: Behavioral Health, Chronic Pain, Worker's Compensation and Pharmacy. The Behavioral Health Business Unit, as further described below, supports a full spectrum of care, serving criminal justice, mental health treatment, abstinence-based treatment and medication assisted treatment. Our Chronic Pain Unit offers critical insight through risk monitoring in addition to drug testing services, allowing for quicker patient intervention and better documentation of treatment decisions. The Worker's Compensation Unit integrates prescription drug information from the Pharmacy Benefit Manager with laboratory data to increase visibility into medication adherence, providing actionable insights to help keep injured workers safe, promote compliance and improve outcomes. Finally, the Integrated Pharmacy Unit provides stigma free access to medication assisted treatment medications and pain management medications while integrating drug testing results, PDMP review and risk reporting.

Behavioral Health Business Unit

The division responsible for the development and marketing of the drug testing services described herein is Cordant's Behavioral Health Business Unit. The Behavioral Health Business Unit is devoted to serving government agencies, including municipalities, county and state judicial departments, DUI and drug treatment courts, probation departments, parole departments, community corrections, pre-trial services, child protective services, juvenile justice groups, as well as social services agencies and affiliated treatment programs. These customers comprise a significant percentage of our clients. Cordant has a significant amount of experience managing both local and state government contracts that are equal to or greater than the funding level for this contract. We test over 10,000 specimens per day from criminal justice agencies throughout the country.

Cordant's experience with large scale government drug testing programs is unique in the industry. We are one of the only healthcare companies offering a complete solution tailored to government customers and the affiliated treatment and addiction medicine services, programs and providers that continue to become a part of the industry. At the forefront of combating today's opioid epidemic, we are committed to providing cutting-edge solutions for agencies, officers, judges, case workers, clinicians and payers involved in the monitoring, evaluation, treatment and ultimately, the rehabilitation of offenders and abusers/addicts.

Cordant's Behavioral Health Business Unit is primarily supported by our Flagstaff and Tacoma laboratories, which have been in operation since 1994 and 1987 respectively. The Indiana DCS will be served primarily by the proposed local laboratory in Indiana, and our Flagstaff laboratory, with hair and blood testing provided by our Long Island laboratory. Our laboratories process thousands of samples a day from all 50 states. Because Cordant can test for all four matrices in house, we will not need to utilize subcontractors for the hair or blood testing requirements. Further, because testing for all four matrices is performed in-house, Cordant can maintain its strict quality control standards and processes to ensure the highest quality test results for the State. A key focus area for our Flagstaff lab is providing legally defensible forensic laboratory drug testing on urine and oral fluid specimens for all common drugs of abuse, as well as designer substances like Spice/K2 and Bath Salts.

Cordant has emerged as a recognized thought leader in the toxicology industry, devoting significant resources to research and development, improving outcomes, reducing costs and leveraging technology to advance the science of forensic drug testing, particularly in criminal justice and treatment settings.

Organization Chart

Please see **Appendix B** for Cordant's Organization Chart. In **Appendix C**, we have provided a graphic that illustrates the range of services available through Cordant.

- 2.3.3 Company Financial Information** - This section must include documents to demonstrate the Respondent's financial stability. Examples of acceptable documents include: most recent Dunn & Bradstreet Business Report (preferred) or audited financial statements for the two (2) most recently completed fiscal years. If neither of these can be provided, explain why and include an income statement and balance sheet, for each of the two most recently completed fiscal years.

If the documents being provided by the Respondent are those of a parent or holding company, additional information should be provided for the entity/organization directly responding to this RFP. That additional information should explain the business relationship between the entities and demonstrate the financial stability of the entity/organization which is directly responding to this RFP.

Please see **Appendix D** for the most recent audited financial statements for Sterling Healthcare Holdings, LLC and subsidiaries, including Technical Resource Management, LLC dba Cordant Health Solutions. The audit of our 2019 financials has not been completed due to COVID related concerns.

Neither Sterling Healthcare Holdings, LLC or Technical Resource Management, LLC is a public company and we consider our financial statements to be confidential and proprietary. As such, all financial information provided is confidential. In the Attach G Business Proposal-Public Version, the financial statements are redacted. In the Attach G Business Proposal-Full Final Version, the financial statements are included.

- 2.3.4 Integrity of Company Structure and Financial Reporting** - This section must include a statement indicating that the CEO and/or CFO, of the responding entity/organization, has taken personal responsibility for the thoroughness and correctness of any/all financial information supplied with this proposal. The particular areas of interest to the State in considering corporate responsibility include the following items: separation of audit functions from corporate boards and board members, if any, the manner in which the organization assures board integrity, and the separation of audit functions and consulting services. The State will consider the information offered in this section to determine the responsibility of the Respondent under IC 5-22-16-1(d).

Management is responsible for the preparation and fair presentation of Cordant's financial statements which are in accordance with United States Generally Accepted Accounting Principles (GAAP), and the CEO and CFO take personal responsibility for the thoroughness and correctness of the statements and other financial information supplied with this proposal. With regard to the State's areas of particular interest:

- **Separation of audit functions from corporate board or board members:** To assure integrity, the financial statements are audited by an independent audit firm that is not related to any of the corporate boards or board members of the company.
- **Board integrity:** The majority of Cordant board members are independent, in that they are neither owners nor employees of Cordant. The Chief Compliance Officer attends each board meeting and leads a discussion of compliance issues, and the board is fully involved in all major decisions made by the company.
- **Separation of audit function from consulting:** The audit function is performed by a firm that does not perform any consulting services for the company. This includes the design, implementation and maintenance of internal controls relevant to the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

- 2.3.5 Contract Terms/Clauses** - Please provide the requested information in RFP Section 2.3.5.

Below we are providing suggested changes to some non-mandatory clauses in the Sample Contract.

6. ~~Assignment of Antitrust Claims.~~— Cordant would like to delete this section.

~~As part of the consideration for the award of this Contract, the Contractor assigns to the State all right, title and interest in and to any claims the Contractor now has, or may acquire, under state or federal antitrust laws relating to the products or services which are the subject of this Contract.~~

28. Insurance – Modified

~~(4) The insurance required in this Contract, through a policy or endorsement(s), shall include a provision that the policy and endorsements may not be canceled or modified without thirty (30) days' prior written notice to the undersigned State agency.~~ **Cordant will provide advance notice of any policy cancellations or modifications.**

Please note that Cordant can comply with all mandatory contract terms as listed in the RFP. Although we can accept the Mandatory language as written, we would like the State to review and consider some potential changes, as noted below.

7. Audits and Monitoring

(1) The Contractor shall, upon written demand by State, be required to repay to the State all sums paid by the State to the Contractor, for which adequate fiscal and/or service delivery documentation is not in existence **and which is undisputed by the Contractor** for any time period audited. If an audit of the Contractor results in an audit exception, the State shall have the right to set off such amount against current or future allowable claims, demand cash repayment, or withhold payment of current claims in a like amount pending resolution between the parties of any disputed amount.

(2) The Contractor agrees that the State has the right to make recommendations and findings in connection with any financial monitoring or audit of the Contractor's operations, and the Contractor agrees to comply with any corrective actions specified by the State **that are in accordance with applicable law and generally accepted accounting principles**, within the time limits established by the State.

53. Criminal and Background Checks – Added.

Cordant can comply with the relevant background checks. However, we have noted there is a background check requirement for all individuals with access to records, which would also include billing, client services, field operations, information technology, company management and more. We would like to discuss this requirement and the fingerprinting requirement further with the DCS.

2.3.1 References - The State requests references for this proposal for a scope of work that is the same or similar to the scope of this RFP. Three (3) references must be provided for the Respondent.

Reference information is captured on Attachment I. Respondent should complete the reference information portion of the Attachment I which includes the name, address, and telephone number of the client facility and the name, title, and phone/fax numbers of a person who may be contacted for further information if the State elects to do so. The rest of Attachment I should be completed by the reference and either **mailed or emailed DIRECTLY** to the State. The State should receive one (1) copy of Attachment I from each of the three (3) reference clients for whom the Respondent has provided products and/or services that are the same or similar to those products and/or services requested in this RFP. Attachment I should be submitted to idoareferences@idoa.in.gov. Attachment I should be submitted no later than the date specified in Section 1.24 of the RFP. Please provide the customer information for each reference.

Customer 1	
Legal Name of Company or Governmental Entity	Washington State Department of Children, Youth & Families
Company Mailing Address	1115 Washington St. SE
Company City, State, Zip	Olympia, WA 98504
Company Website Address	https://www.dcyf.wa.gov/
Contact Person	Tim Kelly
Contact Title	Service Rates & Methodologies, Division Financial Services
Company Telephone Number	360.742.4090
Company Fax Number	
Contact E-mail	timothy.kelly@dcyf.wa.gov
Industry of Company	Government

Customer 2	
Legal Name of Company or Governmental Entity	Hamilton County
Company Mailing Address	1 Hamilton County Square, Suite 29
Company City, State, Zip	Noblesville, IN 46060
Company Website Address	Hamiltoncounty.in.gov
Contact Person	Krista Radican
Contact Title	Assistant Director/Drug Court Coordinator
Company Telephone Number	317-776-8441
Company Fax Number	
Contact E-mail	krista.radican@hamiltoncounty.in.gov
Industry of Company	Government
Customer 3	
Legal Name of Company or Governmental Entity	Recovery Monitoring Solutions Corporation
Company Mailing Address	9090 N. Stemmons Freeway
Company City, State, Zip	Dallas, TX 75247
Company Website Address	Recoveryms.com
Contact Person	Terry Fain
Contact Title	President, General Manager
Company Telephone Number	214-819-1478
Company Fax Number	
Contact E-mail	Terry.fain@recoveryms.com
Industry of Company	Private healthcare

- 2.3.7 Registration to do Business** - Selected out-of-state Respondents providing the products and/or services required by this RFP must be registered to do business within the State by the Indiana Secretary of State and the Indiana Department of Administration, Procurement Division. The address contact information for this office may be found in Section 1.18 of the RFP. This process must be concluded prior to contract negotiations with the State. It is the successful Respondent's responsibility to complete the required registration with the Secretary of State. Please indicate the status of registration, if applicable. Please clearly state if you are registered and if not provide an explanation.

Technical Resource Management, LLC is currently registered in Indiana. Please see **Appendix E** for our business registration documents and documentation of the Cordant Health Solutions name as our DBA in the state.

- 2.3.8 Authorizing Document** - Respondent personnel signing the Transmittal Letter of the proposal must be legally authorized by the organization to commit the organization contractually. This section shall contain proof of such authority. A copy of corporate bylaws or a corporate resolution adopted by the board of directors indicating this authority will fulfill this requirement. Please enter your response below and indicate if any attachments are included.

Please see **Appendix F** for the Resolution document that designates officers of Technical Resource Management, LLC.

- 2.3.9 Subcontractors** - The Respondent is responsible for the performance of any obligations that may result from this RFP and shall not be relieved by the non-performance of any subcontractor. Any Respondent's proposal must identify all subcontractors and describe the contractual relationship

between the Respondent and each subcontractor. Either a copy of the executed subcontract or a letter of agreement over the official signature of the firms involved must accompany each proposal.

Any subcontracts entered into by the Respondent must be in compliance with all State statutes, and will be subject to the provisions thereof. For each portion of the proposed products and services to be provided by a subcontractor, the technical proposal must include the identification of the functions to be provided by the subcontractor and the subcontractor's related qualifications and experience. The combined qualifications and experience of the Respondent and any or all subcontractors will be considered in the State's evaluation. The Respondent must furnish information to the State as to the amount of the subcontract, the qualifications of the subcontractor for guaranteeing performance, and any other data that may be required by the State. All subcontracts held by the Respondent must be made available upon request for inspection and examination by appropriate State officials, and such relationships must meet with the approval of the State.

The Respondent must list any subcontractor's name, address, and the state in which formed that are proposed to be used in providing the required products and/or services. The subcontractor's responsibilities under the proposal, anticipated dollar amount for subcontract, form of organization, and an indication from the subcontractor of a willingness to carry out these responsibilities are to be included for each subcontractor. This assurance in no way relieves the Respondent of any responsibilities in responding to this RFP or in completing the commitments documented in the proposal. The Respondent must indicate which, if any, subcontractors qualify as a Minority Business Enterprises or Women's Business Enterprises under IC 4-13-16.5-1. See Section 1.21 and Attachment A for Minority and Women's Business Enterprises information. Please enter your response below and indicate if any attachments are included.

Cordant is providing the following preliminary list of subcontractors. The majority of the subcontractors listed below will be performing collections, with the exception of CulturalLink, who will provide translation services, Pillow Logistics, who will provide courier services, Rite Quality, who will provide paper and envelopes to support the referral process, and Vergence, who will provide recruiting and personnel services. For all subcontractors listed below, subcontract agreements have been verbally agreed to and will be executed upon award. Please see **Appendix I** for Commitment letters from the non-M/WBE subcontractors listed below. For the Commitment Letters from M/WBE subcontractors, please see the Commitment Letters uploaded with the **Attachment A, M/WBE form**. The type of business entity/form of organization will be noted in the commitment letter.

Figure 1: List of Subcontractors

Subcontractor	MBE/WBE	Contact Email	Phone Number	Fax Number	State Where Company Formed	Address	Estimated Contract Amount (4 yr. term)
Work-Comp Management Services	WBE	April Kaufman Akaufman@workcompms.com	765-447-7473	765-449-8504	IN	760 Park East Blvd Lafayette, IN 47905	\$3.4 million
Qualifications:	23 Years of experience providing collection services for employers, school systems, insurances and IN DCS						
CHS Occupational Health		Kevin kevin.knaga@comhs.com	219-789-2371	219-392-7450	IN	4320 Fir St, Ste 313, East Chicago, IN 46312	\$318K
Qualifications:	25 years of experience providing collection services to employers, federal and state agencies, correctional house arrest individuals.						
Unity HealthCare		Tina Minier	765-446-5028	765-446-5321	IN	1321 Unity Place, Suite A, Lafayette, IN 47905	\$75K

Qualifications:	25 years of experience providing collection services to employers, federal and state agencies, correctional house arrest individuals.						
Med Express Urgent Care		Jaime Rocha jaime.rocha@medexpress.com	765-457-4370	765-457-4360	IN	1313 W McGalliard Rd, Muncie, IN 47303	\$165K
Qualifications:	23 Years of experience providing collection services for employers, school systems, insurances and IN DCS						
ArcPoint Labs		Kelli Kennedy	317-969-6926	317-982-7931	IN	5035 W 71st St suite I, Indianapolis, IN 46268	\$146K
Qualifications:	18 years of experience providing collection services for individuals, employers and legal and healthcare professionals						
Together We Can Consulting, LLC	MBE	Robin Eutz, PhD Reutzt@comcast.net	317-523-8963	317-252-0637	IN	555 North Tacoma Avenue, Indianapolis, IN 46220	\$126K
Qualifications:	11 years performing collections for treatment centers						
MedExpress		Jaime Rocha jaime.rocha@medexpress.com	765-642-2602	765-642-2608	IN	3800 S Scatterfield Rd, Anderson, IN 46013	\$30K
Qualifications:	23 Years of experience providing collection services for employers, school systems, insurances and IN DCS						
Kings Daughters Health		Michelle Hill 812-801-0573	812-273-5372	812-273-5471	IN	1373 East State Rd 62 Madison, IN 47250	\$60K
Qualifications:	120 years of experience in healthcare and work related to collection services						
Good Samaritan Hospital		Jon Wehrheim jfwehrheim@gshvin.org	812-882- 5220 X 3362	812-882-3364	IN	406 N 1st St. Suite C Vincennes, IN 47591	\$42K
Qualifications:	2 years' experience providing collection services for employers and healthcare professionals						
Right Choice DAT		Tina tina@rightchoicedat.com	812-863-9000	812-863-9002	IN	27579 SGM Gene Shaw Technology Dr, Crane, IN 47522	\$18k
Qualifications:	32 years' experience in collection services for DCS, DISA, ISPTA, IUCCSAT and Courts.						
CulturaLink, LLC	MBE	Yolanda Robles yrobles@theculturelink.com	888-844-1414	888-433-1313	DE	157 Technology Parkway, Suite 600 Norcross, GA 30092	\$400K
Qualifications:	CulturaLink has many years experience providing a range of translation services, including over the phone interpretation (OPI), or interpretation via a video platform. CulturaLink partners with healthcare organizations to improve patient-centered care, providing hundreds of healthcare providers with 24/7 translation and interpretation in more than 200 languages. See Question 8 of Technical Proposal for more information.						
Rite Quality	MBE	Christina Vaughn cvaughn@ritequality.com	800-580-7483	765-459-4788	IN	710 North Washington Street Kokomo, IN 46901	\$160K
Qualifications:	Rite Quality offers over 100,000 office products nationwide and has been in business for 24 years						
Pillow Logistics	MBE	Matthew Straub mstraub@pillowlogistics.com	317-415-4000		IN	5128 W. 79th St. Indianapolis, IN 46268	\$440K
Qualifications:	Founded in 1988, Pillow Logistics provides courier, warehouse and mailroom services daily.						
Vergence LLC	MBE	Gabriel Browne gbrowne@vergencegroup.com	317-547-4417		IN	5670 Caito Dr., Suite 130 Indianapolis, IN 46226	\$320K
Qualifications:	Combined 50+ years' experience providing recruiting and personnel services						

2.3.10 General Information - Each Respondent must enter your company's general information including contact information.

Business Information	
Legal Name of Company	Technical Resource Management, LLC dba Cordant Health Solutions
Contact Name	Amanda Gibbs
Contact Title	Vice President and General Manager, Behavioral Health Unit
Contact E-mail Address	agibbs@cordanthhs.com
Company Mailing Address	12015 E 46 th Ave, Suite 220
Company City, State, Zip	Denver, CO 80239
Company Telephone Number	800-348-4422
Company Fax Number	928-526-1777
Company Website Address	https://cordantsolutions.com/
Federal Tax Identification Number (FTIN)	35-2523383
Number of Employees (company)	Approximately 600
Years of Experience	33 – Cordant's founding laboratory in Tacoma Washington began doing business in 1987.
Number of U.S. Offices	Cordant Health Solutions has 11 locations throughout the United States. Please see Appendix G for a snapshot of Cordant's geographical footprint.
Year Indiana Office Established (if applicable)	Cordant established a pharmacy location in Indianapolis in 2016.
Parent Company (if applicable)	Technical Resource Management, LLC is owned by Sterling Healthcare Opco, LLC, which is owned by Sterling Healthcare Intermediate, LLC, which is owned by Sterling Healthcare Holdings, LLC, the ultimate parent company.
Revenues (\$MM, previous year)	Net sales for 2019 were \$107,762,279.
Revenues (\$MM, 2 years prior)	<ul style="list-style-type: none"> • Net sales for 2018 were \$111,011,533. • Net sales for 2017 were \$98,517,936.
% Of Revenue from Indiana customers	9.3% of total revenue, including lab testing for Indiana customers and revenue from our Indiana pharmacy location.

- a. Does your Company have a formal disaster recovery plan? Please provide a yes/no response. If no, please provide an explanation of any alternative solution your company has to offer. If yes, please note and include as an attachment.

Yes. Cordant's Disaster Recovery Plan is an internal, confidential document. However, we are including the Table of Contents as **Appendix H**, to provide an overview of the topics covered in our plan.

- b. What is your company's technology and process for securing any State information that is maintained within your company?

Cordant is fully compliant with the HIPAA Standards for Privacy, Electronic Transactions and Security (including the HITECH Act and the Omnibus Rule of 2013). Cordant has implemented policies, processes, and procedures designed to ensure compliance with Federal and State information security laws, regulations, and rules, and monitors ongoing compliance efforts and maintains various reporting mechanisms that are required by law and which we feel are best practices. Cordant recognizes that it is a key business partner with its clients and will continue to provide all services in accordance with the relevant requirements of all state and federal laws and regulations, including, as applicable, HIPAA and 42 CFR Part 2. Cordant has analyzed its vendor and contractor database to identify which vendors have access to protected health information, and we have ensured that a Business Associate Agreement is in place with the appropriate vendors. Cordant has developed and implemented appropriate activities to identify and take action regarding any detected cybersecurity event. We meet or exceed all CAP-FDT guidelines for client confidentiality and protection of sensitive data.

All client records and test results are stored electronically on our secure servers. Cordant's data center is HIPAA and SOC compliant with stringent security controls, including redundant networks and servers, secure backup and data recovery capabilities. We utilize firewalls, reverse proxies, strong encryption at rest and in transit, two factor authentication, and Security Information Event Management (SIEM) for intrusion detection and prevention. We apply routine software and security updates to all computers and operating systems on our network. We also limit physical access to our business information and technology systems to the individuals that need access.

Cordant employees are trained to handle sensitive data and follow security policies and procedures. Cordant employees are required to comply with confidentiality policies, and annual trainings are conducted that all employees must complete, including annual security awareness training. Further, background checks are completed for all employees as a condition of employment.

2.3.11 Experience Serving State Governments - Please provide a brief description of your company's experience in serving state governments and/or quasi-governmental accounts.

Cordant has a significant amount of experience managing both local and state government contracts. We test over 10,000 specimens per day from government agencies throughout the country. An entire Business Unit, Cordant's Behavioral Health Unit, is devoted to serving government agencies, including municipalities, county and state judicial departments, DUI and drug treatment courts, probation departments, parole departments, community corrections, pre-trial services, child protective services, juvenile justice groups, as well as social service agencies and affiliated treatment programs. These customers comprise a significant percentage of our clients. Cordant's focus on serving government agencies is unparalleled in the industry. Please

see our response to **Question 2.3.12** below for additional details related to our experience with State and local governments across the country.

2.3.12 Experience Serving Similar Clients - Please describe your company's experience in serving customers of a similar size to the State with similar scope. Please provide specific clients and detailed examples.

Cordant's extensive experience is evidenced by the partial list of current and past government customers below, some of whom have been with Cordant since 2001.

- **Indiana Agencies** – Cordant has been providing drug testing services throughout the state of IN since 2013. All of our Indiana criminal justice clients are utilizing our Sentry program, with full randomization and drug monitoring. Cordant provides laboratory testing of more than 15,000 specimens a month for our Indiana clients. Indiana counties currently served include Allen, Blackford, Brown, Clay, Daviess, Dearborn, Dekalb, Delaware, Floyd, Hamilton, Hendricks, Jackson/Jennings, Knox, Kosciusko, La Porte, Lagrange, Madison, Marshall, Martin, Miami, Monroe, Montgomery, Noble, Owen, Perry, Pike, Pulaski, Putnam, Rush, Shelby, Spencer, Starke, Steuben, Switzerland, Union, Vigo, Wabash, Washington, Wells and Whitley.
- **Arizona Government Agencies** – Cordant serves numerous criminal justice and county programs in Arizona, providing testing of nearly 7,500 specimens per month. Several of these agencies have been with Cordant since 2005. Customers include child protective agencies, county and statewide court systems, adult and juvenile probation departments and screening companies. For many of these agencies, we test both urine and oral fluid, offering up to 40 different panels to choose from to ensure case managers have the appropriate results. Results are provided according to the agency's preference, with methods including secure fax, our secure web portal, interfaces with case management programs (including the State APETS system), and Sentry. We also provide collection for several of these customers. Many of the agency operated collection locations use Sentry as well. Cordant also provides annual drug educational trainings for agency employees.
- **New Mexico Criminal Justice and Youth and Family Services** – Cordant serves several governmental agencies in New Mexico, including Probation, Parole, Community Corrections, and Child Youth and Family Department. Cordant has been providing testing in the state since 2014. We work closely with third parties that provide collection services for the different government agencies across the state. The collectors use Sentry to document collections and record onsite tests. These offices are also using various Sentry features, including the randomized call in system. We test nearly 10,000 samples a month for our New Mexico clients. Cordant also participates in a state program which employs military veterans at the third-party collection sites.
- **Illinois Criminal Justice, Social Service and Treatment Agencies** – Cordant has been providing drug testing services for government and treatment agencies in Illinois since 2016, including collection services at several offices. This experience includes billing different Illinois-based insurances/payors for donors that are going through court mandated or self-admitted treatment programs. Approximately 6,000 samples are tested per month from these clients. Most of these samples are collected using our Sentry program, allowing these programs to save time, money, and increase accuracy of donor information. Several of the government offices are utilizing Sentry's randomization call in line, ensuring donors are held accountable to participation and program compliance.

- **Department of Children and Family Services in the Pacific Northwest** – Cordant has been the drug testing service provider for this agency since 2010. We provide collection services to this state-wide agency through a network of over 100 third-party collection sites and four Cordant operated Patient Service Centers. Nearly 4,000 samples per month are collected and tested for this customer. Please see a more detailed description of our services performed for this agency in our response to **Question 1** of our Technical Proposal. In addition to the Department of Children and Family Services client described above, Cordant is the preferred provider for drug testing services to many municipal, county and state agencies in the State of Washington. Further, Cordant is providing drug testing services, collection services, and drug testing case management services via Cordant Sentry™ to many treatment providers in Washington and Oregon. In total, Cordant processes nearly 60,000 samples per month from criminal justice agencies and addiction treatment providers in Washington and Oregon.
- **Probation and Health & Human Services departments in California** – Cordant provides drug testing services, collection services utilizing Laboratory Collection Specialists or third-party collection sites, and Sentry to several agencies in the State of California. Nearly 13,000 specimens per month are received and tested for these clients. We began serving several of these California clients in 2002.
- **Criminal Justice Agencies in Colorado** – Cordant has a significant footprint in the State of Colorado, serving a significant number of municipal departments, county agencies, and State agencies. Our services have had a significant impact on agencies throughout the state. Nearly all of these agencies utilize Sentry. Sentry's capabilities for connecting the supervising agency, the collection sites, treatment providers and individual participants has enabled these agencies to significantly improve their drug testing programs. Cordant receives and tests over 100,000 specimens per month from the State of Colorado. Additionally, Cordant manages the state-wide collection site network for the Colorado Department of Corrections.
- **Michigan Governmental Clients** – Cordant has been working with clients in the state of MI for over 6 years now, providing laboratory testing for a large number of third-party collection sites throughout the state. Cordant provides laboratory testing of over 15,000 drug screens from these local criminal justice/court collection sites, with an additional 5,000 sent directly to us from county, state and municipal agencies.
- **Texas Criminal Justice Agencies** – Cordant serves several criminal justice agencies in Texas, including County probation, Children's Court divisions, and Treatment providers. Cordant works closely with collection sites throughout Texas to test nearly 20,000 samples a month. Both the collection sites and government agencies are utilizing Sentry for specimen collections and case management. These agencies are also using Sentry's call in randomization feature, which has had a significant impact on their programs. Many of these Texas programs have been with us since 2015.

Appendix A – Certificate of Formation

Delaware

PAGE 1

The First State

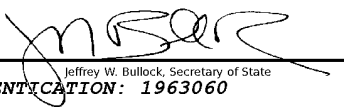
I, JEFFREY W. BULLOCK, SECRETARY OF STATE OF THE STATE OF
DELAWARE, DO HEREBY CERTIFY THE ATTACHED IS A TRUE AND CORRECT
COPY OF THE CERTIFICATE OF FORMATION OF "TECHNICAL RESOURCE
MANAGEMENT, LLC", FILED IN THIS OFFICE ON THE SIXTEENTH DAY OF
DECEMBER, A.D. 2014, AT 1:35 O'CLOCK P.M.



5658704 8100

141543676

You may verify this certificate online
at corp.delaware.gov/authver.shtml


Jeffrey W. Bullock, Secretary of State
AUTHENTICATION: 1963060

DATE: 12-16-14

State of Delaware
Secretary of State
Division of Corporations
Delivered 01:38 PM 12/16/2014
FILED 01:35 PM 12/16/2014
SRV 141543676 - 5658704 FILE

CERTIFICATE OF FORMATION

OF

TECHNICAL RESOURCE MANAGEMENT, LLC

This Certificate of Formation is being executed as of December 16, 2014 for the purpose of forming a limited liability company pursuant to the Delaware Limited Liability Company Act, 6 Del. C. §§ 18-101, et seq.

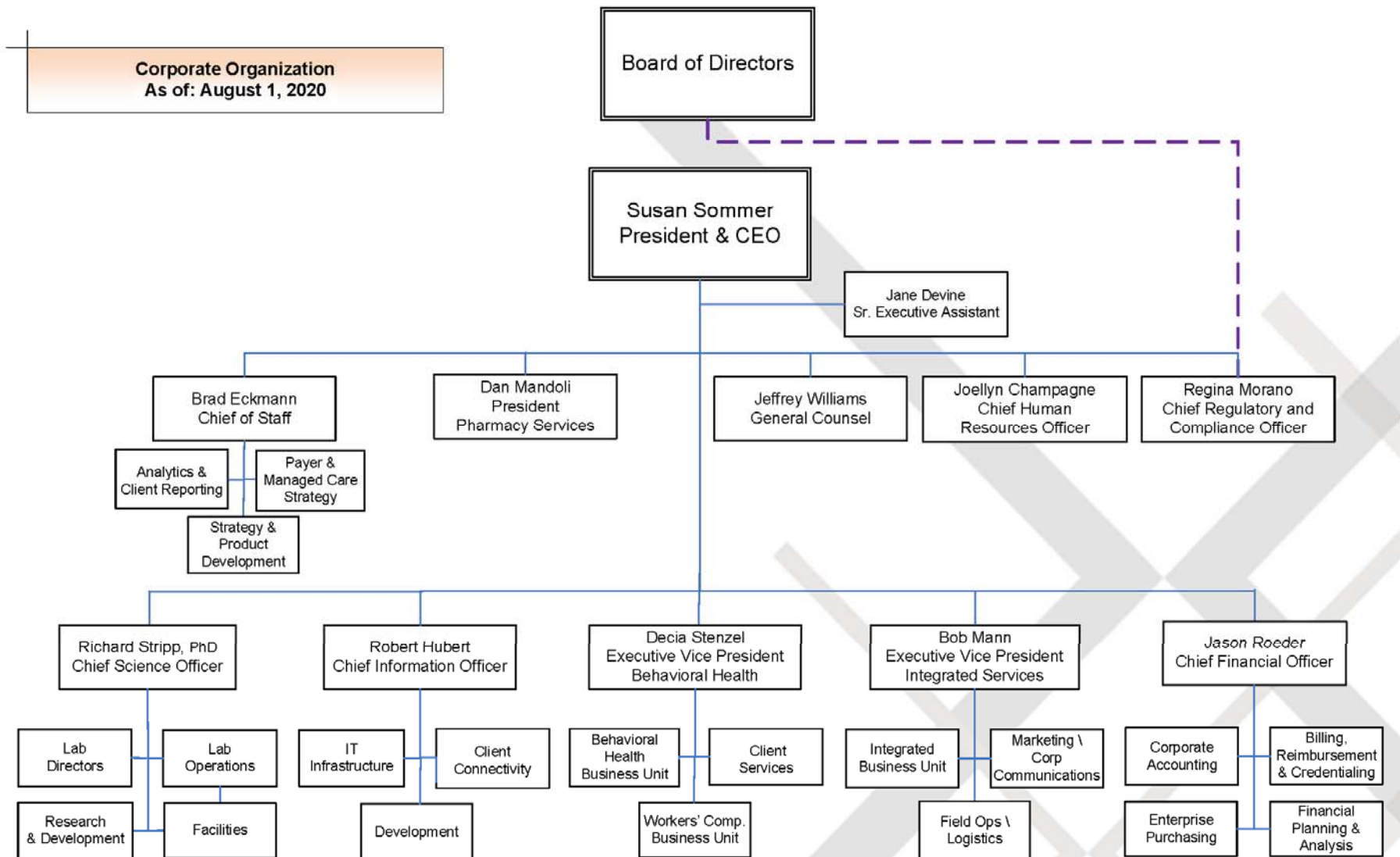
The undersigned, being duly authorized to execute and file this Certificate, does hereby certify as follows:

1. Name The name of the limited liability company is Technical Resource Management, LLC (the "Company").
2. Registered Office and Registered Agent The Company's registered office in the State of Delaware is located at 1209 Orange Street, in the City of Wilmington, County of New Castle, 19801. The registered agent of the Company for service of process at such address is The Corporation Trust Company.

IN WITNESS WHEREOF, the undersigned has duly executed this Certificate of Formation as of the day and year first above written.

By: /s/ Sandy Ruiz
Sandy Ruiz, an Authorized Person

Appendix B – Company Organization Chart



Appendix C – Cordant Services

The table below briefly describes the range of services offered by Cordant. Cordant would be happy to provide additional information on any of these services that may be of interest to the DCS.

Cordant Value-Added Services

	SOLUTIONS	OTHERS	CORDANT
Clinical & Operational Excellence	Urine Drug Testing (Comprehensive Testing Menu)	✓	✓
	Connectivity (Integration with EMR Systems)	✓	✓
	<ul style="list-style-type: none"> 24-72 Hour Turnaround Time Low Cutoff Levels Easy-to-Read Reports Specimen Collectors or Processors* 	✓	✓
	60+ Mental Health Testing Options in Urine and Oral Fluid		✓
	100x Lower Cutoff Buprenorphine Urine and Oral Fluid Testing		✓
	100x Lower Cutoff Butrans Testing		✓
	24/7 Access to a Toxicologist		✓
	4 Testing Modalities: Urine, Oral Fluid, Blood and Hair		✓
	17,000+ Behavioral Health Tests Per Day		✓
	<ul style="list-style-type: none"> 1 of Only 21 Labs Nationwide Certified by the U.S. Department of Health and Human Services (SAMHSA) CLIA, CAP and CAP-FDT Certified 1 of 2 Companies Outside of California to Obtain a California License for Methadone Testing 		✓
Specialized Pharmacy*	High-Touch, Compliance-Focused Pharmacy Service Specializing in Substance Use Disorder and Chronic Pain Medications No More Stigma for Patients or Hassle for Clinicians		✓
	Proactive Naloxone Program		✓
Technology & Data Analytics	Cordant Sentry™ Web-Based Management Tool Utilized by Over 10,000 Users Per Day Enhances Efficiency and Effectiveness of Drug Testing Program		✓
	PDMP and Lab Results Integration Increased Visibility and Insight for Prompt Intervention, Which Leads to Improved Adherence to Treatment Program		✓
	Actionable Clinical Analytics, Data-Driven Protocols Supporting Program Goals and Adherence		✓
Cordant Cares	Prescription Take-Back Program		✓
	Educational Webinar Series		✓

*Not available in all markets

Appendix D – Cordant Financial Statements, 2017 and 2018

Please see the following pages for Cordant's financial statements for the past two years.

The financial statements of Sterling Healthcare Holdings, LLC, the parent company of Technical Resource Management, LLC, are on the pages that follow. Neither of these entities is a public company and we consider our financial statements to be confidential and proprietary. As such, all financial information provided on the following pages is confidential. In the Attach G Business Proposal-Public Version, the financial statements are redacted. In the Attach G Business Proposal-Full Final Proposal Documents version, the financial statements are included.

REDACTED

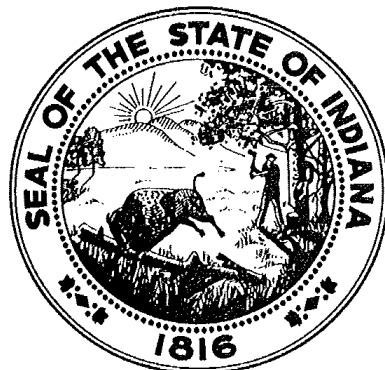
Appendix E – Indiana Business Registration Documents

State of Indiana
Office of the Secretary of State

CERTIFICATE OF AUTHORITY
of
TECHNICAL RESOURCE MANAGEMENT, LLC

I, CONNIE LAWSON, Secretary of State of Indiana, hereby certify that Application for Certificate of Authority of the above Delaware Foreign Limited Liability Company (LLC) has been presented to me at my office, accompanied by the fees prescribed by law and that the documentation presented conforms to law as prescribed by the provisions of the Indiana Business Flexibility Act.

NOW, THEREFORE, with this document I certify that said transaction will become effective Monday, November 16, 2015.



In Witness Whereof, I have caused to be
affixed my signature and the seal of the
State of Indiana, at the City of Indianapolis,
November 16, 2015.

Connie Lawson

CONNIE LAWSON,
SECRETARY OF STATE

2015111700286 / 2015111798668

BUSINESS INFORMATION CONNIE LAWSON INDIANA SECRETARY OF STATE 03/06/2019 01:28 PM		
Business Details		
Business Name:	TECHNICAL RESOURCE MANAGEMENT, LLC	
Entity Type:	Foreign Limited Liability Company	
Creation Date:	11/16/2015	
Principal Office Address:	1760 E RT 66, STE 1, FLAGSTAFF, AZ, 86004, USA	
Jurisdiction of Formation:	Delaware	
Original Formation Date:	12/16/2014	
Business ID:	2015111700286	
Business Status:	Active	
Inactive Date:		
Expiration Date:	Perpetual	
Business Entity Report Due Date:	11/30/2019	
Years Due:		
Principal Information		
Title	Name	Address
Member	Sterling Healthcare Opco, LLC	12015 E. 46th, Ste 220, Denver, CO, 80239, USA
Registered Agent Information		
Type:	Business Commercial Registered Agent	
Name:	C T CORPORATION SYSTEM	
Address:	150 West Market Street, Suite 800, Indianapolis, IN, 46204, USA	

**State of Indiana
Office of the Secretary of State**

CERTIFICATE OF ASSUMED BUSINESS NAME

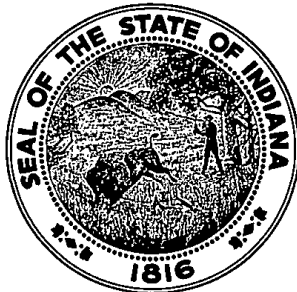
**of
TECHNICAL RESOURCE MANAGEMENT, LLC**

I, CONNIE LAWSON, Secretary of State, hereby certify that a Certificate of Assumed Business Name of the above Foreign/Limited Liability Company has been presented to me at my office, accompanied by the fees prescribed by law and that the documentation presented conforms to law as prescribed by the provisions of the Indiana Code.

Following said transaction, the above-named entity will transact business under the assumed business name(s) of:

CORDANT HEALTH SOLUTIONS

NOW, THEREFORE, with this document I certify that said transaction will become effective Tuesday, March 19, 2019.



In Witness Whereof, I have caused to be affixed my signature and the seal of the State of Indiana, at the City of Indianapolis, March 20, 2019.

Connie Lawson

CONNIE LAWSON
SECRETARY OF STATE

2015111700286 / 8220819

To ensure the certificate's validity, go to <https://bsd.sos.in.gov/PublicBusinessSearch>

Approved and Filed
2015111700286/8220819
Filing Date: 03/20/2019
Effective: 03/19/2019 11:46
CONNIE LAWSON
Indiana Secretary of State



**CERTIFICATION OF ASSUMED BUSINESS NAME
(ALL ENTITIES)**
State Form 30353 (R18 / 8-17)
Approved by State Board of Accounts, 2017

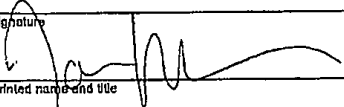
Indiana Code 23-0.5-3-4
23-0.5-9-40

For-Profit Corporations,
Limited Liability Companies,
Limited Partnerships,
Limited Liability Partnerships:

FILING FEE: \$30.00 per name

Nonprofit Corporations:

FILING FEE: \$26.00 per name

1. Name of entity Technical Resource Management, LLC			
2. Date of formation / registration (month, day, year) 12/16/2014			
3. Address at which the entity will do business under the assumed name (number and street) 1760 E. Route 66, Suite 1	City Flagstaff	State AZ	ZIP code 86004
4. Assumed business name Cordant Health Solutions			
5. Address of principal office (number and street) 12015 E. 46th Ave., Suite 220	City Denver	State CO	ZIP code 80239
6. Signature 	Date of signature (month, day, year) 3-18-19		
7. Printed name and title Jason Roeder, Chief Financial Officer			

This instrument was prepared by:
Al Schwindt, Senior Compliance/Legal Analyst

IN SEC OF STATE RCVD
MAR 19 '19 AM 11:47

Appendix F – Resolution re: Current Officers

TECHNICAL RESOURCE MANAGEMENT, LLC
WRITTEN CONSENT IN LIEU OF A SPECIAL
MEETING OF THE MEMBER

June 9, 2017

The undersigned, being the sole member of Technical Resource Management, LLC, a Delaware limited liability company (the "Company"), in lieu of holding a special meeting of the sole member of the Company (the "Member"), hereby takes the following actions and adopts the following resolutions by written consent pursuant to the limited liability company agreement of the Company (the "LLC Agreement") and Section 18-302 of the Delaware Limited Liability Company Act (the "Act"):

REMOVAL, ELECTION AND REAFFIRMATION OF OFFICERS

RESOLVED, that pursuant to the authority granted to the Member under the LLC Agreement, the Member hereby removes George Hepburn as Vice President of the Company effective as of June 9, 2017.

FURTHER RESOLVED, that pursuant to the authority granted to the Member under the LLC Agreement, the Member hereby elects Jason Roeder to serve as Vice President of the Company, effective as of June 9, 2017, to serve in such capacities until his successor is duly elected and qualified or until his earlier death, resignation or removal.

FURTHER RESOLVED, that any and all acts or actions taken by Jason Roeder, on behalf of the Company, in his capacity as Vice President of the Company, which acts were taken prior to the execution of these resolutions, be and hereby are ratified, confirmed and approved as the acts or actions of the Company.

FURTHER RESOLVED, that the Member hereby reaffirms that the individuals listed below constitute all of the officers of the Company (the "Proper Officers"):

Name:	Title:
David Lowenberg	Chairman
Susan Sommer	President
Matthew Clary	Vice President, Treasurer and Secretary
Valerie Ruttenberg	Vice President and Assistant Secretary
Christopher Graber	Vice President
Jason Roeder	Vice President
Amanda Gibbs	Vice President
Decia Stenzel	Vice President

Technical Resource Management, LLC Member Consent - Page 1 of 2

GENERAL RATIFICATION

RESOLVED, that any acts of the Member, or of any person or persons designated and authorized to act by the Member, which acts would have been authorized by the foregoing resolutions except that such acts were taken prior to the adoption of such resolutions, are hereby severally ratified, confirmed, approved and adopted as acts in the name and on behalf of the Company.

MISCELLANEOUS

RESOLVED, that in order to fully carry out the intent and effectuate the purposes of the foregoing resolutions, the Proper Officers are hereby authorized to take all such further actions, and to execute and deliver all such further instruments and documents, in the name and on behalf of the Company and to pay all such fees and expenses, which shall in such Proper Officer's judgment be necessary, proper or advisable.

FURTHER RESOLVED, that this consent may be executed in any number of counterparts, each of which shall be deemed to be an original, and such counterparts shall constitute but one and the same consent.

FURTHER RESOLVED, that facsimile or photostatic copies of signatures to this consent shall be deemed to be originals and may be relied on to the same extent as the originals.

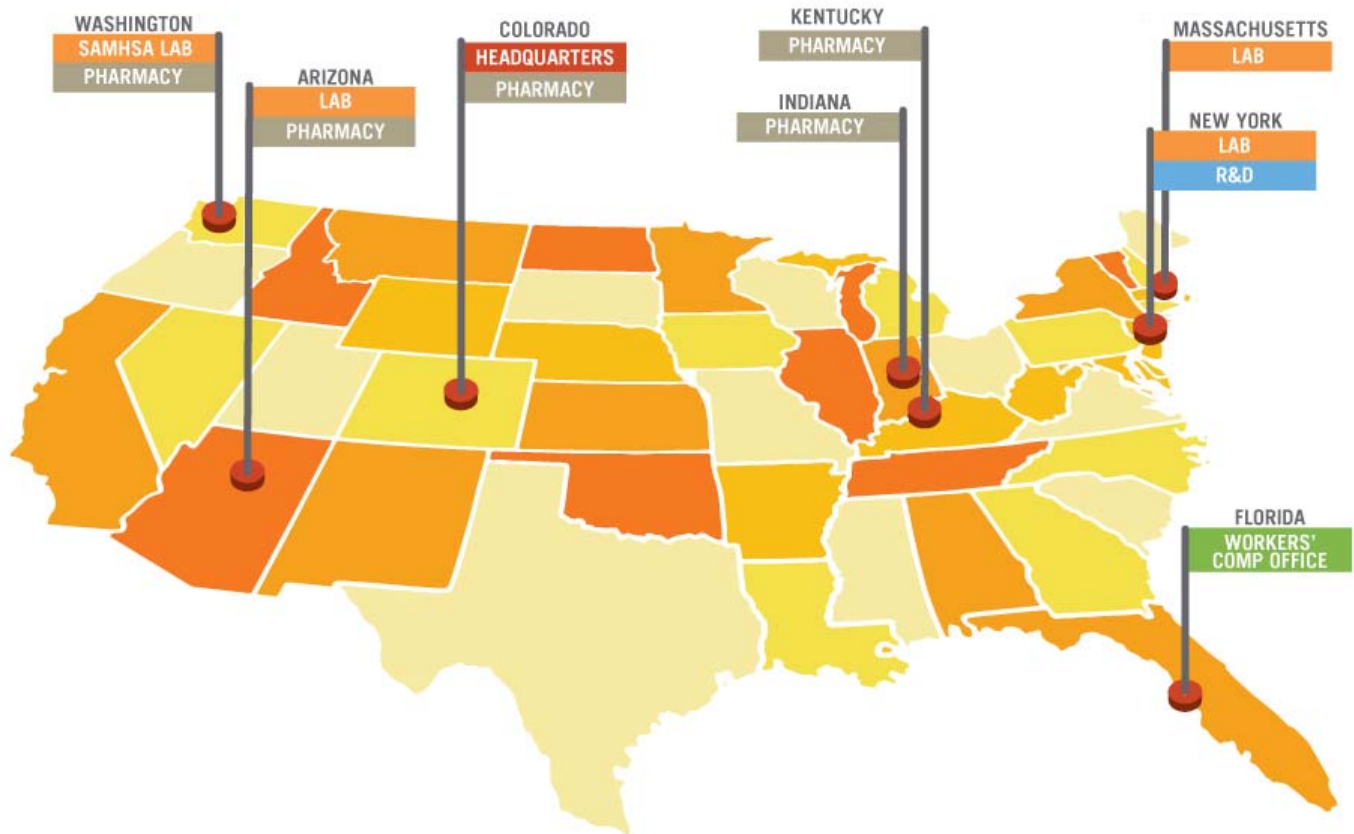
FURTHER RESOLVED, that the actions taken by this written consent shall have the same force and effect as if taken at a special meeting of the Member duly called and constituted pursuant to the LLC Agreement and the Act.

IN WITNESS WHEREOF, the undersigned have executed this consent on July 14, 2017 to be effective nunc pro tunc June 9, 2017.

STERLING HEALTHCARE OPCO, LLC

By: 
Name: Susan Sommer
Title: President

Appendix G – Cordant's Geographical Footprint



Appendix H – Disaster Recovery Plan

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EXECUTIVE SUMMARY FOR CORDANT DISASTER RECOVERY PLAN

This document is the Disaster Recovery Plan for all technology applications and network services to support the ongoing operations of Cordant Health Solutions. The plan provides details on the configuration, support and recovery of Cordant's network and infrastructure in case of a service interruption. It is intended to be a guide for use in activating recovery policy to ensure that technology operations can be recovered quickly with minimum impact on business operations across all of Cordant's business units. Cordant has worked diligently to plan, configure and test this plan to ensure we meet our recovery time and recovery point objectives for each application and each location. The plan covers major outages, such as loss of data center, loss of communications to a data center, loss of individual networks, servers, storage devices or entire applications and provides detail information on disaster declarations, communications, incident response and recovery. The plan was developed in conjunction of Cordant Incident Response and recovery policies.

Cordant's primary applications are hosted in two SOC II compliant Flexential Data Centers located in Denver, Co and Phoenix, AZ. The network provides consistent redundancy without single points of failure. Each application can run out of either data center individually or load balanced across data centers. The plan details the recovery steps for application recovery, network recovery, database recovery, server recovery and storage area network recovery. The plan contains details on data center configurations and the technology used at each local lab site, documents the configuration network topology and the recovery steps for component level failure and circuit level failure. Server configuration setup and recovery by application configuration and database replication and recovery across both sites. Also included are the communication plan and the emergency contacts to assist in recovery.

Appendix I – Commitment Letters – Non-M/WBE Subcontractors

Please see the following pages for the Commitment Letters from our proposed non-M/WBE subcontractors.



August 31, 2020

To whom it may concern:

Unity Healthcare has committed to providing collection services if Cordant Health Solutions is awarded the Indiana DCS contract, based upon the agreed pricing provided to Cordant Health Solutions. Unity Healthcare has 25 years of experience providing collection services. We have provided these services for small to large manufacturing companies such as automobile and trailer manufactures, meat processing plants, federal and state agencies, correctional house arrest individuals to small cleaning business. With our experience, we are committed to performing all collection services in accordance with the requirements of Indiana DCS.

Our hours of operations are as follows: Monday -Friday 8am to 6pm with our last walk in patient at 5:30. If the individual is unable to provide a donor specimen before 6:00pm the test would need to be authorized as an after-hour test. If an after-hour test is not authorized the specimen would be marked as a refusal and the donor would need to return during normal hours.

Unity Healthcare is a Physician owned company, formed in Lafayette, IN.

Sincerely,

A handwritten signature in black ink, appearing to read "Tina M. Minier", is written over a faint, larger version of the same signature.

Tina Minier, LPN
Office Administrator
Regional Occupational Care Center - ROCC
1321 Unity Place, Suite, A
Lafayette, IN 47905
tminier@unityhc.com
Phone: 765-446-5028
Toll Free: 877-446-7622 ext 14009
Confidential Fax: 765-446-5321

To whom it may concern:

Right Choice DAT has committed to providing collection services if Cordant Health Solutions is awarded the Indiana DCS contract. Right Choice DAT has 32 years of experience providing collection services. We have provided these services for DCS, DISa, ISPTA, IUCSAT, Courts. With our experience, we are committed to performing all collection services in accordance with the requirements of Indiana DCS.

Our hours of operations are as follows:

Terre Haute location:

Mon-Thurs: 8-6

Fri: 8-4

Bloomington Location:

Mon-Thurs: 8-6

Fri: 8-4

Crane Location:

Mon-Fri: 8:30-4

Sincerely,



Name of Company

Right Choice DAT

3205 S 3rd Place

Terre Haute, IN 47802

Address of Company (Bloomington Location)

2536 W. Industrial Park Dr. #8

Bloomington, IN 47404

Address of Company (Crane Location)

27579 SGW Gene Shaw Technology Dr
Crane, IN 47522

State where company was formed

Indiana

To whom it may concern:

CHS Occupational Health (name of company) has committed to providing collection services if Cordant Health Solutions is awarded the Indiana DCS contract. CHS Occupational Health (company name) has 25 years of experience providing collection services. We have provided these services for _____ (names of agencies or patient types for which you have collected in the past). With our experience, we are committed to performing all collection services in accordance with the requirements of Indiana DCS.

Our hours of operations are as follows: See Form A
(Enter hours of operation here)

Sincerely,

 (signature of official representative)

Name of Company See Form A

Address of Company " " "

State where company was formed (required for RFP) Indiana