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June 1, 2023

Mark Hempel, Director of Account Management
Indiana Department of Administration
Procurement Division
402 W. Washington St., Room W468
Indianapolis, Indiana 46204
Via email: mhempel@idoa.in.gov

Re: Request for Proposal 23-74560 Employment and Training Services
Best and Final Offer Response due June 1, 2023 by 10:00 AM Eastern

Dear Mr. Hempel:

This letter represents the Best and Final Offer (BAFO) Request response from Arbor E&T, LLC dba Equus Workforce Solutions for Employment and Training services for the Indiana Family & Social Services Administration (FSSA) Department of Family Resources (DFR).

We appreciate the opportunity to reconsider our pricing proposal and have concluded our original submission is our best and final offer. Our MWBE Commitment Forms and letters also remain in effect as submitted. To reassure the State that our initial cost calculations were performed to achieve the best value for the intended scope of work, we highlight a few factors:

- Our proposed hourly rates are based only on costs. We elected to not include management fee or profit in these fixed-fee calculations, recognizing the intent of the separate performance-based payments and our commitment to realizing success for the program.
- As described in the proposal, our presentation, and throughout the clarification process, we were selective with our partners, seeking excellent cost-effective resources while supporting targeted business enterprises.
- Our staffing array and supporting costs are based on the scope of work and current caseloads without additional conservative projection or gain.
- The transition costs presented are minimal, designed to ensure seamless transfer of services from the current provider without disruption to clients.

Equus has relayed to the State our culture of premier customer experience for all stakeholders and our commitment to be a responsive collaborator. As such, we were ambitious and transparent in our proposal and pricing. We hope this BAFO reads as it should: our working style is to endeavor to *get it right* the first time.

Please let us know if any further detail will be helpful as you conclude your evaluations.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Mark Douglass'.

Mark Douglass
CEO/President
mark@equusworks.com

