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**STATE OF INDIANA**  
**Request for Proposal 24-78771**

**INDIANA DEPARTMENT OF ADMINISTRATION**  
**On Behalf Of**  
**Family and Social Services Administration**

**Solicitation For:**

**Cost Allocation Services**

**Due Date and Time: March 29, 2024 at 3:00 PM EST**

**RFP 24-78771 - §2.2 Executive Summary**

**Proposal Prepared by:**

**Diversified Services Network, Inc.**



March 27, 2024

Teresa Deaton-Reese, CPPO  
Indiana Department of Administration  
Procurement Division  
402 W. Washington St., Room W468  
Indianapolis, Indiana 46204

**Subject: Executive Summary - Cost Allocation Services {RFP 24-78771 - § 2.2}**

Dear Ms. Teresa Deaton-Reese:

Diversified Services Network, Inc. (DSN) is pleased to submit this proposal to the Indiana Department of Administration (IDOA) on behalf of the Family and Social Services Administration (FSSA) in response to RFP 24-78771 for Cost Allocation Services.

DSN would like to sincerely thank the IDOA and the FSSA for the opportunity to respond to this RFP and looks forward to continuing to provide the Public Assistance Cost Allocation Plan (PACAP) and Random Moment Study (RMS) consulting services expertise of our staff to the FSSA. DSN provides continuity, reducing the need for transition planning, while offering ongoing expertise and high-quality service. Our team will provide continued operations of the RMS software that the FSSA staff and contractors are familiar with using and will continue delivering ongoing federal recoveries. DSN is strongly committed to serving the Indiana FSSA as a trusted and reliable partner. We believe that you will find that this proposal meets and exceeds the FSSA's expectations for the services required in this RFP. DSN is dedicated to continuing to deliver the highest quality consulting services to the FSSA in response to RFP 24-78771.

DSN acknowledges the receipt of all addenda to this RFP issued prior to the Proposal due date and have taken those into account in making this Offer:

Amendment 1: Addendum 1 – posted February 6, 2024. Pre-Proposal Networking Form Complete

Amendment 2: Addendum 2—posted on March 3, 2024—“All Vendor Questions”

Amendment 3: Addendum 3—posted on March 3, 2024 “FSSA PACAP—Approved.”

To facilitate the timely evaluation of this proposal, DSN has made every effort to be considered a Responsive Offeror by the IDOA with this Offer. We have organized our Offer to respond to each of the items identified in the RFP in order to ensure that DSN conforms to all the requirements.

For clarity of evaluation, this executive summary is organized by the “Executive Summary” criteria {RFP 24-78771 - § 2.2} and is provided below.

Thank you again for the opportunity to respond to this RFP. Please do not hesitate to contact me if you have any questions about our company's proposal and the services DSN is offering.

Sincerely,

*Nabil Refai*

Nabil Refai, PhD, PMP  
Vice President  
(P) 630-983-9819  
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**RFP § 2.2.1**

**Summary of Ability and Desire to Supply the Required Products or Services**

**{RFP § 2.2.1}**

**The Executive Summary must briefly summarize the Respondent’s ability to supply the requested products and/or services that meet the requirements defined in Section One of this solicitation.**

In this Executive Summary, DSN would like to highlight some of the unique values it offers to Indiana FSSA with our Cost Allocation Services.

DSN understands the general complexities involved in providing Cost Allocation Services, as well as challenges particular to FSSA. Our team has in-depth knowledge of all related tasks and the heavy demand to claim appropriate federal funds through the allocation of costs.

Our company has a successful track record of more than thirty-four (34) years providing a full spectrum of public sector consulting services to federal, state, and local government agencies. Our reputable company capabilities, along with the broad-based knowledge and experiences of the core DSN team in Cost Allocation Services, ensures our company is well-prepared to successfully deliver the four areas of services requested by the FSSA: 1) Cost Allocation Plans; 2) Data Gathering, Analysis, and Maintenance; 3) Advisory Services; and 4) Training of State Employees.

Our proposal demonstrates DSN’s skills, experience, established team knowledge, and in-depth understanding of how Indiana’s human services are delivered. DSN’s proposed core team members are local to Indianapolis and have been providing the FSSA with its Cost Allocation Services for the past 18 years.

Because DSN knows and understands the FSSA’s Cost Allocation Services needs better than any organization outside of the State, we will not waste FSSA’s time or effort providing services simply because they align with a corporate model if these are not also a good fit to meet Indiana’s special requirements. Our staff members’ experience providing the required services within Indiana allows DSN to continue providing excellent services to FSSA with no interruption to the State’s operations.

**DSN’s Ability**

Since 1989, DSN has been involved with countless projects where we have implemented solutions to meet government standards and regulations for federal agencies (United States Agency for International Development - USAID), state governments and Fortune 500 companies. For all thirty-four (34) years, DSN has been a trusted partner to the public and private sectors, including our company’s vast experience working closely with multiple state governments (including the State of Indiana). These past relationships demonstrate DSN’s commitment to continue building a reliable, long-term relationship, and providing ongoing excellent customer service to the FSSA.

Our core staff includes Subject Matter Experts (SMEs) with direct hands-on working experience in the FSSA’s Public Assistance Cost Allocation Plan (PACAP), Data Gathering, Analysis and Maintenance, Advisory Services, Training of State Employees with laser focus on maximizing FSSA’s federal claiming with integrity and in compliance with the applicable rules and regulations.

DSN uses its proprietary *DSN RMTS®* software, a proven time-study software tool with our data gathering techniques to provide the FSSA staff confidence that the collected statistical elements in the cost allocation process are defensible, meet federal and state compliance guidelines, such as 2 CFR





Part 225 (formerly A-87) and ASMB C-10, and promptly returns federal dollars to the state to replenish state general funds spent providing administrative support for federal programs. For over 12 years FSSA has been using *DSN RMTS*® (previously known as Sequoia*RMS*.)

Our core staff also includes program, fiscal, and information systems experts, who have decades of experience working with federally funded programs at the state and local level. The proposed management staff is highly recognized for their abilities and professionalism, and whose skills include eligibility, claiming, protection and maximization of federal revenues, and maintenance and development of information systems to operate and support federal claiming. You will notice through review of the project organizational chart and the key personnel resumes, the tremendous amount of experience our proposed team brings to FSSA.

### Extensive Relevant Project Experience

DSN has successful projects similar to the FSSA request. This includes our company's ongoing project experience as the current provider of Indiana's Cost Allocation and Random Moment Study services, for which DSN has been providing a similar scope of work to the FSSA. In addition, DSN has a vast array of experience with other client Cost Allocation and Random Moment Study engagements of similar size and scope to those proposed in this RFP.

### DSN administers RMS software and Cost Allocation Plans for the following clients:

#### State of Indiana – Family and Social Services Administration (FSSA)

- **Cost Allocation Plan and *DSN RMTS*® Administration:** DSN provides PACAP maintenance, cost allocation and RMS services.
- **Cost Allocation Plan Preparation:** DSN prepares the annual FSSA's Indirect Cost Allocation Plan.
  - DSN develops and implements cost allocation plans and related tasks which will result in the maximization of federal funding.
  - Preparation of the cost allocation plan encompasses the gathering, analysis and maintenance of key data, cost allocation advisory services, audit response, and training of State employees.

#### State of Indiana – Department of Child Services (DCS)

- **Social Services:** *DSN RMTS*® is used to allocate the cost of local office staff in 92 counties. *DSN RMTS*® is hosted by DSN and administered by the DCS staff for this project.
- **Residential Childcare Providers:** *DSN RMTS*® is used to collect statistics for establishing provider specific IV-E eligible foster care rates for approximately 190 providers. *DSN RMTS*® is hosted by DSN and administered by DCS staff for this project.
- **Child Placing Agency (CPA):** *DSN RMTS*® is used to collect statistics for establishing provider specific IV-E eligible foster care rates for almost 40 CPAs. *DSN RMTS*® is hosted by DSN and administered by the DCS staff for this project.

#### State of Indiana – Indiana Supreme Court

- **Title IV-D Maximization:** DSN's team assists in maximizing the Title IV-D participation rate of



magistrates and prosecutors.

### State of Indiana – Bureau of Developmental Disabilities Services (BDDS)

- **RMS Services:** DSN provides RMS services to allocate the cost of central office and local office staff who directly administer or provide program support, related Statewide Cost Allocation Plan (SWCAP) and departmental overhead.

### State of Indiana – Department of Family Resources Income Maintenance (DFR)

- **RMS Services:** DSN provides RMS services to allocate the local office eligibility staff, the eligibility modernization contract, related SWCAP, and departmental overhead.

### State of Louisiana – Office of Juvenile Justice (OJJ)

- **Cost Allocation Plans:**
  - DSN developed a cost allocation plan for Youth Services (YS). This plan is used to claim, on a quarterly basis, the Title IV-E allowable portion of indirect costs attributable to Youth Services, as identified by applying RMS results to the direct costs and associated indirect costs.
  - DSN developed a full cost allocation plan that documents the indirect costs of providing service functions and activities to the OJJ.
- **RMS:** OJJ uses *DSN RMTS*® to collect statistics to allocate costs to the IV-E foster care program by sampling Probation & Parole Officers.

### State of Illinois – Department of Children and Family Services (DCFS)

- **Administration Services:** DSN performs the following services for the DCFS:
  - Revenue Maximization, Cost Allocation, RMS Services, Support Title IV-E Determinations of Eligibility within the DCFS' system, and Public Assistance Supplemental Security Income (SSI).
  - Automatic Court Review System enhancement and support.
  - Board payment, receivables, adjustments, and memo grant systems.
  - Child Tracking System enhancement and support.
  - Health Works System application development, enhancement, and support.
- **Cost Allocation Plan:** DSN prepares the annual Department Indirect Cost Allocation Plan for the DCFS. DSN develops and implements cost allocation plans and related tasks which will result in the maximization of federal funding. Preparation of the cost allocation plan which encompasses, but is limited to gathering, analysis and maintenance of key data, cost allocation advisory services, audit response, and training of State employees.
- **RMS Services:** The DCFS uses *DSN RMTS*® to collect statistics to allocate cost of child welfare staff at local offices and related overhead. State staff use telephone polling to collect information on samples drawn through *DSN RMTS*®. Data collected via telephone polling process is entered into *DSN RMTS*® in order to tabulate polling results.



- **Case Management Cost Services:** The DCFS uses *DSN RMTS*®. To collect statistics to allocate the cost of Private Agency Case Managers and related overhead.
- **Residential Childcare Service Provider Cost Services:** All congregate care direct service staff use *DSN RMTS*® to determine what portion of each congregate care facility's operation is potentially Medicaid billable. *DSN RMTS*® is used to collect statistics to allocate the cost of Residential Childcare service providers and related overhead in Medicaid Rate setting.

### **State of Iowa – Iowa Judicial Branch (IJB) and Juvenile Court System (JCS)**

- **Cost Allocation Plan Services:** DSN prepares the Indirect Cost Allocation Plan and related tasks to claim appropriate federal funds for the IJB and the JCS.
- **RMS Services:** The IJB and the JCS use DSN to administer RMS for the Title IV-E Administrative Claim Support.

### **State of Iowa – Department of Health and Senior Services and Department of Social Services**

- **Project Development Services:** DSN provides Cost Report and Time Study Methodology project development services.

### **DSN leases its proprietary RMTS software to the following clients:**

#### **State of Nevada – Clark County (Las Vegas) Department of Family Services**

- DSN leases *DSN RMTS*® for data gathering including support and enhancements to the Department of Family Services to sample Child Welfare (county staff).

#### **State of Nevada – Clark County (Las Vegas) Department of Juvenile Justice (DJJ)**

- DSN leases *DSN RMTS*® for data gathering including support and enhancements to the DJJ.

#### **State of Iowa – Department of Human Services (DHS)**

- The DHS leases *DSN RMTS*® for data gathering including support and enhancements to support federal claiming for the DHS.

#### **State of Kansas – Department of Children and Families**

- DSN leases *DSN RMTS*® to the State of Kansas, Department of Children and Families for its RMS needs.
  - **Social and Rehabilitation Services Income Maintenance:** *DSN RMTS*® is used to collect statistics to allocate eligibility functions performed at local and regional offices and related administrative overhead, including SWCAP portion.
  - **Social and Rehabilitation Services Private Agency:** *DSN RMTS*® is used to allocate costs of the contracted child welfare agencies providing services previously provided by state staff.





- **Social and Rehabilitation Services Social Services:** *DSN RMTS®* is used to allocate costs of local offices to human service programs at local and regional offices and related administrative overhead, including SWCAP portion.

### DSN administers Cost Allocation Plans for the following clients:

#### State of Illinois – School Board of Education

- **Cost Allocation Plan:** DSN prepares the Indirect Cost Allocation Plan and Indirect Cost Rate and related tasks.

#### State of Illinois – Department of Commerce and Economic Opportunity

- **Cost Allocation Plan:** DSN prepares the Indirect Cost Allocation Plan and related tasks.

#### State of Wisconsin – Multiple County Governments (42 counties)

- **Cost Allocation Services:** DSN administered cost allocation services to 42 of the 72 counties within the State of Wisconsin (a list of these counties is included in **Attachment F**).

#### State of South Carolina – Horry County—Administrated by DSN

- **Cost Allocation Plan:** DSN prepares Horry County's annual Cost Allocation Plan.

### DSN has additional experience with other, large-scale, state government projects that are similar in size to FSSA's project, including for the following clients:

#### State of Indiana – Department of Education

- **Grant Management:** DSN supports the grant management of ESSER 1, 2 & 3 (COVID-19 grants).

#### State of Indiana – Indiana Supreme Court

- **Grant Services:** DSN provides grant writing and grant administration services.
- **Title IV-D Services:** DSN provides support services to maximize Title IV-D participation rate of magistrates and prosecutors.

#### State of Indiana – Subcontractor as a certified Women's Business Enterprise (WBE) to a Prime: Indiana, Family and Social Services Administration (FSSA) and Division of Family Resources (DFR): DSN is a WBE subcontractor to Equus Workforce Solution on the Employment and Training Services project.

#### State of Illinois

- **Illinois Department of Employment Security (IDES)**
  - Illinois Job Link (IJL) System
  - Illinois Benefit Information System (IBIS)
- **Illinois Department of Innovation and Technology**



- Joint Purchase Master Contract (JPMC) Technology Operations Professional Services (TOPS) Category One: Infrastructure and Operations
- Joint Purchase Master Contract (JPMC) Technology Operations Professional Services (TOPS) Category Two: Applications
  
- **Illinois Central Management Services (CMS)**
  - Auto Liability System
  - Central Time and Attendance System (CTAS)
  - eGrant Management System
  - Family Group Insurance Membership System
  - HIPAA Compliance
  - Human Resources System
  - Wireless Emergency Telephone Safety Act (WETSA)
  
- **Illinois Department of Healthcare and Family Services (HFS)**
  - IV&V Services for MMIS
  - Administrative Information Systems
  - Automated Voice Response System
  - Electronic Data Exchange (EDI)
  - ICD-10 and HIPPA Compliance
  - Management and Reporting Subsystem (MARS)
  - Management Information Systems for the Division of Child Support Keyed Information Systems (KIDS)
  - Medical Electronic Data Interchange (MEDI)
  - Non-Institutional Practitioner Subsystem (NIPS)
  
- **Illinois Department of Human Services (IDHS)**
  - Food Stamp Participation Project (FSPP)
  - Illinois Women, Infant, and children (WIC) EBT/MIS Quality Assurance Project
  - IES Project Management Office
  
- **Illinois Department of Public Health (IPH)**
  - Newborn Screening System
  - Public Health Birth and Death Related Data Project
  - Vital Records System Human Resources System
  
- **Illinois Department of Transportation (IDOT)**
  - American Recovery and Reinvestment Act (ARRA)
  - Bridge Management System (BMS)
  - Geographical Information System (GIS)
  - Illinois Roadway Information System (IRIS)
  - Illinois Structure Information System (ISIS)
  - Maintenance Management Information System (MMI)
  
- **Illinois Secretary of State (ISOS)**
  - Commercial Vehicle Information System and Network (CVISN)
  - Commercial Vehicle Registry Database System
  - Registrations and Titles Systems
  - Special Plates, Dealer Registration, Plate Inventory and Financial Institutions Systems
  
- **Illinois State Police (ISP)**

- Electronic Criminal History Operation (ECHO) System
- Law Enforcement Agency Data System (LEAD)
- National Criminal Information Center (NCIC) System
- National Law Enforcement Telecommunications Systems (NLETS)

### **State of South Carolina**

- **Department of Health and Environmental Control (DHEC)**
  - DHEC Migration Project

### **State of Missouri**

- **Department of Health and Senior Services (DHSS)**
  - WIC QA Project
- **Department of Social Services (DSS) Department of Health and Senior Services (DHSS)**
  - State MMIS Technology and Business Process Transformation Project
  - Medicaid MMS IV&V Project

### **State of New York**

- **Department Health (NYSODH)**
  - Medicaid Data Warehouse (MDW) Project

### **State of North Carolina**

- **Department of Commerce, Division of Employment Security (DES)**
  - SCUBI Project
- **Department of Health and Human Services (DHHS)**
  - FAST Project

### **State of Wisconsin**

- **Wisconsin Department of Natural Resource (DNR)**
  - Drinking Water System (DWS) Project
- **Wisconsin Department of Workforce Development (DWD)**
  - Unemployment Insurance and Workforce Reemployment Project

### **State of Ohio**

- **Ohio Department of Health (ODH)**
  - Newborn Screening Project
- **Ohio Department of Public Safety (ODPS)**
  - International Registration Plan (IRP)

## State of Vermont

- **Vermont Agency of Human Services (AHS)**
  - MMIS Care Management QA
  - MMIS Provider Management Module (PMM) QA

## Federal

- **United States Agency for International Development (USAID)**
  - Overseas Mega IT Tax Modernization Project – Financed by the US Government.

## DSN's Proposed Subcontractor Partners

DSN will utilize one minority firm – Sondhi Solutions, LLC (MBE) and one woman-owned firm - Koehler Partners, Inc. (WBE) in this engagement. Both firms are Indianapolis based and have provided consulting support to the FSSA and/or other State of Indiana governmental agencies. The proposed MBE firm will provide staffing support to RMS operations, while the WBE firm will assist in training and facilitation sessions to ensure RMS coding is appropriate and effectively understood by the agency's users to enhance cost recovery.

Selection of the right subcontractor will ensure the investment in the project services will be justified with improved federal recoveries. DSN wants to assist the FSSA in developing systems that will result in maximizing federal participation in programs for which the State administers on their behalf.

## DSN's Team

DSN's Cost Allocation Services Team is comprised of industry experts in Cost Allocation Services, Public Assistance Cost Allocation Plans (PACAP), Data Gathering, Analysis and Maintenance, Advisory Services, and Training of State Employees. DSN has included in our engagement team staff who have collectively worked with FSSA for over sixteen (16) years on cost allocation projects.

DSN's proposed team is comprised of an Engagement Manager, Project Manager, four (4) Cost Allocation Specialists, three (3) RMS Operations staff members, two (2) IT Technical Advisors, and one (1) Technical Advisor. Project staff members specialize in PACAP and RMS Cost Allocation, Medicaid, IT cost allocation, Grants Management and indirect cost allocation automated solutions.

Our company's proposed team members include:

- **Mr. Nick Petrone** is our Engagement Manager who has sixteen (16) years of experience in serving the State of Indiana. His State of Indiana experience includes working as an employee directly with the State, as well as his engagement as a consulting services vendor supporting State programs. His history with the State includes being a controller with the Division of Family Resources (DFR) and the Bureau of Motor Vehicles, as well as a Deputy Director for the DFR and the Division of Aging.

As an Engagement Manager for this critical Cost Allocation project for the Family and Social Services Administration (FSSA), Mr. Petrone is accountable for ensuring open and frank communications with the client and client satisfaction through DSN's execution and delivery of high-quality, cost allocation services. He will act as a point of escalation for addressing any needs or concerns of the client. In light of his close proximity to the Indiana Government Center, Mr. Petrone can be quickly available on site and in person to resolve any mission-critical issues that may arise.

- **Mrs. Karen Kinder** is our Project Manager with forty-five (45) years of experience, including twenty-seven (27) years with Indiana at the FSSA, and twelve (12) years with the Indiana

Supreme Court. Mrs. Kinder supervises and provides management support for our FSSA Cost Allocation team. She will attend the cost allocation plan quarterly reviews. Mrs. Kinder will provide guidance and counsel to the activities of our MBE subcontractor partner's staffing (dedicated to RMS operations) and WBE subcontractor partner's services (focused on facilitation and training) throughout the length of the contract. Her oversight ensures that FSSA staff interacting with DSN's subcontractors are fully involved and trained, without excessive time away from their main jobs.

- **Mr. Michael Lenox** is DSN's Senior Cost Allocation Specialist. Mr. Lenox has worked closely with the Federal Reporting staff, Agency Controller, Division Controllers and Fiscal Analysts in cost allocation for DFR and local offices, as well as with the allocation of central services administrative costs. He has over fifteen (15) years' experience in Cost Allocation Services for federal, state and local governments, including developing CAPs and ICRPs for such clients. Mr. Lenox also brings 25 years' experience in cost accounting and financial analysis for some of the country's largest manufacturing employers. He is assisted by **Ms. Kim McClaughry** and **Mr. Jesse Bratton**.
- **Ms. Amy Royce**, the RMS Administrator, has been overseeing the day-to-day operation of two (2) FSSA RMS sampling groups including DFR's Income Maintenance and DDRS BDDS. She is assisted by **Ms. Kim Kennedy** and **Ms. Susan Kelley**. Ms. Kennedy is collaborating with the DSN team through our proposed MBE subcontractor staff and has been assisting Ms. Royce on the FSSA project for seven (7) years.
- **Mr. Birdell Fry, CPA** and **Mr. Robert Lefeber** are DSN's Technical Advisors for this project. Their services to FSSA are included from our company at no charge to the project. DSN will assign Mr. Birdell and Mr. Fry as Technical Advisors to our engagement team. Mr. Fry is DSN's Director of Human Services Consulting. He brings over thirty (30) years of experience in the areas of Cost Allocation, Medicaid RMS, and Title IV Rate Study. Mr. Fry will be able to advise the FSSA and the DSN project team as needed regarding policies and federal claiming. Mr. Lefeber is DSN's Senior Cost Allocation Specialist with more than thirty (30) years of experience in Cost Allocation Practice, managing and preparing indirect cost allocation plans for forty-three (43) of Wisconsin's seventy-two (72) counties. He has extensive experience in Cost Accounting, Financial Analyses, user fee and cost-benefit studies. Mr. Lefeber has served as a senior consultant and manager on a wide variety of strategic, organizational, operational, managerial, and financial consulting engagements in Illinois, Michigan, Minnesota, and Wisconsin.
- **Mr. Derek Moore** and **Ms. Divya Dugyala** are the *DSN RMTS*® software maintenance, enhancement and support team. Mr. Moore has been providing RMS support to FSSA for over eighteen (18) years. Ms. Dugyala will serve as auxiliary staff and brings extensive experience in supporting RMS software for the Illinois DCFS.

Our DSN team of experts brings an intimate familiarity with detailed deliverables for the FSSA. In choosing to continue with DSN, the State of Indiana will be making a known and prudent choice. The State will avoid any significant start-up or transition costs and issues by choosing DSN to continue to provide these Cost Allocation Services, while continuing to receive the excellent, high quality to which they have been accustomed.

DSN's best-in-class staff are knowledgeable of allowable costs and administrative activities under federal programs. Specifically, DSN's team brings Indiana-specific knowledge related to these activities that sets our company apart. No other firm can bring the years of Indiana-specific expertise, in addition to other state experience which DSN is offering. Our company is well-qualified, fully prepared, and eager to assist FSSA for years to come in its mission.

***Through the combined services of Mr. Nick Petrone, Mrs. Karen Kinder, Mr. Mike Lenox, Ms.***



**Kim McClaughry, Mr. Jesse Bratton, Mr. Robert Lefeber, Ms. Amy Royce, Ms. Kim Kennedy, Ms. Susan Kelley, Mr. Birdell Fry, Mr. Derek Moore, and Ms. Divya Dugyala our DSN team is established to assure FSSA project success.**

## Summary

In summary, DSN development of cost allocation plan services is based on industry standards and best practices, built on our company's years of experience. We do not, however, apply a "cookie cutter" approach to our engagements. We understand that each government's agency is unique and requires a customized approach. Consequently, we tailor the approach, methods, tools, and execution of our delivery plan to the specific needs of the client and the individual engagement. DSN's long-standing experience and understanding of the public assistance cost allocation plan (PACAP), as well as the required processes for updating the plan, are firmly established related to FSSA's operations. As the current FSSA cost allocation and RMS services provider, DSN can assure the State that there will be no contract transition issues, no personnel changes will be made on the DSN Cost Allocation Team and RMS Team, and new training will not be necessary.

## DSN's Commitment

**DSN is willing and committed to accept all the terms and conditions in the RFP including, but not limited to, the State's mandatory contract clauses.**

In addition, DSN is also making a **commitment to provide on-site services** to this engagement. DSN has cost allocation specialists that reside in the Indianapolis area, and are able to be on site as necessary with the request of FSSA.]

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**RFP § 2.2.2**

**Signature of Authorized Representative {RFP § 2.2.2}**

A person authorized to commit the Respondent to its representations and who can certify that the information offered in the proposal meets all general conditions including the information requested in [Section 2.3.4](#), must sign the Executive Summary. **In the Executive Summary, please indicate the principal contact for the proposal along with an address, telephone, and e-mail address, if that contact is different than the individual authorized for signature.**

Mr. Nabil Refai is a co-founder and Vice President of DSN. He has over 34 years of public sector consulting experience and has the authority to sign all the proposals and contracts on behalf of DSN. A copy of a corporate resolution adopted by the board of directors is attached to the business proposal in Appendix 2.3.9 (Corporate by Laws – Authorizing Document) indicating Mr. Refai’s authority to act on behalf of the firm.

The contact information for Diversified Services network, Inc. (DSN) is as follows:

Nabil Refai, PMP, PhD  
Vice President  
630-983-9819 (office)  
630-248-7523 (cell)  
Diversified Services Network, Inc.  
2760 Forgue Drive, Suite 100  
Naperville, IL 60564

[nrefai@dsnworldwide.com](mailto:nrefai@dsnworldwide.com)

[www.dsnworldwide.com](http://www.dsnworldwide.com)





**RFP § 2.2.3**

**Respondent Notification {RFP § 2.2.3}**

Unless otherwise indicated in the Executive Summary, Respondents will be notified via e-mail.

It is the Respondent's obligation to notify the Procurement Division of any changes in any address that may have occurred since the origination of this solicitation. The Procurement Division will not be held responsible for incorrect vendor, contractor or respondent addresses.

DSN understands that notification on RFP 24-78771 will be through email to [nrefai@dsnworldwide.com](mailto:nrefai@dsnworldwide.com). DSN further acknowledges our obligation to notify the Procurement Division of any changes in address that may have occurred since the origination of this solution, and also acknowledges that the Procurement Division will not be held responsible for incorrect vendor/contractor/respondent addresses.

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**RFP § 2.2.4**

**Secretary of State {RFP § 2.2.4}**

The Respondent shall indicate their status with respect to the Office of the Indiana Secretary of State.

DSN acknowledges and confirms that we are registered and in good standing with the Indiana Security of State. In **Attachment E—Appendix 2.3.2**, we have included a copy of our current SOS standing with the State of Indiana.

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## RFP § 2.2.5

### **Other Information {RFP § 2.2.5.}**

This item is optional. Any other information the Respondent may wish to briefly summarize will be acceptable.

## **Why DSN?**

We strongly believe that our excellent track record in providing Public Assistance Cost Allocation Plan (PACAP) with laser focus on maximizing federal funding, combined with our 34-year track record in the public sector and commitment to customer satisfaction brings an unparalleled capability to deliver the necessary services and support to FSSA in its endeavor.



### **A few key components of DSN's unique value proposition are:**

- Over thirty-four (34) years of extensive experience in providing Technology and Public Sector Consulting Services focused on the Health and Human Services areas to federal/state/local governmental agencies, and Fortune 500 companies for both large and small endeavors.
- Deep understanding of Cost Allocation Services, RMS, Title IV-E child welfare related services and governmental operations.
- Proposed DSN core staff local to Indianapolis and currently providing project management, cost allocation advisory and training services on the FSSA cost allocation project.
- Excellent reputation of being an ethical and reliable vendor with very competitive pricing. Nowhere is our reputation more established than with our oldest clients, state governments.
- Broad range of competencies to serve as the single “go-to” vendor to provide all categories of Technology and Public Sector Consulting Service’s needs.
- Availability and readiness of a large pool of qualified professionals to cover all needs for Cost Allocation Services job categories.
- Local office near the Indiana Government Center to ensure timely response to meet any of FSSA’s needs.
- 90% of our current clients are repeat customers.
- Direct contact with senior management staff that have relevant technical qualifications that will be available to meet with FSSA representatives in the same day.
- Financially stable and debt-free company with low overhead to achieve cost and hourly rate savings to all of our customers

### **DSN's core values and fundamental characteristics that help differentiate us from our competitors:**

- Long history of providing exceptional response and service to the State Government agencies
- Without question, DSN's number one focus is the proactive pursuit of its customer's satisfaction
- Experienced staff that are well trained in building customer relationships
- Pride in providing exceptional service at competitive prices





*At DSN, experience is our strength.*

## **DSN's Promise**

Our promise is that we will meet or exceed the FSSA's expectations and satisfy its needs by delivering excellent Cost Allocation Services in a highly responsive manner. This promise is backed by two fundamental characteristics that help differentiate DSN from our competitors:

- **Relationship**

We genuinely want to maintain and enhance a meaningful, long-term relationship with the FSSA that demonstrates our appreciation for its business and our commitment to its success.

- **Guidance**

We want the FSSA to depend on DSN as knowledgeable experts in providing Public Assistance Cost Allocation Plan (PACAP), Data Gathering, Analysis and Maintenance, Advisory Services, and Training of State Employees who are ready and available to deliver the right resources and services needed, now and in the future.

*Without question, DSN's #1 focus is the proactive pursuit of its client's satisfaction*

Sincerely,

*Nabil Refai*

Nabil Refai, PhD, PMP

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